

Recruiting Trends

2012 - 2013

42nd Edition



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Recruiting Trends 2012-2013

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Contents

Executive Summary	v
Meet the Completers	vi
The State of Hiring, 2012-2013	1
Employer Outlook on the Labor Market.....	3
Employer Hiring Intentions.....	5
College Hiring.....	7
Hiring by Organization Size.....	9
Hiring by Economic Sector.....	12
Hiring by Academic Major	15
Hiring by Region.....	19
Recruiting Strategies & Hiring.....	21
Jobs for New Hires.....	25
Starting Salaries	26
Forces Shaping the College Hiring Season.....	29
Internships & Co-Ops.....	33
Focus of Recruiting & College Initiatives.....	35
All Things Measured: Challenges for Preparing College Talent.....	37
Final Thoughts.....	41
Trends Supporters.....	42



Executive Summary

The new college labor market inches ahead with a 3 percent gain over last year across all degrees. Strong demand for marketing, finance, human resources, and advertising majors as well as the inclusive “all majors” group will push up hiring for Bachelor’s degrees by 5 percent. This growth comes despite a softer market for engineers, accountants, and computer science majors than in the previous two years. We attribute some sluggishness to the number of large organizations taking a wait and see approach until after the elections and Congressional decisions about sequestration.

This year nearly 4,300 employer representatives responded to our survey. Sixty-seven percent (2,864) were full-time hiring managers or recruiters. Their information combined with 444 internship/co-op program managers, 690 recruiters who hire specific majors with work experience, and 249 short-term work and contract recruiters provided in the data we needed for this report. Because of political and economic uncertainty, only 2,057 full-time recruiters could report their hiring targets. The number of employers unable to report their targets is slightly higher than last year.

The surprise in this year’s results is the strong demand for Associate’s degrees — up more than 30 percent — in applied engineering, healthcare technology, business, and computer science. This finding mirrors information found in other reports on job growth: Associate’s degrees have been outpacing four-year degrees for the past several months.

After several years of expansion, the MBA market will contract this year by 6 percent, wiping out last year’s gains. Retrenchment is the signal from large employers. One bright spot will be found among financial services companies, particularly banks. This contraction may be painful: more newly minted MBAs — many who may have remained in school to ride out the recession — will graduate this year.

Employers complain of the shortage of qualified candidates, both new graduates and experienced talent. To circumvent possible skill shortages, employers say they plan to increase training for employees and use technology more effectively (especially the newest platforms) to recruit new hires. Moreover, they expect to begin college recruiting programs earlier, identify rising talent, and make more strategic connections with undergraduates before they leave school.

Despite these efforts, employers are concerned about the preparedness of college students entering the workplace, especially their lack of work experience in professional settings and their attitudes toward work itself. Even after four years of tight labor conditions for new college graduates, employers encounter candidates who approach the workplace with unrealistic expectations about salary and responsibility. Given the candidates’ sometimes limited experience straight out of school, employers emphasize that new hires need to learn the ropes, apply their academic knowledge, and gain a deeper understanding of their role in the organization — technical terms for “grow up a bit more” — before they demand positions beyond their abilities or quit altogether for another job somewhere else.

International students seeking internships and one year of work — both legal with their student visa — will find only a small cluster of employers willing to host them. Employers report frustrations working with many international students because of language barriers and poor understanding of American business culture. Moreover, the complexity and hassles involved with completing the required paperwork stymie many employers with good intentions. The limited number of opportunities that employers are willing to make available will put pressure on education institutions that have accepted high numbers of international students to find the acceptable experience many expect from their tuition dollars.

Overall the market continues to improve, clawing its way back to the robust hiring in 2007. We do not expect a breakout year. The college labor market will remain competitive, but job expansion will mitigate somewhat the problems students have finding work related to their area of study. The opportunities are out there for graduates who know where they want to go, know how to get there and, because of their preliminary work on career goals, have built a network of professional relationships (especially with alumni), they can tap for assistance with their job search. The opportunities are also out there for employers to identify these graduates sooner. The ability of higher education to improve the environment in which both these sides of the college labor market can meet will be crucial for success.



Meet the Completers

We generated this convenience sample drawn from employers who are currently seeking college talent through their interactions with college and university career services offices. Readers can use the key characteristics of this sample to determine how applicable the survey results are to their campus employer base.

Company Size		
Average size (all respondents)		7,496
Very small	1-9 Employees	10%
Fast-growth	10-100 Employees	33%
Small	101-500 Employees	25%
Midsize	501-3,999 Employees	17%
Large	> 4,000	15%

Key Economic Sectors	
Professional and Scientific Services	21%
Manufacturing	16%
Nonprofit Organizations	9%
Financial & Insurance Services	8%
Education Services	7%
Government	7%
Healthcare & Social Assistance	6%
Information Services	4%

Key States	
Michigan	9%
Florida, Ohio & Wisconsin	7%
Illinois & Colorado	5%
New Jersey & New York	4%
California, Minnesota & Texas	3%

Active Recruiting by Region	
International	5%
Entire U.S.	17%
Northeast	6%
Mid-Atlantic	10%
Great Lakes	20%
Upper Plains	8%
Southeast	12%
South-Central	6%
Southwest	5%
Northwest	5%

Active Recruiting by Institution	
Two-year public college	22%
Four-year public college & university	60%
Four-year private college & university	46%
Two- & four-year for-profit institution	11%
Institution with advanced degree programs	31%
Historically black college & university	12%
Hispanic-serving institution	9%



The State of Hiring, 2012-2013

For the past two years, college recruiting could best be described as confident, active, and sometimes chaotic. Yet morose job numbers, a lackluster economy, and unsettled financial news from Europe have preceded every fall report for the past few years. This year is no exception. Europe continues to slip down the financial slope with troubling impact on both the U.S. and global economies. In fact, the global economy has been anemic: all the major economies are reporting low growth. The U.S. stock market moved upward rapidly until corporations began issuing their third-quarter reports. Consumers seem more confident and have been spending modestly for goods, especially automobiles. Despite these stronger indicators, job growth has failed to ignite across the entire labor market. Given the bitter political environment and presidential election, the question today is: Will the new college labor market continue to improve at the rates reported for the past two years?

Looking for clues, we tapped several sources of labor market information to discern any patterns leading into the fall recruiting season. Office Depot's Small Business Index reports the small business labor outlook to be sluggish, with 26 percent of their respondents indicating they plan to hire more this year than one year ago. [Intuit's Small Business Index](#) expects to see employment among small firms increase by 3.6 percent over the year. The [NYSE Euronext Survey](#) found that both corporate CEOs and small-business owners felt that small business would lead job growth for the next three years despite the reservations of small employers about the lack of access to capital, the high level of economic uncertainty, and taxes. [Manpower Employment Outlook](#) for the third quarter of 2012 paints a more positive picture than last year. The outlook calls for employment to continue to "inch-up," with an improvement of 11 percent (compared to 8% last year). Their report calls for 26 percent of employers to add positions and only 6 percent to eliminate them. The strongest job growth appears to be in the Midwest and South. These gains are the strongest reported so far this year.

The Bureau of Labor Statistics (BLS) provides [monthly updates](#) for nonfarm employment by economic sector. Monitoring of year-over-year improvement between September 2011 and 2012 shows jobs were added to nearly every sector, with stronger growth in Retail, Transportation, Accommodations, and Financial and Insurance Services than in other sectors. Manufacturing increased hiring in most subsectors, although the Computer and Electronic Products subsector was down sharply and the Machinery subsector stayed even. Manufacturing growth was spurred by the food, plastic, chemical, petroleum, and transportation sectors. Professional Services showed especially strong growth across all segments — Legal Services grew for the first time in several years.

The BLS [U-6 Report](#), a broader measure of unemployment, reported a decline of one percentage point in the level of discouraged workers who have quit looking for work and those with less than full-time employment. Overall numbers remain stubbornly high. With encouraging signals from these reports, the more modest claims for job growth found on [economix.blogs](#) and written by Mark Zandi, Moody's Analytics' chief economist, are sobering. He calls for more "mediocre" increases in employment given the underlying political and economic issues still unresolved with regard to taxes, revenues, and outstanding obligations. (Moody's Analytics reports are accessible for subscribers only; however, Moody's frequently releases key findings to advance the greater economic discussion.)

Manpower warns against
waiting for the right talent to
arrive when it is time to hire.

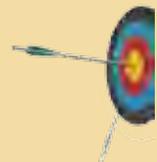


Table 1. Factors Shaping Organization Recruiting Activities

	Mean ^a	Quite to Very Important (%)
Growth of organization	3.42	55
Turnover	2.97	39
Targeting experienced talent	2.75	28
Retirements	2.12	19
Filling open acquisitions	1.85	13
Reducing staff	1.70	10

a. The five point scale ranges from 1 (not at all important) to 5 (very important).

When we issued this survey, we took into account the uncertainty stemming from Europe's financial mess, China's sluggish economy, and the U.S. political scene. We focused on several issues more directly tied to the survey respondents' internal workforce needs and the implications better understood by organization representatives (table 1). For example, we asked how important pending retirements were for developing this year's hiring targets. We also asked respondents to consider growth, turnover, staff reductions, open-acquisition orders, and availability of experienced talent. These organizations are recruiting on campus mainly because they are growing. Retirements, though looming, are still not strongly shaping an organization's recruiting program. If an organization is growing, it is not surprising to see their interest in tapping the experienced talent pool available and searching for work.

Some differences are noticeable if we consider organizational size and economic sector. Regardless of size, all these organizations report nearly the same level of importance on "growth of organization." They differ (significantly) for:

- Retirements. Organizations with more than 500 employees are more concerned about pending retirements. The largest organizations are the most concerned (mean of 2.60).

- Turnover. The larger the organization, the more turnover plays an increasing role in shaping college recruiting activities. For organizations with more than 4,000 employees the mean is 3.20.
- Experienced talent. Small organizations with 100 to 500 employees are more likely to seek and hire experienced talent than other organizations both smaller and larger. The mean for small organizations is 2.91.

Among economic sectors these findings stand out:

- Retirement is very important for Utilities and Government but not much of a problem for Leasing, Accommodations, Information Services, and Professional and Scientific Services.
- Turnover is very important for Retail, Healthcare, Nonprofits, Government, and Accommodations.
- Growth is important for all sectors, but Retail, Transportation, Financial and Insurance Services, and Professional and Scientific Services place special emphasis on this issue. Government and Nonprofits do not expect growth to be as important over the next several years.
- Experienced Talent is very important in Utilities, Information Services, and Financial and Insurance Services.



Employer Outlook on the Labor Market

How do employers hiring new college talent this year view the labor market? Our report focuses on responses from (1) 2,864 employer representatives responsible for full-time hiring and (2) 444 internship and co-op program managers who provided sufficient information for various sections of this report. Only 2,057 full-time hiring representatives provided complete information this year. Approximately 120 colleges and universities around the country facilitated our efforts by contacting employers and asking them to participate in the survey. These valuable partnerships have gathered a large, geographically broad, and diverse mix of employers tapping colleges and universities for talent.

Employers are slightly more optimistic about the college labor market than last year. Their rating of the overall market represents a mean of 2.55 — squarely between “fair” and “good.” This mean compares to their view of the market during the fall 2008 when the world began to fall apart (fig. 1). The 2012-2013 mean remains more than a percentage point below the “good” to “very good” view in 2007.

Organization size did make a difference in how employers viewed the college market: optimism increases commensurately with the number of employees in the organization. Very small organizations feel the market is still “poor” to “fair,” while the largest feel it is much closer to “good.”

My grass is greener than your grass! When we compared the overall college market perception by economic sector, we found few differences (fig. 2). Retail employers are much more optimistic than nonprofit organizations. The startling

differences appeared when we asked employers to rate the employment outlook in their own economic or industrial sector. Some sectors report that their markets are “good” to “very good” (e.g. Utilities, Mining and Oil, Financial Services, Agriculture and Natural Resources, and Professional and Scientific Services). Even those who rate their sectors the lowest still approach “good” (Government, Nonprofits, and Arts, Entertainment, and Recreation). For all sectors, the industry rating is higher than the overall rating. In fact, for several sectors the gap is .75 to 1.00 percentage point. In other words, employers view their local scene more positively than the big picture (or think the labor problem is happening somewhere else).



SURVEY RESPONDENTS	
Full-time hiring	2,864
Internship/ co-op programs	444
Seasonal, short-term & project hiring	240
Experienced talent hiring	673

Figure 1. Employer Perceptions of the Strength of the College Labor Market

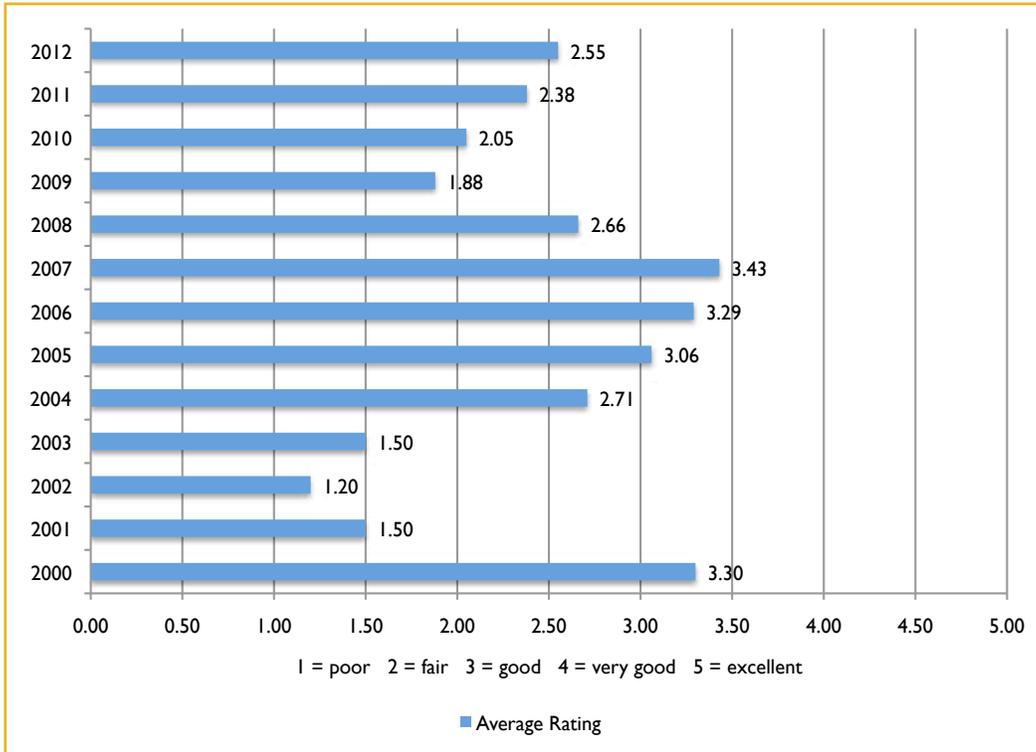
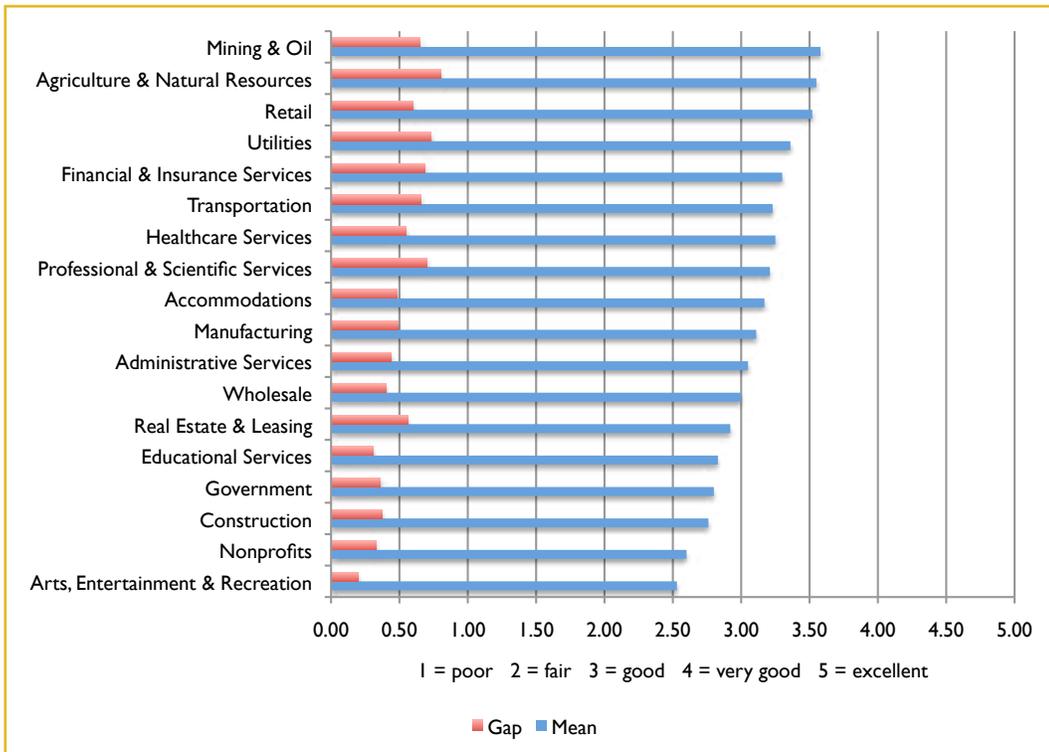


Figure 2. Employer Perceptions of the Strength of the Economic Sectors





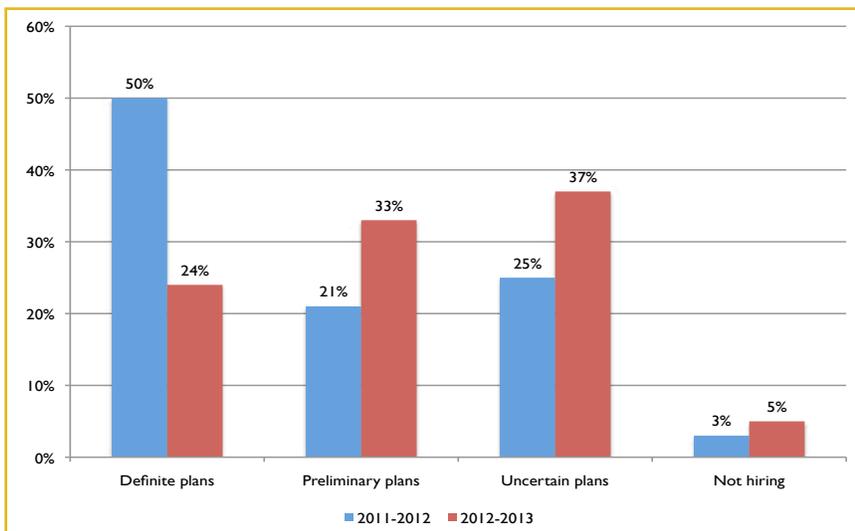
Employer Hiring Intentions

What a difference a year makes! Based on the evidence collected in 2011-2012, we described the market as “broad and deep.” No matter the organization size, all economic sectors (except Government) and all academic majors expected strong positive growth in available job opportunities — no one was being left out. Last year 42 percent of full-time hiring representatives entered the recruiting season with definite plans to hire. This year only 22 percent (nearly a 50 percent decline) are entering with definite plans; one-third expect to come to campus with preliminary plans. The uncertainty swirling around the political election and the impending “fiscal cliff” is certainly casting a pall over the college labor market. Call it the Obama-Romney uncertainty factor, but more organizations are coming to campus with no specific targets in hand (36%) or are staying home (10%). The upward movement of these last two measures frustrates a college labor market that has seen them decline for the past two years.

When we compared the intentions of employers who hired new graduates last year (81% of full-time hiring representatives) to those who did not (19%), we found uncertainty has returned to the recruiting process to heights seen during the depths of the recession. Last year 50 percent of those who hired new college talent had definite plans; this year, only 24 percent do (a decline of 26%) (fig. 3). The number of employers having preliminary or uncertain plans is rising sharply.

Employers who did not hire last year but decided this year to consider hiring a new college graduate are approaching the market with a high level of uncertainty (fig. 4). Only 13 percent have definite plans and an additional 31 percent have preliminary plans. About one-third are uncertain. Still nearly one-quarter may not be in a position to hire at all. These figures are similar to last year.

Figure 3. Employers Who Hired in 2011-2012 & Their Plans for 2012-2013



Five percent of employers who hired new talent last year reported they were unable to iterate their planning for this year’s survey (though they were recruiting). These were primarily midsize and large organizations from Manufacturing and Professional and Scientific Services.

Recruiting Trends 2012-2013

Direction of Hiring Plans

With the shift toward more uncertain hiring plans, the direction hiring is likely to take becomes a major concern (fig. 5). Employers can have definite hiring targets, but this year's targets could be smaller than last year's. By gaining a sense of the direction targets are likely to take, we gain perspective on how the actual hiring numbers may come out.

Even with the shift in planning, we saw comparable figures for the direction of hiring. For employers seeking talent at the Associate's and Bachelor's degree levels, 45 percent expect to increase hiring, and about 30 percent are lowering their targets. At the advanced degree levels, about one-third expect to increase their hiring, while 45 to 50 percent plan to decrease hiring. About 20 percent of employers plan to hire at the same level as last year.

Figure 4. Employers Who Did Not Hire in 2011-2012 & Their Plans for 2012-2013

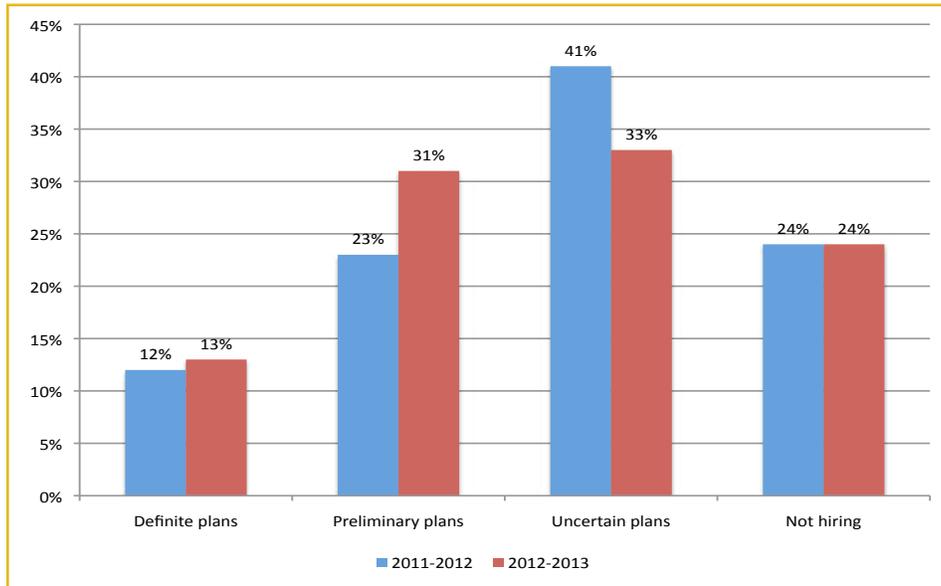
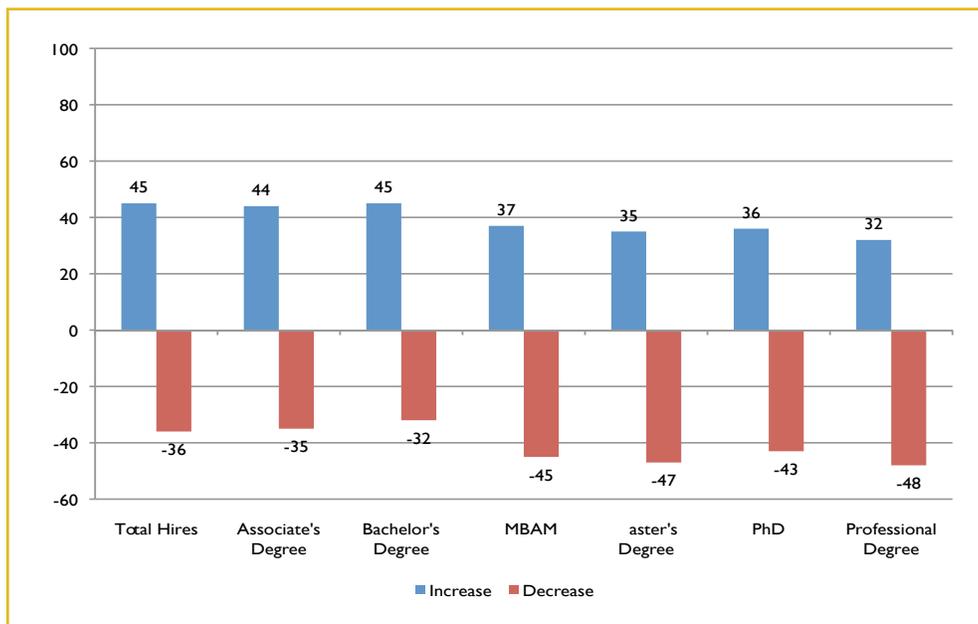


Figure 5. Increase or Decrease in Hiring, by Degree Level





College Hiring

Approximately 2,057 employers provided complete hiring information for the analyses in this section. These organizations represent nearly 78,000 job opportunities across all degree levels, with slightly more than 58,600 (75%) opportunities targeted toward Bachelor's degrees. Overall, the college labor market is expanding at a very modest 3 percent over last year (table 2). Market expectations also seem more tempered than last year.

The market for Associate's degrees shows a strong gain in job opportunities, topping 30 percent. This survey result corresponds to a strong increase in job opportunities for two-year degree recipients over the past six months, according to *USA Today*. The share of job growth has also shifted recently in favor of community-college graduates over four-year college graduates.

The market for Bachelor's degrees appears to be similar to last year's: it is still growing by 5 percent. The dynamics, however, are different this year; the market is not as broad or as deep. Hiring was "moderately aggressive" last year. This year it is hard to determine if the same term applies. Because the career-fair season now starts earlier in the academic year and seems compressed into the first six

weeks of fall, it is hard to know if the intensity stems from the timing of events or true competition for talent, especially since some large corporations have been sitting on the sidelines.

While the market for graduates with Bachelor's degrees continues to improve, the market for MBAs is set to contract. Hiring from MBAs remains bifurcated. Slightly more employers are reducing their hiring targets (42%) than those planning to increase theirs (39%). Total available MBA positions will be down 6 percent compared to last year. This contraction signals the end of a three-year growth in MBA hiring, erasing the 6 percent gain reported last year. The downward shift comes at a time when more MBAs are graduating; thus supply may exceed immediate demand for the degree.

The decline in MBA hiring came as a surprise given the recent performance of this market segment. From some preliminary examination of the underlying patterns, it appears some employers are substituting degrees — shifting positions from the MBA level to the Bachelor's level. We do not yet have a handle on the extent to which this is taking place, but it is too noticeable to ignore. This shift may

Table 2. Comparison of Hiring Targets, 2012 & 2013

Degree	Employers Reporting (#)	Average Hires 2012 (#)	Average Hires 2013 (#)	Change Year over Year (%)
Associate's	667	7.6	10.2	31
Bachelor's	1,931	22.2	23.3	5
MBA	517	5.8	5.1	-6
MS/MA	716	10.3	10.2	-1
PhD	238	4.6	5.0	8
Professional	168	15.5	14.7	-5
Total Hires	2,057	33.4	34.4	3

Recruiting Trends 2012-2013

reflect an underlying lack of confidence in the economy; in other words, employers avoid committing to higher priced degrees to minimize budget risks over the short run. This shift would not be a problem if the supply of MBAs were not increasing. Graduates from top programs can expect to find good opportunities, but MBAs with very little professional experience may have more difficulty landing a position.

The labor market for Master's degrees seems to be holding steady with very little overall change in total available positions over the past several years. In other words, this market seems to be stuck at the bottom of a U-shaped curve. Following the loss of opportunities in 2008 and 2009, the market is essentially flat-lining and showing none of the same strong gains as the markets for Bachelor's and Associate's degrees.

The labor market for doctoral degree recipients working outside academia continues to improve, especially for those from technical disciplines such as healthcare, engineering and computer science. Many employers seeking PhD talent are smaller organizations.

Hiring figures for Professional degrees tend to oscillate because of the small number of employers providing information. Depending on the mix of legal firms, pharmacies, and

healthcare services that respond each year, the figures can vary wildly at times. (Readers should use caution in applying these survey results.)

A final comparison worth mentioning: the importance of organizations increasing their hiring targets this year cannot be overstated. Across all degree levels these employers are increasing the number of positions available (between 45% and more than 100%). These increases are needed to offset the losses incurred by those decreasing hiring by 40-60 percent (table 3).

Although this small sample represents only a portion of the college labor market, the findings provide a larger story that conveys implications for the overall labor market for new graduates. Our story continues to portray the growing strength for employment opportunities for new graduates in the face of monumentally difficult economic challenges. While the number of opportunities may be insufficient to provide every new graduate a meaningful position, the expansion continues to whittle away at the number having to enter part-time or non-career related employment.

Table 3. Changes in Employer Hiring Projections & Available Jobs

Degree	Change in Direction of Hiring Projections	Number of Positions Available per Degree	Percent Change from 2011-2012
Associate's	↑	16	>100
	↓	4	-49
	No change	8	—
Bachelor's	↑	29	45
	↓	16	-38
	No change	24	—
MBA	↑	7	84
	↓	2	-63
	No change	9	—
MS/MA	↑	13	73
	↓	7	-39
	No change	15	—



Hiring by Organization Size

We obtained a balanced sample of respondents whose organizations varied in size from start-ups to large corporations — a mix consistent with samples drawn over the past several years. Organization size plays an important role in shaping job prospects for college students. For example, fast-growth (second-stage) organizations that have successfully emerged from their start-up phase are accelerating hiring. The last two years also show the resurgence of large organizations looking to hire large numbers of college talent. As a result they have been highly visible on campus and engaged in an array of activities to identify and nurture talent. This combination of large and small organizations has been propelling the college labor market since the recession in 2008.

Times are changing: the troubling signs we have constantly mentioned over the past two years seem to dominate the hiring scene this year. Large organizations have been very active in the labor market — this year they are not. They are just eking out a 1 percent gain, and some large organizations are actually cutting jobs. Moreover, large organizations are especially cautious or are not even participating. During the last two years these employers have been increasing hiring targets in double digits, pushing up the number of new hires to averages reported before the recession. The opposite is true this year: small and midsize organizations are holding the college labor market together.

Based on comparisons of projected hires and actual hiring figures, the following synopses describe the hiring expectations for each size of organization (fig. 6).

Very small organizations (< 9 employees) consist of small single-proprietor establishments (e.g., insurance agencies, law firms, public relations firms, or consulting businesses) and start-up organizations. These organizations expect to increase hiring from all degree levels; some expect to double their workforce. Start-up research facilities expect to hire more PhDs, particularly from technical and scientific fields. Overall, the organizations expect to increase their total hires by an average of 3 hires per organization compared to an average of 2 to 5 last year.

Fast-growth (second-stage) organizations (10-100 employees) have consistently been top performers for the past ten years and represent 33 percent of this year's survey respondents. The organizations' hiring expectations will be positive across all degree levels, except for doctoral degrees where the hiring level will remain the same at last year. The projected hiring targets do not reflect the strong gains of the past few years; however, organizations expect to increase hiring for Bachelor's degrees by 15 percent. The increase translates to an average of 6 new employees and a 13 percent increase over last year.

Small organizations (101-500 employees) appear to be as cautious this year as last. These organizations expect to increase hiring across all degree levels by a modest 3 percent. The good news here applies to Associate's degrees: organizations expect to expand hiring for these graduates by 18 percent; PhDs follow at 8 percent. For Bachelor's degrees, organizations expect to increase hiring by a modest 3 percent over last year. The news for MBAs and other Master's

Figure 6. Hiring by Company Size & Change Year Over Year

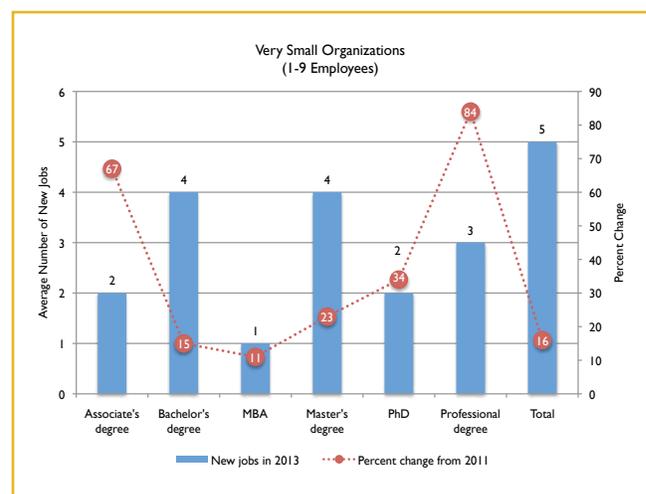
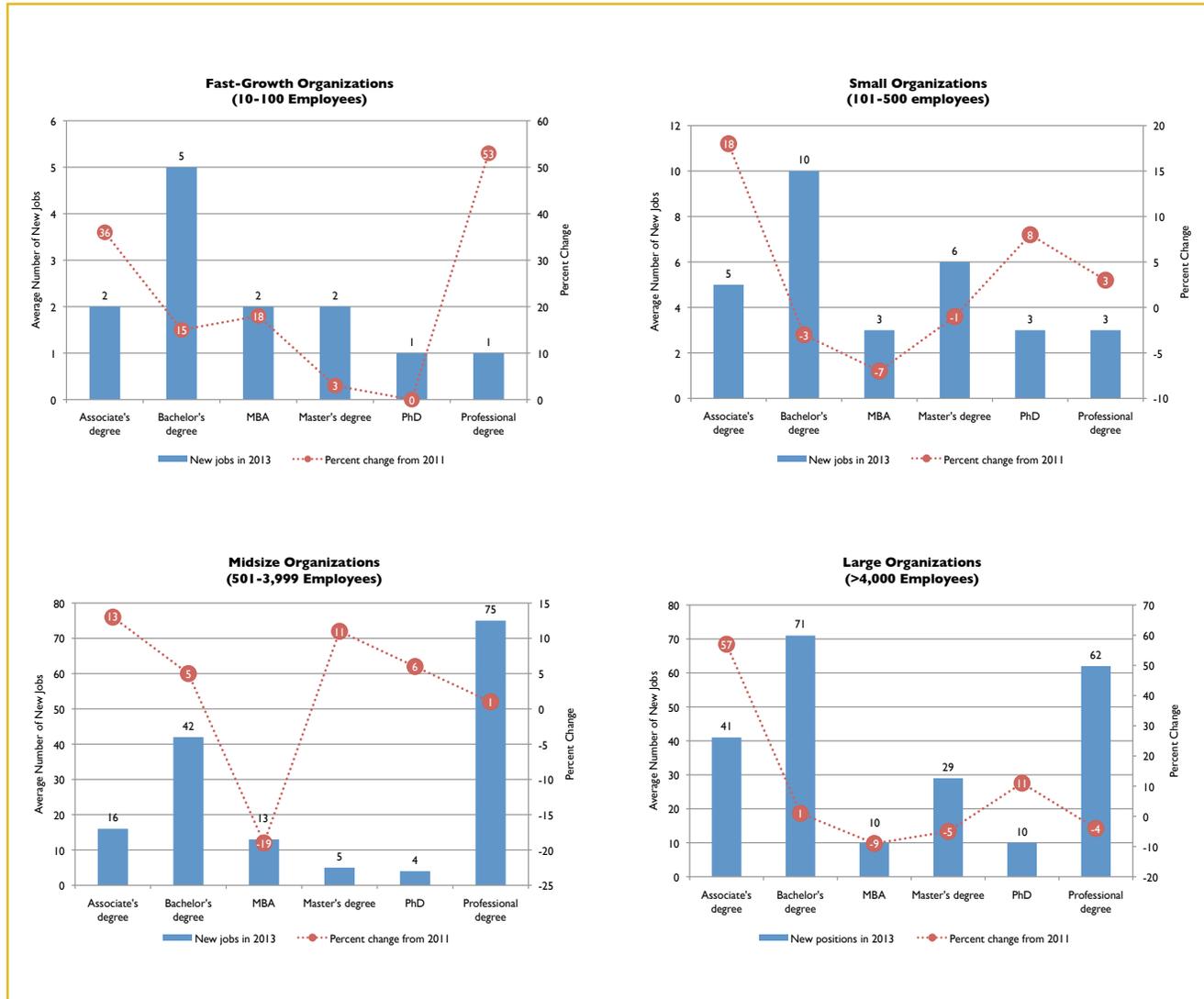
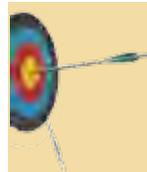


Figure 6. (Continued)



degrees is not as rosy: organizations expect to contract the job opportunities for this degree level by 7 percent to 10 percent compared to last year and hire on average 15 new employees, an increase of 4 compared to last year.

Midsize organizations (501-3,999 employees) have struggled harder than any group through this recession. Over the past two years, their situation has stabilized: they have been increasing hiring cautiously and strategically, especially for Associate's and Bachelor's degrees. This is the first year hiring across all degree levels will be up 5 percent from last year, despite strong declines in hiring prospects for MBAs and PhDs. More midsize organizations were unable to provide hiring details this year than in previous ones; those who did

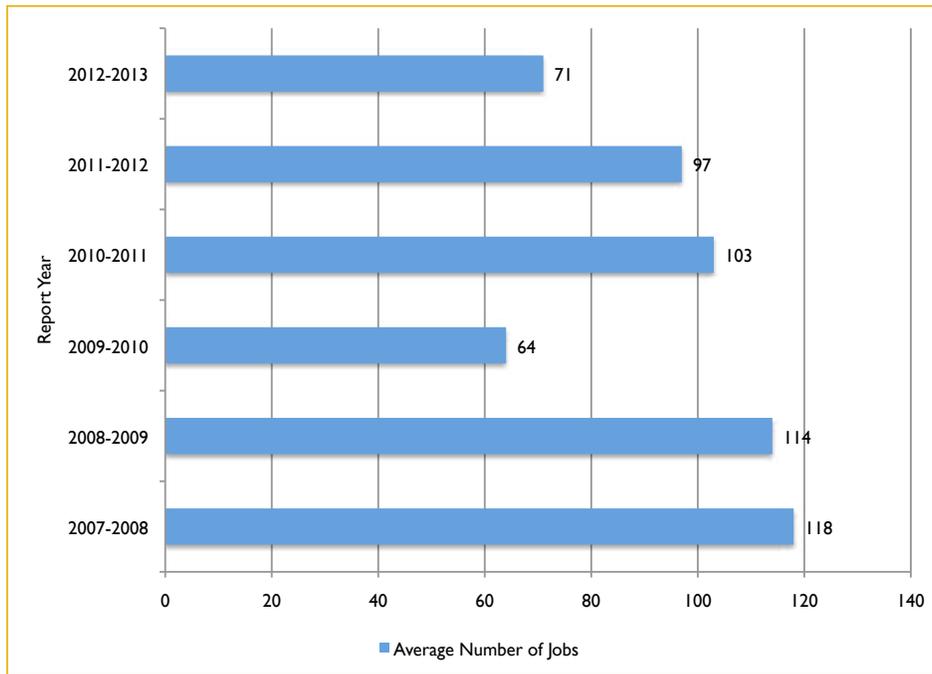


Fewer than 10 employers hired more than 1,000 graduates last year. This year they will decrease hiring by 17 percent for an average 1,428 hires per organization.

Organizations that hired between 500 and 900 graduates last year will increase hiring by 13 percent for an average of 725 per organization.

Organizations that hired between 200 and 450 graduates last year will decrease hiring by 4% to 177 Bachelor's degree hires per organization.

Figure 7. Trends for Hiring Bachelor’s Degrees in Large Organizations



expect to hire an average of 75 new employees, up by 3 from last year. The organizations expect to increase hiring for Bachelor’s degrees by 5 percent — the first positive increase for this group in five years. Hiring for Master’s (11%) and Associate’s (13%) degrees will also increase, while hiring for MBAs will decrease by 19 percent, an overall average of 5 hires per organization.

Large organizations (>4,000 employees) are lowering hiring targets across all degree levels compared to last year. The exception in this category applies to Associate’s degrees: organizations expect to hire 41 new graduates, on average a 57 percent increase per organization over last year. Hiring for Bachelor’s degrees will change very slightly from last year, with a modest 1 percent increase. The news for MBAs, however, is devastating: hires will be down 9 percent (10 positions per organization).

For large organizations, the historical trend for the average number of Bachelor’s degrees hired per organization paints a better picture on the influence of this group on overall college hiring (fig. 7). Just before the recession in late fall 2008, large organizations expected to hire 114 Bachelor’s degrees, but actual hiring fell below these projections by the end of the academic year. The organizations adjusted their target for 2009 (the first full year of the recession) to only 64 Bachelor’s degrees. Over the next two years they increased available positions to levels just below the peak period of strong markets between 2005 and the fall of 2008. The cautionary situation among large employers has sent expectations to near recessionary lows despite the frantic state of the early hiring season of 2012-2013.



Hiring by Economic Sector

We classified each organization according to its three-digit North American Industrial Classification code. This will help readers compare this report’s projections of the growth or decline in jobs over the next twelve months with the BLS [monthly report](#).

We highlighted several sectors for their year-over-year performance. Readers should remember the labor market for new college graduates is only a sliver of the national labor market. The college market may be trending in a different direction than the national figures for some sectors might suggest happened during the previous year.

The BLS jobs statistics portray a slowly improving job picture, but the monthly increases have failed to ease unemployment or lessen the number of underutilized workers to any great extent. Our findings show the college labor market expanding modestly across many sectors. Key sectors are Manufacturing (especially in the Midwest, Mid-Atlantic and Northeast) and Professional and Scientific Services. Manufacturing slipped a little last year and repeats the slide this year because of contractions in Manufacturing (e.g., Automotive [all vehicles], Machinery, and Computer and Electronics.) The biggest surprise is the decrease in bell-weather Professional and Scientific Services. Two usually strong subsectors — Accounting (CPA firms) and Computer Systems, Design, and Services — both report contractions in job opportunities. Strong showings in Retail, Transportation, and Financial Services are propelling job growth this year.

Hiring changes in key economic sectors

Twelve of the nineteen sectors we follow each year expect to expand job opportunities for new college talent (fig. 8, fig. 9). The remaining seven will contract, some significantly compared to last year. In reviewing these sectors the reader should keep in mind that some (e.g., Mining and Oil, Utilities, Agriculture and Natural Resources, Art, Entertainment, and Recreation, and Accommodations [Hospitality]) have a small number of survey respondents, making broad generalizations difficult. The reader should confirm these findings with regional employers to ensure students receive appropriate information. Some sectors (e.g., Education, Government, Nonprofits, Manufacturing, Professional Services, and Financial and Insurance Services) are better represented,

making broader connections to the overall labor market easier. Even with more than 2,000 employers responding to the survey, the sample may not appropriately reflect all employers seeking new college graduates at any degree level.

Professional Services. The most important sector for college hiring comprises Accounting, Consulting, Management, Advertising, Computer Services, Marketing Services, Scientific Research, and Engineering Services, to name a few subsectors (fig. 10). This sector often portends changes in the overall labor market for new graduates in any given year. Although organizations expect to hire on average 25 new employees (20 Bachelor’s degrees), the outlook still suggests a decline of 3 percent in job opportunities. The trouble stems from some more reliable subsectors: Accounting and Computer Services both expect to cut positions by more than 10 percent compared to last year. The strong outlook from Management Consulting (including Logistics and Supply Chain), Engineering Services, and Marketing (including Advertising, Public Relations, and other branding services) will offset these losses. Although the BLS report showed year-over-year gains for Legal Services, our survey suggests firms still are limiting opportunities for new hires. Our small sample, however, may not reflect the entire sector.

Figure 8. Hiring for Associate’s Degrees by Sector

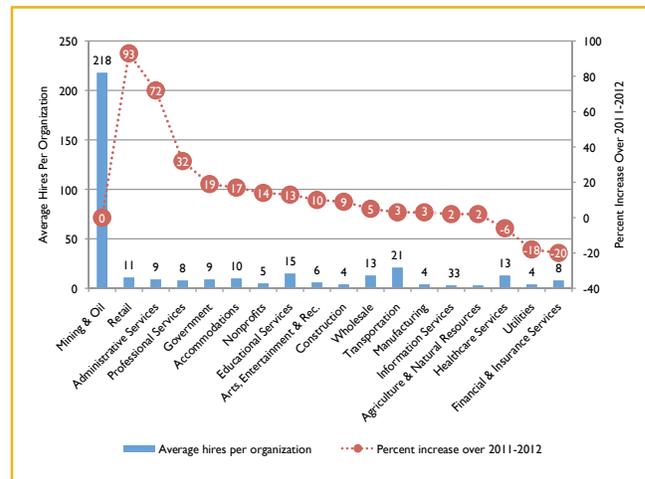
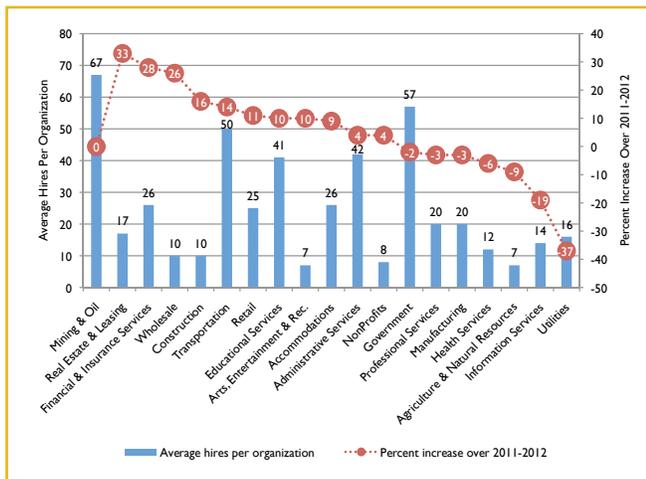


Figure 9. Hiring for Bachelor's Degrees by Sector



Manufacturing. After teasing us with strong hiring during 2009-2010, the sector's expectations have been slipping slowly for two years. This year total hires will be down by about 5 percent, with a decline in hiring for Bachelor's degrees (3%), MBAs (14%), and Master's degrees (13%). Hiring for Associate's degrees and PhDs will increase modestly at 3 percent. Each organization expects to hire on average 20 Bachelor's degrees. Several manufacturing representatives reported that they did not have clear signals on their organization's hiring intentions (a majority of these holdouts were large organizations). Subsector expectations differ: several show strong growth, including Aerospace, Chemicals, Pharmaceuticals, and Food and Beverage Processing (fig. 11). The lack of sales in the PC market and the shift to iPad technology will dampen hiring in Computer and Electronics. Moreover, the poorly performing global economy hinders Machinery (including Heavy Equipment), Metal Fabrication, and Electrical Equipment.

Nonprofit Organizations. These organizations play an important role in college hiring and rank third among all survey respondents (10% of the total response). Despite the troubled economy, organizations remain resilient at least for hiring Bachelor's degrees (an increase of 4%); the same is true for hiring Associate's degrees, which will increase solidly this year. Hiring in this sector, however, will remain close to last year's target for MBAs, Master's degrees and PhDs.

Financial and Insurance Services. Last year this sector awoke from its doldrums when banks resumed hiring; a 4 percent increase seemed solid. This year organizations are cranking it up: they expect to increase hiring for Bachelor's degrees by more than 25 percent. All subsectors will be active this year. For example, banks expect to hire an average of 16 Bachelor's degrees per institution. Some subsectors expect to further decrease hiring for MBAs by a modest 1 percent but slightly increase hiring for Master's degrees and PhDs compared to last year.

Educational Services. School districts and education-delivery organizations (tutoring and education consulting) responded to the survey in good number. However, this sector's hiring patterns are always difficult to predict at this time of year because most secondary schools will not know their hiring needs until next spring. Organizations are more positive this year than in the past five and are more confident that they will hire by spring or summer of 2013. They expect to hire an average of 70 employees across all degree levels, including 41 Bachelor's degrees (an increase of 10 percent by next spring).

Government. Overall government hiring will be down 2 percent across all degree levels, except hiring for Associate's degrees. Local and state governments are reversing last year's trend and are no longer cutting jobs. State agencies expect to increase hiring for Bachelor's degrees by 10 percent. The opposite is true for federal government agencies: they expect to hire an average of 152 Bachelor's degrees, a decrease in targets of 6 percent. Taking the whole sector into account, agencies expect to decrease hiring for Bachelor's degrees by 2 percent (an average of 57 hires per agency).

Healthcare Services. This sector's numbers vary from year to year because of the changing mix of survey respondents. Organizations are actively hiring and reporting staff shortages. Uncertainty over government policies and programs and a constant fight to control costs always throw the hiring projections out of whack. Despite these conditions, organizations expect to hire slightly fewer new staff this year — 47 new employees (a decrease of about 4 percent from last year) — and shrink hiring by 3 percent to 6 percent across all degree levels.

Information Services. This sweeping sector, which encompasses Broadcasting, Publishing, Internet Services, Web

Figure 10. Hiring for Bachelor's Degrees in Professional & Scientific Services Subsectors

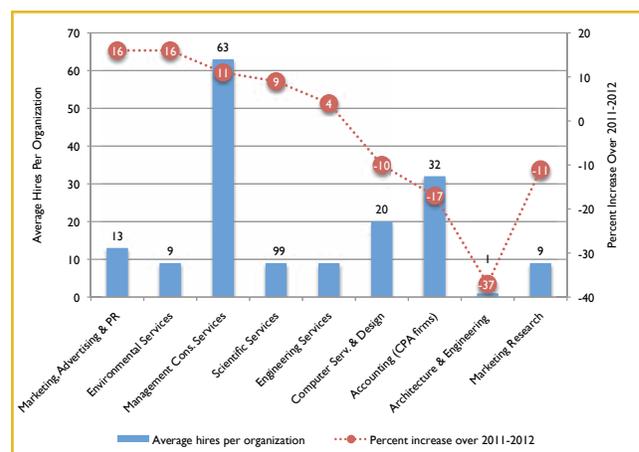
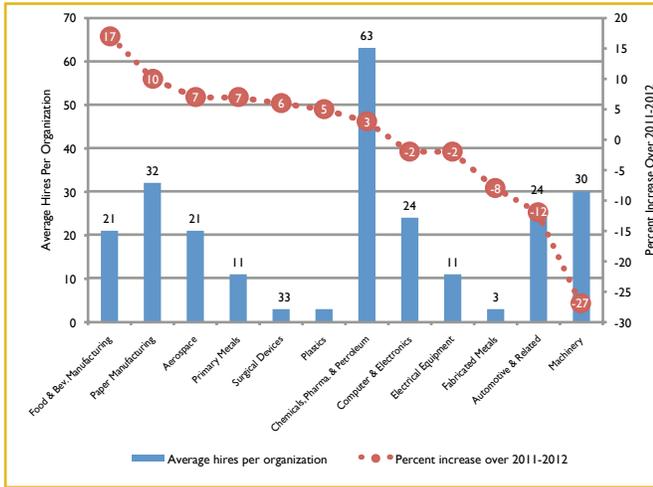


Figure 11. Hiring for Bachelor's Degrees in Manufacturing Subsectors



Content Providers, and Telecommunications, often fluctuates in hiring projections. For the past two years, the sector has increased hiring across all degree levels. This year looks like a reversal of fortune, especially for Internet Service Providers. (Google's botched third-quarter filing reflects the problems some organizations are having at the moment.) One surprise is an improvement in Telecommunications, which usually reports contractions. Those gains, however, do not offset losses in Publishing and Internet Services. Organizations expect to hire an average of 14 Bachelor's degrees. They may also hire MBAs, but jobs for this degree level will grow modestly.

Agriculture and Natural Resources. This sector has been on a tear in recent years with strong year-over-year increases. This year, however, the agricultural sector was hit hard by nationwide draught, higher input costs, and lower international demand. As a result, it expects to slow hiring by about 9 percent (only 7 Bachelor degrees per organization). This decline may just be a blip, depending on how the growing season develops over the winter (moisture) and whether global markets improve. The overall outlook for the entire sector, which includes Research, Transportation, Financial Services, Food and Beverage Manufacturing, and other agriculture-related services, still appears very positive.

Construction. The sector continues its resurgence with improved hiring for both Associate's and Bachelor's degrees. Organizations expect to increase hiring by 9 percent this year. This holds true for most subsectors, including Residential Construction, Nonresidential Building, Heavy Construction (Civil Engineering), and Specialty Trade Contractors.

Mining and Oil. Hiring in this sector stands out this year: overall, organizations expect to hire an average of 67 Bachelor's degrees, an increase of more than 100 percent from last year. This trend reflects development for many types of

energy resources. Energy Exploration remains a subsector with potential for major growth this year. (An *American Petroleum Institute* report released in late October showed the U.S. produced more than 6.3 million barrels of crude oil in September, the highest since 1998.

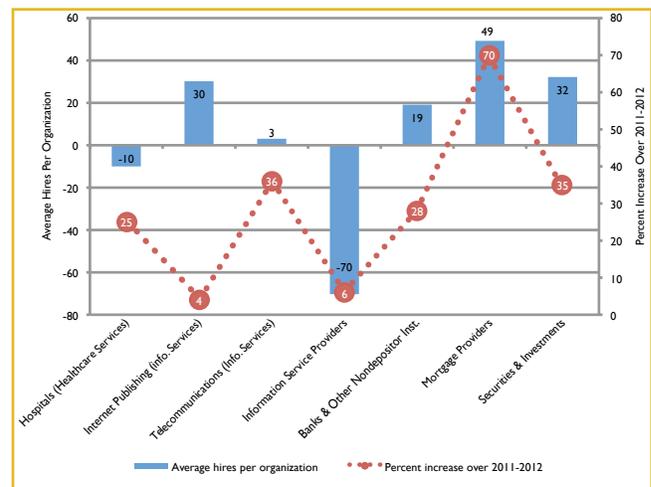
Retail. The sector has been growing for four consecutive years and expects to increase hiring again. Organizations expect to increase hiring for Bachelor's degrees by 11 percent, an average of 25 per company. (Hiring at this degree level differs significantly from last year's, reflecting the different mix of retail employers who responded.) Organizations expect to hire 11 more Associate's degrees this year; this represents the strongest gain across all degree levels, nearly double from last year.

Utilities. These organizations held hiring for Bachelor's degrees steady last year. The small number of respondents this year report that they expect to contract hiring by 37 percent, reducing the number of new hires to 16 per organization.

Transportation. The Railroad, Freight Carrier, Freight Logistics Support, and even Airline subsectors expect to increase hiring for Bachelor's degrees by 14 percent. This translates to about 50 new hires per organization. Overall, organizations expect to hire more Associate's degrees (a modest 3% gain) but decrease hires for MBAs and Master's degrees.

Other Sectors. Several sectors had only a small number of respondents, but those few expect to improve hiring (fig. 12). Arts, Entertainment, and Recreation expects to increase hiring for both Associate's degrees and Bachelor's degrees by 10 percent. Food Services and Accommodations (Hospitality) also expect to increase hiring for this degree by 9 percent for this degree and by 17 percent for Associate's degrees (17%).

Figure 12. Hiring for Bachelor's Degrees in Selected Subsectors





Hiring by Academic Major

The economic sector and subsector profiles in our survey indicate what specific majors might expect during this recruiting season. Business remains the most frequently requested major. Marketing and advertising are making strong gains compared to last year. Other majors (i.e., English, psychology, computer science, communications, human resources, and public relations) are also gaining ground. On the other hand, accounting at CPA firms, usually a positive dimension to hiring, is trending downward this year. Likewise, computer systems, design, and services, which surged in hiring during the past two years, is receding. Other sectors that hire engineers are struggling or just inching up this year.

We delved into the majors that employers indicated they preferred to hire from another perspective and used the data to add to our labor market analysis. Employers still seek candidates with the right combinations of skills and experience from all majors. One-third of employers indicated willingness to vet any major and add them to their talent pool. Unfortunately, the number of employers willing to do so dropped compared to last year but not enough to change the overall hiring patterns for all majors.

We advise the reader to interpret our information on hiring by academic major differently from the hiring data presented earlier. The average hiring figures here reflect all the hires an organization expects to make that include the major tagged with the information in the table. Nevertheless, academic major contributes only one piece of the pie. These examples may help readers better understand the analysis (table 4).

- The column headings for the mix of hiring targets indicate an organization’s plan to hire a particular major and degree within that major, depending on the percentages they seek. They can seek 100 percent, 75-99 percent, on down to zero percent of their candidates from one major group. For example, 30 percent of employers seek only engineering majors.
- The average hire data represent the average number of hires an organization expects to make this year for a specific major and degree level. For example, organizations seeking business majors in the 50-75 percent group expect to hire an average of 44 Bachelor’s degrees. In other words, they expect to hire between 22 and 33 busi-

ness majors and fill the remainder of their positions from candidates with other majors.

Thus the reader can gauge how concentrated or diffuse hiring across different groups of majors may be. For employers seeking engineers, 67 percent expect engineering staff to comprise 50 percent or more of their total hires this year. By comparison, only 23 percent of employers seeking candidates with communications degrees are hiring 50 percent or more of these majors. In other words, engineering appears to be more concentrated than other majors.

Most Requested Bachelor’s Degrees (in descending order)



- All Majors
- Accounting
- All Technical Majors (degree not specified)
- Marketing
- Finance
- Computer Science
- All Business (degree not specified)
- Communication
- Computer Programming
- Computer Information Systems
- Electrical Engineering
- MIS (computer science)
- Public Relations
- Human Resources
- Economics
- MIS (business)
- Information Sciences
- Mechanical Engineering
- Advertising
- Computer Engineering
- Engineering Technology
- English
- Psychology
- All Liberal Arts

Table 4. Hiring Projections Based on the Mix of Majors Targeted

	Employers Seeking Degrees (%) & Degree Levels (Average No. of Hires)	Major Mix of Hiring Targets (% of Degree Mix)					
		100%	75-99%	50-74%	25-49%	1-24%	None
Agriculture & Natural Resources	Percent of employers	16	11	14	15	44	
	Associate's degrees	1	4	—	4	11	11
	Bachelor's degrees	2	15	7	9	99	21
Arts & Humanities	Percent of employers	7	5	10	17	60	
	Bachelor's degrees	5	17	9	38	55	19
Business	Percent of employers	16	9	20	21	34	
	Associate's degrees	5	8	13	5	15	9
	Bachelor's degrees	12	43	44	35	34	15
	MBA's	3	4	4	10	6	4
Computer Science	Percent of employers	10	9	13	18	48	
	Associate's degrees	8	2	4	4	16	9
	Bachelor's degrees	11	11	23	38	38	21
	MBA's	7	14	9	15	17	8
Communication	Percent of employers	8	4	11	20	57	
	Bachelor's degrees	3	20	15	42	44	20
Education	Percent of employers	29	12	8	16	35	
	Bachelor's degrees	43	36	9	167	37	20
	Master's degrees	20	13	—	6	25	6
Engineering	Percent of employers	31	19	18	13	20	
	Associate's degrees	3	11	19	9	7	8
	Bachelor's degrees	5	12	27	41	58	20
	Master's degrees	2	4	8	17	23	10
	PhDs	5	3	2	20	8	4
Health Sciences	Percent of employers	21	14	10	13	41	
	Associate's degrees	12	10	5	11	14	10
	Bachelor's degrees	9	10	5	8	105	21
	Master's degrees	14	4	—	7	41	9
Sciences	Percent of employers	2	8	10	18	61	
	Bachelor's degrees	3	8	15	15	86	18
	Master's degrees	—	—	6	7	30	7
	PhDs	—	2	2	12	9	4
Social Sciences	Percent of employers	6	13	14	29	45	
	Bachelor's degrees	5	7	8	2	24	10
	Master's degrees	1	6	5	1	24	10

— No recorded data

At each degree level, the more concentrated the category, the smaller the average number of hires. For the engineering group at 100 percent, the average number of hires for Bachelor's degrees is 5. Organizations returning these low numbers are typically small and have fewer than several hundred employees.

We also examined the hiring projections for the aggregate major groups (table 5). The total number of employers seeking a particular major give a sense of how broad the employment base is in our sample. For example, the split between organizations with fewer or more than 500 employees is 60 percent with fewer and 40 percent with more. A few major groups (engineering and physical and biological science) tend to be hired by larger organizations. Other majors (arts, humanities & social science and communications) are hired most often by smaller ones.

The hiring data suggest jobs for engineering, computer science, and physical and biological science majors will contract by 1 percent to 4 percent (table 6). The remaining major groups will show small but significant gains in hiring opportunities. Communications shows the strongest improvement with an 8 percent increase from last year for organizations including this major in their recruiting mix.

When we examined the results for specific majors, we found organizations that accept all majors in their talent pool ex-

pect to hire on average 35 Bachelor's degrees, an increase of 9 percent over last year. The following examples reveal a mix of gains and losses in job opportunities:

Accounting majors may find better opportunities outside the Professional and Scientific Services sector; nearly 850 organizations include accounting in their hiring mix, an increase of 2 percent.

The loss of job opportunities for some majors in the computer systems, design, and services majors throughout the technology sector may be offset somewhat by hires in other sectors. Hiring for all computer science majors registers a small dip, but hiring for other related majors may be positive (e.g., multimedia design with an increase of 11%).

All communications majors are being recruited by organizations improving their hiring by 7 percent to 9 percent.

Engineering majors may experience a slightly weaker market than last year because of the more concentrated hiring base.

Environmental science majors are more likely to be hired by large organizations. Despite the organizations' overall hiring pattern, these majors have been able to maintain their hiring demand.

Mathematics majors will find contraction in the market. Among science majors, this is the only group from which employers expect to seek fewer hires.

Table 5. Hiring for Bachelor's Degrees by Major Group & Organization Size

Major	Total Employers Seeking (#)	Employers With <500 Employees (%)	Average Bachelor's Degrees per Company (#)	Change Year over Year (%)
Agriculture & Natural Resources (all)	297	60	35	2
Arts & Humanities & Social Science (all)	513	69	32	4
Business (all)	1,011	63	23	3
Communication (all)	558	66	27	8
Computer Science (all)	710	60	30	-2
Education (all)	241	75	40	1
Engineering (all)	818	58	25	-3.5
Health Sciences (all)	247	66	36	5
Physical & Biological Sciences	418	56	35	-4
Social Services	267	73	36	5
All Majors	1,044		35	9
All Technical	796		24	2
All Business	692		36	—
All Liberal Arts	329		37	2

— No change

Recruiting Trends 2012-2013

Table 6. Hiring for Selected Bachelor's Degrees

Major	Total Employers Seeking (#)	Average Bachelor's Degrees per Company (#)	Change Year over Year (%)
Accounting	842	28	2
Marketing	817	26	4
Finance	769	32	4
Management Information Systems (Business)	562	32	6
Economics	536	39	9
Human Resources	531	32	6
Logistics & Supply Chain	395	44	—
International Business	360	32	8
Computer Science	713	39	-1
Management Information Systems (Computer Science)	608	33	9
Computer Programming	607	27	12
Information Science	509	37	6
Multimedia Design	364	34	11
Electrical Engineering	565	37	-7
Computer Engineering	410	52	-6
Mechanical Engineering	467	34	-2
Engineering Technology	377	47	-5
Industrial Engineering	337	41	4
Communication	666	33	7
Public Relations	550	34	9
Advertising	433	35	7
Psychology	347	50	3
English	340	33	7
Chemistry	242	56	4
Mathematics	246	60	-6
Environmental Science (Sciences)	219	45	1
Environmental Science (Agricultural Sciences)	220	80	—
Nursing	177	54	4
Social Work	309	37	3
— No change			



Hiring by Region

Several regions show strong year-over-year hiring changes that do not reflect the total hiring numbers presented earlier (table 7). Readers should therefore be cautious in interpreting these figures.

- Several regions had fewer than 200 employers respond to the survey. The low response rate therefore allowed a few organizations to influence the comparison of hiring changes between years. Although we try to account for some of this influence, we could not eliminate from consideration every organization influencing the comparison.
- Some employers recruit from more than one region. For example, 20 percent of employers who recruit in the Upper Plains also recruit in the South-Central region. Moreover, an organization reporting a substantial increase in hiring targets influences multiple regions because they do not allocate their targets across regions.

Associate’s degrees and Bachelor’s degrees are influencing regional hiring (fig. 13). Although we did not include the

numbers for Associate’s degrees in the figure or map (fig. 14), hiring projections will improve for this degree level not only across all regions but also for global and U.S. employers. The numbers for Bachelor’s degrees depict a solid improvement in regional markets. Even though the Northwest response to the survey is the smallest, improvements there are worthy of mention because this region has shown positive gains for the first time in several years.

Changes in some regions are improving hiring despite economic pressures. The greater Midwest regions (Great Lakes and Upper Plains) both show solid improvement in overall hiring for Bachelor’s degrees despite problems in several Manufacturing subsectors prominent there. The South-Central region is expanding hiring because in addition to traditional energy companies, many new ones, including alternative ones, are starting up. The Southwest is increasing hiring for Construction and Financial and Insurance Services in numbers sufficient to overshadow trouble in the Information Services sector.

Table 7. Regional Hiring Prospects for Bachelor’s Degrees

Recruiting Area	Number of Employers	Total Hires (Average)	Hiring for Bachelor’s Degrees (Average)
Global	125	55	32
U.S.	487	75	42
Great Lakes	656	28	20
Mid-Atlantic	315	40	31
Northeast	201	37	30
Northwest	154	50	39
South-Central	183	50	39
Southeast	364	40	29
Southwest	162	45	31
Upper Plains	260	34	24

Figure 13. Regional Changes in Total Hiring & Bachelor's Degree Hiring

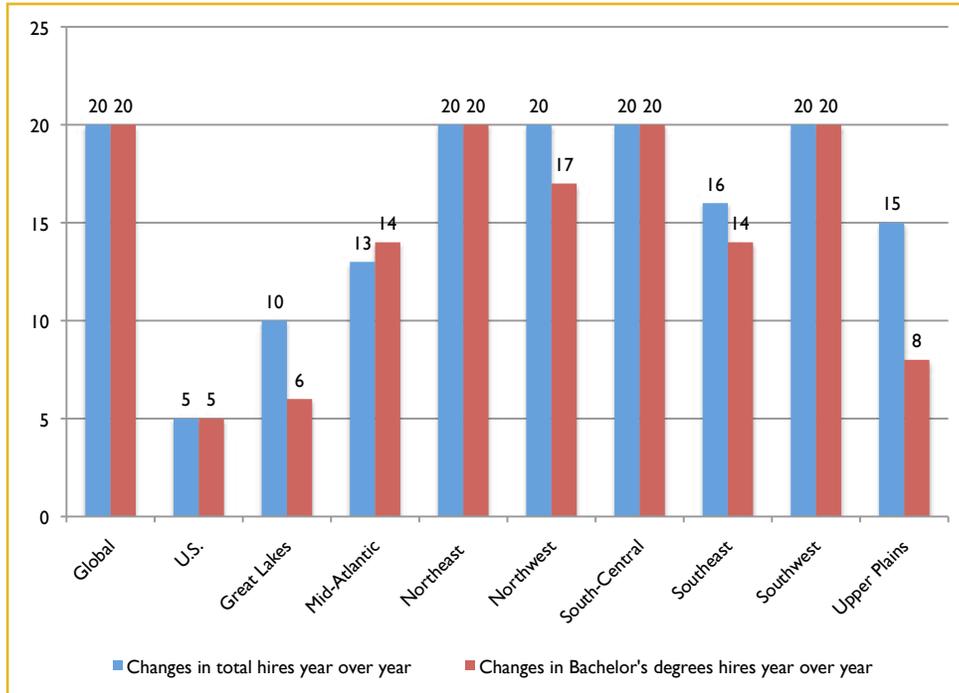
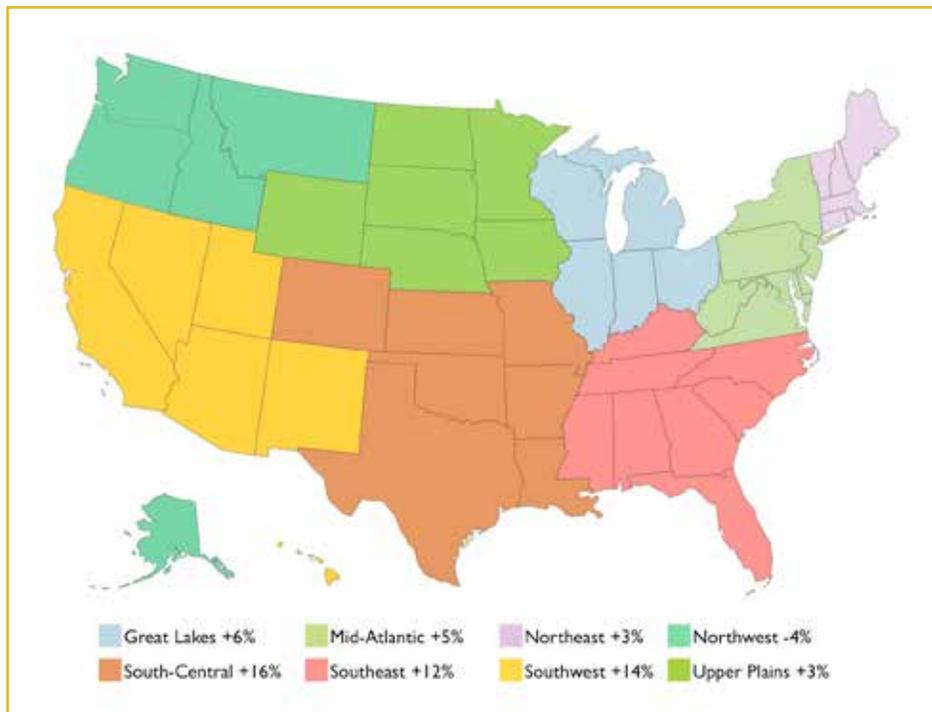


Figure 14. Hiring Prospects for Bachelor's Degrees by Region





Recruiting Strategies & Hiring

Recruiters can select from a toolbox full of strategies to identify, engage, and recruit talent. The basic tool kit contains on-campus interviews, referrals through resumes and faculty connections, and career fairs that have been the foundation of college recruiting since the end of World War II. Technological innovation allows recruiters, employers and students to move beyond the basics and expand their hiring strategies by capitalizing on the job opportunities made available through social media (e.g., Facebook) and the wider Internet (e.g. Monster.com). Newer immediate plat-

forms (e.g., iPad) allow employers and students to connect without going through intermediaries.

Table 8 shows the hierarchy of recruiting strategies survey respondents expect to use throughout the academic year. We omitted two options because nearly every respondent indicated their organization posted job openings in a college or university's employment system or on their organization's web site. The strategy organizations will use most often will be recruiting for internships and co-ops that allow employ-

Table 8. Average Bachelor's Degree Hires By Recruiting Strategy

Recruiting Strategy	Bachelor's Degree Hires per Organization (Average)	Change From 2011-2012 (%)
Campus Oriented		
Internships/co-ops	24	3
Career Fairs	32	3.5
Information Sessions	40	3
Resume Referrals	27	5
Faculty Connections	31	4
On-campus Interviewing	44	3
Alumni Organization	36	—
Organization Driven		
Alumni from school	34	2
Employee Referral	25	5
Social Media	35	—
External Agents		
National Web Aggregators	25	9
Targeted Career Fairs	48	-4
General Career Fairs	48	—
Ads	25	6
Consultants	30	3
— No change		

ers to extend full-time offers to talent they have already vetted in the workplace.

One recruiting strategy stands out from the rest. Almost half of the survey respondents are using alumni to expand recruiting efforts by sending them back to campus and hosting information sessions. The information sessions benefit alumni as well by allowing them to reestablish connections with faculty and career advisors and serve as their organization's ambassador at career fairs. Information sessions are also opening doors for expanding internships and even full-time positions when the organization itself cannot recruit on campus.

Likewise, social media is becoming well established as an important strategy for engaging students. Last year more than 35 percent of respondents employed some form of social media in recruiting. This year the number was down about 6 percent, in line with the decrease in all strategies except internships. Nevertheless, organizations expect to expand their use of social media and the Internet for recruiting as technology advances and becomes easier to use.

Recruiting strategies remain consistent for most methods compared to last year. Respondents posting positions with national web aggregators expect to increase hiring for

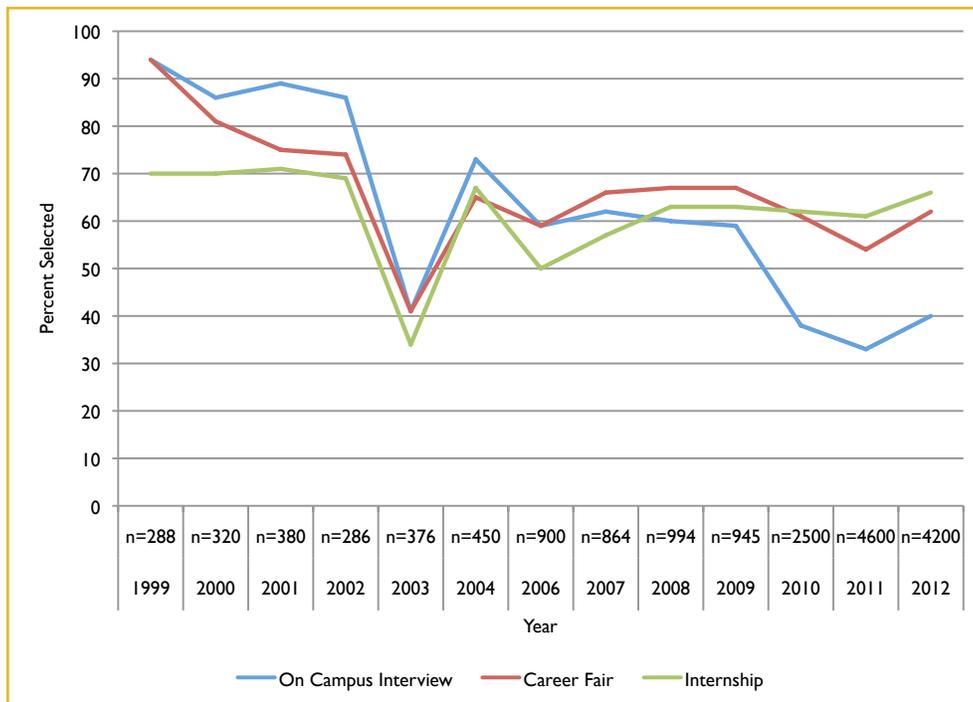
Bachelor's degrees by 9 percent (most are small organizations). Organizations attending job fairs for targeted areas of study (computer science or healthcare) expect to decrease hiring by 4 percent (most are large companies). Respondents also expect campus-oriented recruiting strategies to produce similar results this year, about 3 percent growth. Since some respondents curtailed campus-recruiting activities this year, they expect to rely on referrals to develop their talent pools.

What happened to on-campus interviewing? After rebounding slightly last year, only 37 percent of employers (many large employers) expect to conduct on-campus interviewing. Historical evidence shows on-campus interviewing has been diverging from career-fair attendance since the rebound from the 2001 recession (fig. 15). (A forthcoming CERI research brief on career fairs look at this phenomenon in more detail.) In fact, on-campus interviewing has been falling off steadily since about 2005; career fairs (and internship programs) are marching forward in tandem.

As part of this year's survey, we asked employers about the decline in on-campus interviews. First we asked them to indicate what they were doing in lieu of on-campus interviewing. Based on their options, employers reported:

- 59 percent were conducting initial interviews at the home office or operational units

Figure 15. Decline in On-Campus Interviewing



- 22 percent were focusing on identifying and developing talent earlier
- 18 percent were using technical resources for interviewing
- 14 percent were interviewing off-campus at locations outside their organization

The share of organizations using technical resources is probably understated because respondents listed social media, telephone interviews, and virtual career fairs under “other” options. Many organizations appear to be using telephone interviews as the first step in screening candidates, leaving them free to take the second step during face-to-face interviews at off-campus locations.

When we asked survey respondents to provide their rationale for reducing on-campus interviews, 2,000 respondents provided a variety of reasons. We have not completed a thorough classification, but several themes clearly emerged from our initial sorting of the information. Organizations are chiefly concerned with:

- travel costs
- time away from the office for key personnel
- new technologies that students are more comfortable using
- converting interns and co-ops to full-time employees before they return to campus for their final year (making interviewing unnecessary)
- more efficient recruiting practices
- wasting time because students are not prepared or not seriously interested (just shopping).

On-campus interviewing will not entirely disappear, but fewer organizations expect to use this approach because they have more effective screening methods at their disposal. Employers will still want face-to-face connections with students but are more likely to seek the connections well before a student’s senior year.

Employers have options to recruit at different institutions, ranging from public community colleges offering an array of two-year degrees to public and private colleges and universities offering Bachelor’s and advanced degrees to for-profit institutions offering two- and four-year degrees (some offer advanced degrees as well). Employers also seek diverse talent from institutions serving primarily African-American or Hispanic students.

We asked employers to identify the types of schools they actively recruit from for talent (table 9). While the majority focused on public and private institutions, 300 employers recruited from for-profit institutions; approximately 350,

from historically black colleges and universities; and 275, from Hispanic serving institutions (if the employers were even aware of that designation). Although employers have been recruiting from two-year institutions, recruitments from these institutions are growing.

Two- and four-year for-profit institutions. Small organizations (101-500 employees) in the Manufacturing; Healthcare Services; and Professional and Scientific Services sectors expect to recruit all majors but place heavy emphasis on computer science (45%); nursing, healthcare, and engineering are not far behind. Overall, the number of employers seeking computer science students from these institutions was 10 percent higher than the general sample. For each academic major, small organizations expect to recruit more new hires than our entire sample.

For-profit institutions with advanced degree programs. The 950 employers who recruit from these institutions report some of the weakest hiring intentions except at the PhD level. They expect hiring for Bachelor’s degrees will remain unchanged but expect to decrease hiring for MBAs (-1%), Master’s degrees (-4%), and Professional degrees (-10%).

Key Recruiting Strategies for Employers



Campus Oriented	
Internship/Co-op Programs	62%
Career Fairs	61%
Information Sessions	47%
Resume Referral	46%
Faculty Connections	41%
On-campus Interviewing	37%
Alumni Organization	19%
Company Driven	
Alumni from school	45%
Employee Referrals	40%
Social Media	29%
External Agents	
Nation Web Aggregators	52%
Targeted Job Fairs	29%
General Job Fairs	28%
Ads (professional outlets)	27%
Consultants	22%

Recruiting Trends 2012-2013

Two-year community colleges. Employers active at local community colleges expect to increase hiring for Associate's degrees by more than 50 percent. They appear to place heavy emphasis on computer science, computer programming, and engineering technicians. Also in their mix are health technicians, nurses (many campuses now offer BSNs), and business-related occupations such as bookkeepers, data information managers, and information systems managers.

Historically black and Hispanic-serving institutions. On a smaller scale, employers recruiting from these institutions expect to increase hiring by 3 percent. The employers tend to be very large organizations with more than 4,000 employees, and each one expects to hire 75 Bachelor's degrees.

Table 9. Hiring Projections for Education Institutions

Institution	Employers Actively Recruiting (#)	Average Hires per Company (#)	Change in Hiring Year Over Year (%)
Two-year community colleges			
Associate's degrees	427	11	>50
Four-year public institutions			
Bachelor's degrees	1,812	24	4.5
Four-year private institutions			
Bachelor's degrees	1,383	28	4
Two- and four-year for-profit institutions			
Associate's degree	184	18	70
Bachelor's degree	302	24	23
Institutions offering advanced degrees			
Bachelor's degrees	867	23	—
MBA's	320	5	-1
Master's degrees	475	10	-4
PhDs	170	4	12
Professional degrees	118	4	-10
Historically black colleges and universities			
Bachelor's degrees	343	74	3
Hispanic Serving Institutions			
Bachelor's degrees	257	76	2
— No change			



Jobs for New Hires

Each year employers recruit new talent to work in a broad range of jobs. Since we began tracking where employers place new hires within their organization, we found marketing and sales positions consistently topped the list. During the early years of the recession, the number of jobs in these two categories contracted but bounced back strongly last year. While marketing and sales positions declined just a bit this year, they remain near the top of the list.

Accounting jobs top the list again this year; this ranking should allay fears about a soft labor market for accountants. However, the number of organizations hiring accountants will drop 6 percent this year. Computer Services will drop slightly this year but remains near the top of the list, suggesting a sustained need for tech talent in all economic sectors. (Eight percent of employers will fill technical-service in addition to computer-service positions.)

For liberal arts majors, the strong showing for administrative, business, and customer service positions is welcome news. A forthcoming study on liberal arts recruiting reveals employers are slotting liberal arts graduates for these positions as a first stop in the organization.

Jobs for Specific Majors



Accounting	18%
Computer Services	18%
Marketing	16%
Sales	16%
Administrative Services	15%
Business Services	14%
Project Management	13%
Management Training	13%
Information Management	13%
Human Resources	13%
Customer Services	12%
Design Engineering	12%
Manufacturing Engineering	10%
Media Communications	9%
Consulting Services	9%



Starting Salaries

Since the recession began nearly five years ago, employers have been holding starting salaries at a fairly constant level. This year 73 percent of respondents indicate they do not expect to raise salaries. This is an actual improvement from the nearly 80 percent that held salaries constant for the past several years. The better news is less than 2 percent expect to lower starting salaries, a 10 percent drop from last year. The share of employers who expect to increase starting salaries approaches 25 percent. The salary increases employers expect to offer are also inching upward to just below 5 percent. Nearly 18 percent expect to increase salaries by more than 5 percent, while 25 percent expect to limit increases to 1 percent to 2 percent.

The average starting salaries for Bachelor's degrees range from a low of \$33,505 for psychology majors to a high of \$52,307 for electrical engineering majors (fig. 16). Looking at the data across all majors, average annual starting salaries flatten out to about \$37,000 per year. This hearkens back to respondents' concerns about students' unrealistic expectations about what their starting salaries ought to be straight out of school.

Looking across all degrees at every level, engineering majors can expect the highest annual starting salary, ranging from about \$40,000 for an Associate's degree to a little more than \$70,000 for a PhD (table 10). Since more organizations expect to hire more Associate's degrees this year, it is worthwhile to look at the average salary for an Associate's degree. At about \$35,500 per year, it is only slightly lower than the salary for a Bachelor's degree. At the higher end of education, the average annual salary for a PhD is slightly more than \$57,000, with Engineering (\$71,742) and Pharmacy (\$64,039) topping the list.

A few employers expect to add to their basic salary packages by offering bonuses; therefore academic advisors need to be prepared to answer questions about them. Only 5 percent expect to offer the signing bonuses that vanished

at the beginning of the recession and re-emerged last year. The softness in the engineering and computer-science labor markets in particular suggest bonuses may not influence the recruiting environment as much this year.

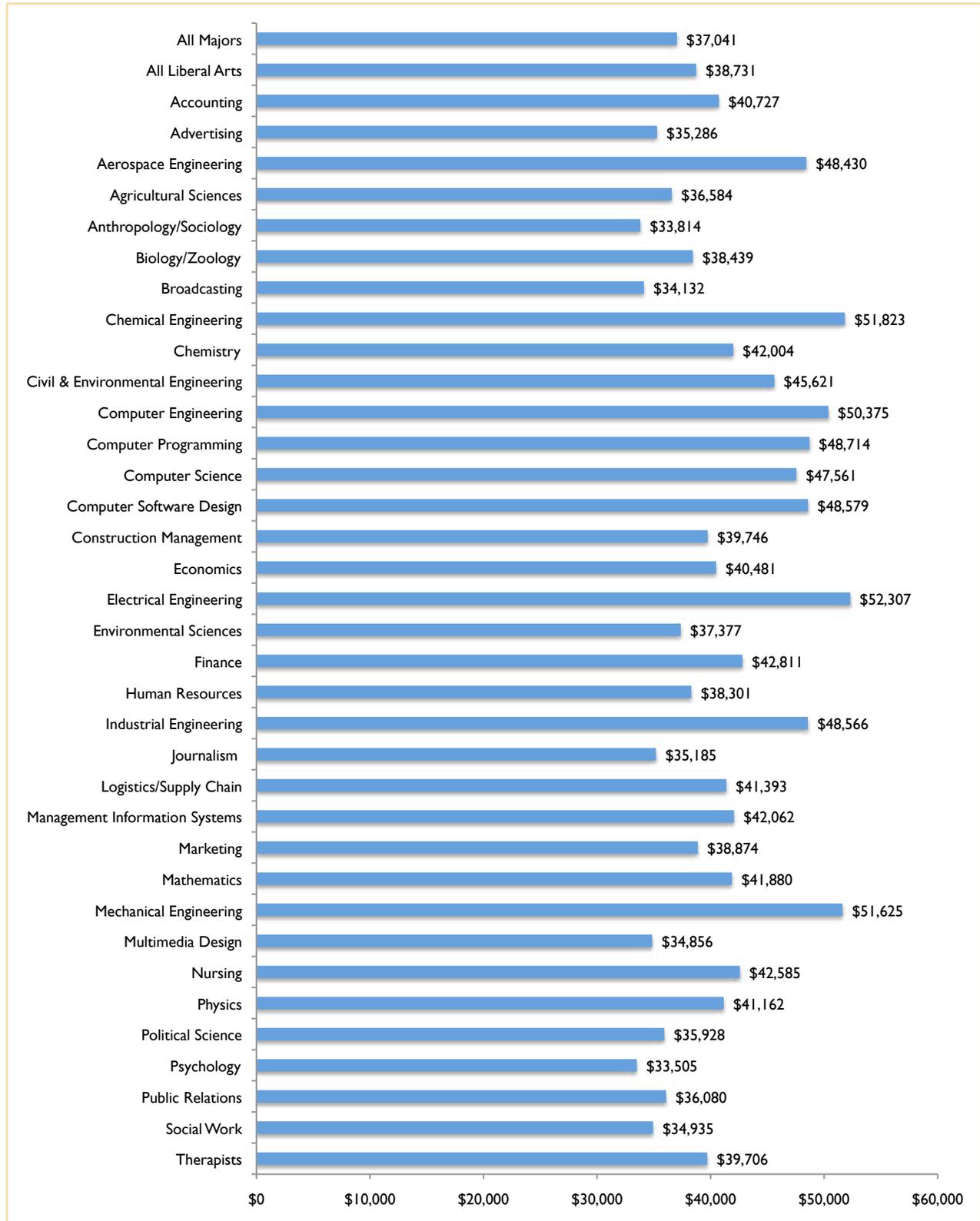
Performance bonuses, often paid at the end of the first year of employment, are a different story. Several employers offered these bonuses last year and expect to do so again this year. Nearly 20 percent of respondents expect to offer starting salaries near the industry average or keep them low and add strong performance incentives after employees complete 12 months of employment.

About 10 percent of employers expect to offer commission-based salaries this year, a slight uptick from last year. Most organizations offer salaries based on commissions only or a basic salary plus commissions. This year 2 percent expect to offer starting salaries based on commissions only; another 8 percent expect offer a basic salary augmented with commissions.

In reviewing the starting salaries employers expect to offer this year, the reader should understand

- The average salaries account for base salary only and do not include signing bonuses, estimated commissions, or other salary incentives.
- The lower end of the salary range is truncated and omits stipends, short-term assignments, and part-time salaries.
- The salaries are not adjusted by industry, location, or organization size. (We will address the comparisons and adjustments in a detailed report in March, 2013.)
- Since these starting salaries are averages, many organizations will be working within ranges. (We advise students to research the starting salaries for a specific organization before they submit resumes or applications. They also need to understand that those with less experience start at the lower, not the top, end of the ranges companies will offer.)

Figure 16. Average Starting Salaries for Bachelor's Degrees



Recruiting Trends 2012-2013

Table 10. Average Starting Salaries for Associate's & Advanced Degrees

Degree	Annual Salary
Associate's Degrees	
Business (all)	\$34,960
Engineering (all)	\$41,216
Computer Sciences (all)	\$39,408
Nursing	\$36,927
Healthcare (all)	\$31,008
All Other	\$29,951
Master's Degrees	
MBA	\$56,726
HR/LIR	\$44,834
Accounting	\$46,549
Engineering	\$57,136
Physical & Biological Sciences	\$43,459
Social Science	\$41,456
Health Sciences	\$45,056
All Master's Degrees	\$43,508
PhD & Professional Degrees (non-academic positions)	
Business	\$54,039
Engineering	\$71,742
Physical & Biological Sciences	\$51,122
Social Sciences	\$43,075
Law	\$59,504
Pharmacy	\$64,039



Forces Shaping the College Hiring Season

As we write this year's report, the presidential election is one week away. The undetermined outcome is influencing some organizations to take a wait-and-see approach. The comment here, taken from a written response, best explains their reasons for doing so.

Business conditions are quite variable due to uncertainty in key markets which are waiting for sequestration; commercial markets are wary about spending cash ahead of market expansion, government offices are contracting or carefully spending in our target markets, so we'll have to wait and see what happens.

Yet, only a few respondents mentioned the election when discussing the obstacles they face for achieving their recruiting objectives for 2012-2013. The presidential election will probably have little immediate impact on the job situation. Economic analysts who recognize the realignments occurring in the workforce brought on by networks and technology, the interconnectivity of the global economy, and the widening structural inequality do not believe traditional policy primers to spur job growth will work. Adam Davidson's thoughtful article, "[Will We Be Better Off in 2016?](#)", is a good example of the better short-term forecasts being made. The more imminent threat is how sequestration (making cuts in federal expenditures and adjusting revenue sources) will end Congress's blind rush to the fiscal cliff. With ideological positions so rigid, failure to reach a meaningful and effective compromise can jeopardize not only federal jobs but jobs in nearly every sector of our economy. Robert J. Samuelson compares the Great Depression to our current economy in "[Rethinking the Great Recession](#)"; his article clearly articulates that these choices will be very painful.

Employers face other direct obstacles this recruiting season. Since the pace of recruiting has picked up during the past several years, we wondered which factors make it difficult for employers to achieve their hiring targets. How fast do employers want to complete recruiting this year? One concern we know they have is the lack of qualified talent. We asked employers which talent management strategies they were using to circumvent potential skill shortages in their

organizations. Once again, we discovered the problems lay not so much with methods but with situations internal to their organization, as propounded in their written comments.

Obstacles to Achieving Hiring Goals

More than 3,000 employers provided insight about the problems they face with their recruiting efforts. We did not complete a detailed classification of all the comments but identified several major themes.

Employers frequently mention that internal issues are impeding recruiting. Budgets slashed back in 2008 have not been restored to a level that permits staff to conduct proper recruiting activities. In addition to budget cuts, personnel lack the time to recruit effectively in an increasing competitive college labor market. The decline in career fairs, campus visits, and work with student organizations stems in part from staff and managers being unwilling to take on these assignments, preferring to stay in the home office and focus on their own assignments.

Our largest obstacle is the lack of a dedicated hiring/HR department. We must take time away from our work or personal life for the hiring process. Because we need a new candidate to assume certain responsibilities at our office, but we do not have any time to hire them, because we have to spend time completing said responsibilities instead. For this reason, it is very tempting to just accept the first recommendation for a new employee and avoid the time and effort involved in recruiting and interviewing potential candidates.

Some recruiters report that lack of support from top management for college recruiting programs undermines their efforts and jeopardizes their connections with target campuses. The lack of good short-term hiring projections or none at all also hampers their work. Recruiters for many rapidly growing organizations are outpacing any plans they once had and are just responding to internal staffing requests as fast as they can.

Recruiting Trends 2012-2013

Management will not add new positions until conditions pick up and business has a specific need for a specific person. We are not just replacing those who leave but looking at the bigger picture and hiring someone who can be multidiscipline or for whom we have identified a specific talent that we currently lack.

Our organization is growing so rapidly, our challenge is to hire fast enough to meet the demands of our sales. Good problems to have, but with our hiring process we have and selective nature, hiring fast enough will be an issue.

Qualified Candidates. Employers' voices constantly ring of their plight about not finding qualified candidates when they visit campus. Their concerns extend beyond the confines of academia because they also complain of the lack of experienced talent they desperately need. Every year we document their concern that many students are not prepared to enter the workforce. We observed that employers do not believe young people are not smart. In summary, employers believe young people lack the skills they need in the workplace: meaningful work experience; maturity to deal with the situations they will face as an employee; and command of the skills that allow them to converse with diverse colleagues, handle multiple assignments, and manage themselves.

Currently, the largest obstacle we have is the shortage of experience; many college/university programs do not teach technology because it changes too quickly, so many graduates coming out do not have any actual experience. Because of the nature of our company, consulting, we need at least a couple years of hands-on experience [for candidates] to even be considered.

Many of the resumes we receive are not tailored to the job; many people do not research my company and are not prepared for the interview. There is a skills gap that is quite evident. Additionally, many college graduates think they are going to earn a high salary right out of school with little or no experience.

[We receive] way too many students applying with degrees that are all but useless in the work world. We need people who know how to use Excel and other professional programs, write professional documents, communicate in a professional manner, and have a basic knowledge of how a professional organization acts. Sociology, English and other liberal arts degrees don't cut it anymore, and this is coming from a liberal arts degree holder. I cannot begin to describe the atrocious writing style I see in cover letters and resumes and the lack of basic knowledge and skills in just Microsoft Office from new grads.

We are a healthcare organization and most of my hiring managers want new recruits to have at least a few years of experience or "maturity" and want them to have the skills to hit the ground from day one. Most college grads lack this so it makes it difficult for me to place them in the organization. They do not have basic business technical skills such as Microsoft Office or basic database experience needed for any position. I love the recent grads but most often have to struggle to convince my hiring managers they are a good investment because they will leave after 18 months and lack the patience it takes to grow. If they are going to "invest" in the recent grad, then they expect them to stick around a lot longer.

Employers still have trouble with student behavior in and attitudes about the workplace. Many young adults have pervasively unrealistic expectations about the labor market and their place in it. They are not realigning their expectations to account for present economic conditions. Despite little experience, they complain that they do not move quickly into positions with more authority and responsibility. The recession has not tempered some of the behaviors young adults displayed before it began: students still renege at the last minute on the internship and job offers they accepted and quickly leave the organization if they do not receive what they want immediately.

Academic professors do not understand the critical business skills needed and provide poor counseling/advice to students. Students leave the university with unrealistic expectations on wages (professors often quote a mid-point in a wage scale assuming the candidate has experience) whereas students do not have experience. Students coming into the workforce have an overblown sense of worth, as they still need specific training academia did not provide.

I am having a terrible time finding knowledgeable candidates. There is an overinflated sense of self and abilities. I have been doing significant hiring these past six months, and many new grads are having difficulty articulating the relevance of their study to the job they have applied to. There are many misconceptions about what it takes to state that an achievement has occurred; touring a school-based health center for class does not make you an expert on how they function, but they are writing on their cover letters that they are EXPERTS. It makes me want to rewrite job descriptions so that the position is no longer entry level.

Our major obstacle is the maturity and discipline of a college candidate. Rarely does a new college grad possess the maturity, discipline, and persistence to start their own business within our company. That's not to say we haven't hired recent grads who have gone on to be very success-

ful, but often that tends to be our prevalent issue with new graduates.

Competition. As the economy slowly warms up, more organizations are competing within the same talent pools. Some organizations begin recruiting before schools even open for fall term. Organizations with image problems (manufacturers mention this frequently) or unappealing locations report additional pressures. Starting salaries also influence an organization's competitiveness, especially if salaries were frozen during the recession or will not be augmented in lieu of providing health insurance.

[The problem is] finding those with diverse skill sets. It seems there is a lot of concentrated learning which is not helpful to a small firm like ours. Additionally, graduates over the last decade have lacked creativity and out-of-the-box thinking. Their capabilities are limited to what the technology allows them to do and not what their mind imagines. There is a monochromatic sea of employees in the market with little individuality. They're simply not worth paying for.

Finding candidates with appropriate technical skills has been a secondary problem. The primary factor in not finding the right candidate has been poor interpersonal skills, a lack of understanding of what companies are looking for in candidates, and positive interviews. Many candidates don't project that they are interested, optimistic, and want to help the company succeed. Granted, part of this may be due to how we go about recruiting; if we could find a way to interview the top talent out of colleges, our experience might be different.

Experienced talent. Employers frequently mention competition for experienced talent. Their issues range from a prospective employee's reluctance to relocate, to disagreement over salary, to a general lack of candidates with sufficient experience to do the job.

[We have] retention issues because candidates resign due to business challenges being more than they expected or are willing to try to accomplish. Plus, some candidates are terminated for breach of our zero tolerance policy.

Economy. For some organizations the economy still has not rebounded enough for them to expand hiring. Their current hiring is limited to replacing staff that have retired or left the organization for other reasons. For some organizations, hiring will depend on consumer behavior over the next six months. Consumer confidence has strengthened recently, sending an encouraging message to those who provide goods and services. Smaller organizations mentioned that financial constraints limit their ability to proceed with aggressive hiring.

[What] if the economy tanks again after the election or after the first of the year? We have seen improvement over the past two quarters but are experiencing a softening in the fourth quarter, which is fairly typical, but this economy makes marketers tentative.

Recruiting Strategies. Some organizations admit their hiring strategies are just not up to snuff. They have poorly positioned themselves on their core campuses. Some use poorly designed branding efforts or none at all to attract students to their organization or fail to nurture relationships with student organizations and others who can place them in front of talented students.

Timing Recruiting to Meet Hiring Goals

This year approximately 50 percent of organizations recruiting for full-time positions want to complete their on-campus efforts by December. If they can meet their hiring targets, they do not plan to be back in the spring. Another 27 percent reported they would recruit on-campus through graduation and possibly into the summer of 2013. The remaining organizations believe their hiring will begin to pick up in the fall of 2013. All organizations regardless of size are following this pattern. Large organizations will probably be more visible in the spring because they are not delaying hiring into the next academic year.

An organization's economic sector greatly influences the timing and shaping of recruiting activities. Many organizations plan their recruiting times according to their industry's production schedule:

- Fall 2012. Organizations in certain sectors want to complete on-campus hiring by the end of the fall term. These are Retail (65%), Financial and Insurance Services (59%), Transportation (57%), Leasing (56%) and Agriculture and Natural Resources (55%). Although other sectors may have the same goal, Nonprofits (37%), Mining and Oil (31%) and Government (31%) are less likely to complete hiring by December.
- Spring and Summer 2013. Compared to other sectors, Mining and Oil (35%), Education (35%) and Wholesale (34%) expect to recruit actively on campus compared to other sectors.

Two sectors report that their recruiting will likely improve by fall of 2013: Construction and Government. For three sectors, a higher percentage of organizations report that recruiting will begin to accelerate for them in 2014: Government (27%), Utilities (24%) and Arts & Entertainment (21%).

Coping with Skill Shortages

We asked employers which talent management strategies they were likely to incorporate over the next three years to circumvent potential skill shortages in their organization. We limited the list of possible strategies to six options (from an array of possibilities), ranging from relocating an operation to tap into a larger talent pool to aggressively developing early talent development programs on college campuses to sharpen their recruiting focus.

1. We will have moved operations because of talent availability. Few organizations selected this option (4%). Organizations more likely to move an operation to gain access to talent are ones with more than 4,000 employees (6%). Economic sectors more likely to use this strategy are Wholesale (8%) and Arts, Entertainment, and Recreation (7%).
2. We will acquire other companies to circumvent skill shortages. Few organizations opt for this strategy (6%), even though mergers and acquisitions happen all the time. Very small organizations have little interest in this option (1%). Larger organizations tend to seek talent from other companies: between 500 and 4,000 employees (9%) and more than 4,000 employees (11%). Economic sectors more likely to acquire other organizations include Oil (18%), Transportation (11%), Construction (10%) and Manufacturing (10%).
3. We will partner with other organizations to gain access to talent. Approximately 16 percent of organizations report that they plan to partner with other organizations to leverage talent. Some very small organizations are open to this strategy (20%), while all organizations regardless of size hover around the overall mean (16%). Economic sectors more likely to partner include Educational Services (21%), Non-Profits (20%), Healthcare Services (19%) and Utilities (19%).
4. We will make significant technology investments. Less than one-quarter of respondents indicate they expect their organizations to make significant investments in technology to offset skill shortages. The larger the organization, the larger the investment: only 18 percent of very small organizations expect to adopt new technology compared to 26 percent of large organizations. Organizations from these economic sectors report the highest adoption of new technology: Mining and Oil (32%), Construction (31%), Wholesale (31%), Agriculture and Natural Resources (28%), and Financial and Insurance Services (28%). Sectors with fewer organizations opting for technology investments (possibly because some have already made them) include Accommodations and Food Services (11%), Nonprofits (15%), Arts, Entertainment, and Recreation (16%), and Retail (16%).
5. We will aggressively participate in early talent development programs on college campus and sharply focus recruiting efforts. Nearly 30 percent of respondents indicated their organization would adopt strategies to identify emerging talent on college campuses earlier than current practice and engage in more focused and strategic recruiting practices. The differences in planning by organization size are glaring. Fifty percent of large employers plan to adopt this strategy. Only 15 percent of very small organizations and 20 percent of fast-growth organizations (10 to 100 employees) expect to pursue this approach. In all likelihood, smaller organizations do not have full-time recruiting staff able to devote the time needed to develop these programs. The primary adopters of this strategy are organizations that already make heavy use of campus resources: Mining and Oil (43%), Financial and Insurance Services (39%), Manufacturing (39%), Transportation (37%), Retail (36%) and Construction (36%). Sectors less likely to engage students earlier and more aggressively are Nonprofits (10%), Government (18%), Healthcare Services (20%) and Arts, Entertainment, and Recreation (20%).
6. We will significantly increase the amount of training available to employees. Nearly 45 percent of employers expect to expand training as their major thrust for meeting the skills deficiencies they encounter. Only very small organizations expect to place less effort in this area (25%). Small organizations (100-500 employees) expect to increase employee training more than other organizations (51%). Economic sectors that expect to focus on training are Construction (56%), Professional and Scientific Services (54%), Agriculture and Natural Resources (51%), Retail (51%), and Wholesale (50%). Although some organizations already embed high levels of training in their day-to-day business, Information Services (37%) Education Services (35%), Accommodations and Food Services (32%), and Arts, Entertainment, and Recreation (24%) will be less likely to increase training beyond their current levels.



Internships & Co-Ops

Nearly 2,550 full-time recruiters and internship program representatives provided information about their plans to engage college students in pre-professional practices. Only 11 percent indicated they did not expect to provide pre-professional experiences for undergraduates this year. Approximately 65 percent expect to award internships, and 33 percent expect to hire students during the school year or summer in professionally related positions. Seventeen percent expect to offer co-operative education opportunities; these employers largely represent the Construction, Food Services, Mining and Oil, Utilities, and Manufacturing sectors.

Survey respondents indicate their primary purpose for internship and co-op programs is to identify and develop talent for full-time employment (57%). Their other major reasons for conducting these programs include providing supplemental staffing on projects (23%) and aiding in the development of talent for the profession (15%). On the low end of the scale, employers mention social responsibility (5%) and coverage for absent staff (1%).

Size, however, influenced an organization’s rationale for using internships. Less than 50 percent of organizations with fewer than 100 employees expect to hire interns for talent development. Small organizations sponsor internships to develop talent within their profession, although they might not be able to offer full-time employment. At the other end of the spectrum, more than 80 percent of large organizations identify talent development as their primary purpose for hiring interns and co-ops.

Employers from Retail, Construction, Mining and Oil, and Agriculture and Natural Resources sectors place more emphasis on talent development than other reasons. Nonprofits, Education, and Healthcare Services maintain internship programs not only to develop talent for their profession but also to fulfill their organization’s social responsibility.

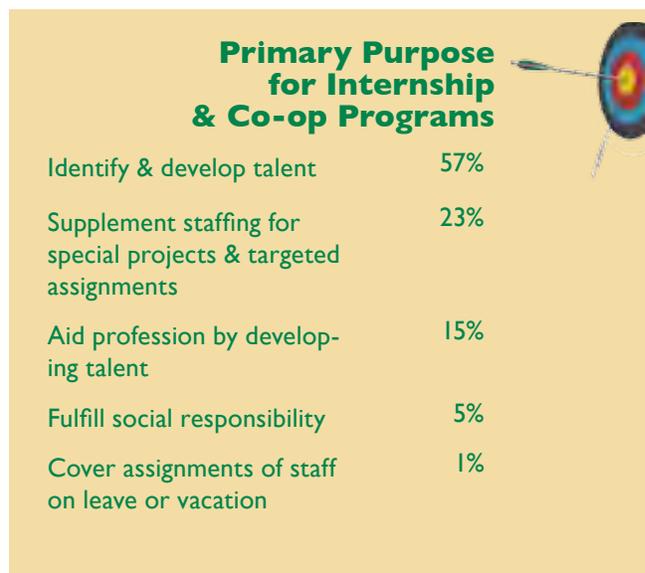
Nearly 90 percent of organizations with internship and co-op programs plan to seek new interns and co-ops during this academic year. Among these organizations, 65 percent of employers expect to offer internships; the other 17 percent, co-ops. Thirty-three percent expect to increase the number

of interns and co-ops they are hiring; only 6 percent expect to decrease. The remainder will keep intern and co-op hires at the same level as last year.

About 40 percent of smaller organizations expect to increase the number of positions available; larger organizations expect to decrease slightly. More than 40 percent of employers from Retail, Wholesale, and Leasing expect to increase their intern positions, while oil companies may be decreasing theirs.

Organizations use several resources to identify new talent for their internship and co-op programs. Their preferred method is to work with college and university career centers (61%) and referrals from employees (16%). They are less likely to use web-based internship aggregators (less than 5%), referrals from past interns and co-ops (4%), and academic units (8%).

Survey respondents expect to hire an average of 23 interns and co-ops per organization. Large organizations expect to hire many interns; several expect to recruit more than 1,000.



Recruiting Trends 2012-2013

Thus the median (20) is a better measure of intern hiring intentions than the average (73). The median suggests 50 percent of employers expect to hire between 1 and 20 interns and co-ops this year. The smallest companies expect to hire three to four. The largest organizations expect to recruit an average of 73 interns and co-ops per organization.

The mix of paid and unpaid internships varies by organization size and somewhat by sector. About 67 percent of employers expect to offer only paid internships. Large organizations expect to pay more than 80 percent of their interns; only 35 percent of very small organizations (fewer than 10 employees) expect to pay theirs. The remaining organizations do not expect to pay interns (17%) or may offer a mix of paid and unpaid positions (16%) depending on the intern's job function. This mix is comparable to last year. Despite the economy, the number of unpaid internships will not increase this year. Smaller organizations (fewer than 500 employees) are more likely to offer unpaid internships (22% to 33% depending on size). Education, Nonprofits, and Healthcare Services (the three sectors giving social responsibility as a reason for internship programs) are more likely to offer unpaid internships. Food Services and Accommodations, and Arts, Entertainment and Recreation are likely to follow suit. The arts sector does not include publishing or broadcasting; these subsectors fall under Information Services, where 24 percent of internships are unpaid. The largest economic sectors (e.g., Construction, Mining and Oil, Utilities, Manufacturing, and Agriculture and Natural Resources) are also the ones offering the highest level of paid internships.

Internships awarded in exchange for academic credit give some employers pause. More than 25 percent of employers do not want to deal with it. Larger organizations (30%) are slightly more unwilling to do so than smaller organi-

zations (20%). About 20 percent of all organizations will handle academic credit only if the education institution requires an internship as part of a student's academic program. On the brighter side, approximately 50 percent of all respondents have no problem working with interns receiving academic credit.

International students who are legally in the U.S. have the right to seek and participate in internships. However, 35 percent of organizations indicate they do not expect to award internships to international students; another 30 percent indicate they might consider such internships but do not do so now. Compared to small ones, large organizations are more likely to resist inquiries from international students. Even though the majority of large employers do not want to deal with international students, a small group of large organizations (10%) are the best source of internships for international students. Smaller organizations (fewer than 100 employees) also have a limited number of internships available; 10 percent will frequently offer these positions to international students. Two sectors stand out as resources for international internships: Information Services (web-based service providers) and Arts, Entertainment and Recreation. Sectors less likely to recruit international students include Retail, Government, Mining and Oil, and Manufacturing.

We asked employers to report the hourly wages they paid interns and co-ops (table 11). Hourly wages do not include stipends, bonuses, commissions, or housing allowances. (We did not convert annual salaries to an hourly wage for this report.) The range of wages shows several low dollar amounts because several employers report that they participate in work-study programs. The average hourly wage for interns and co-ops will range between \$13 and \$17, depending on the student's academic major.

Table 11. Hourly Wages for Interns & Co-ops in Selected Sectors

Selected Sectors	Employers Reporting Hourly Wage (#)	Average Hourly Wage	Hourly Wage Range
Engineering	771	\$16.56	\$6.25 - \$50
Accounting	407	\$14.77	\$6.50 - \$32
Physical & Biological Sciences	137	\$14.54	\$5.00 - \$35
Health Sciences	95	\$14.28	\$6.50 - \$50
Business	578	\$13.81	\$4.00 - \$48
Agriculture & Natural Resources	104	\$13.41	\$6.50 - \$30
Social Science, Humanities, Communication & Media	259	\$12.43	\$6.50 - \$30



Focus of Recruiting & College Initiatives

Since the recession began we have included several survey questions probing the vulnerability of certain labor market segments ranging from older graduates re-entering the labor market after retraining with more than twenty years of work experience to new graduates entering the labor market straight out of college with no professional experience. The vulnerability ratings for new college graduates were stubbornly high until the ratings began shrinking modestly last year. In reviewing the questions for this year, several employer representatives suggested rewording the questions to make them less ambiguous; for example, were employers serious about extending their recruiting efforts and college initiatives to certain groups?

We asked respondents to rate the seriousness of their recruiting for early career candidates (new graduates and those with two years of experience or less), early career candidates with three to five years of experience since graduation or that level of experience, returning veterans, international undergraduates, and international graduate students (table 12). The rating scale ranged from make “no serious” effort to make a “very serious” effort.

The results suggest employers expect to make a serious effort to recruit early career candidates with less than two years of experience since graduation. Companies expect to make nearly the same effort for early career hires with three to five years experience, and a “modest” effort for returning veterans. Only a few employers (less than 7%) expect to make a “serious” to “very serious” effort to recruit international students. In fact, more than 60 percent say they expect to make no “serious” effort at all to extend recruiting to international students.

Organization size plays a significant role in determining in how serious an employer’s recruiting will be:

- **Early career candidates with 0-2 years experience** ($F = 23.66, .000$). Large organizations rate their effort “serious,” significantly higher than all other groups (mean 4.13). As organization size grow smaller the rating decreases. Midsize organizations rate their recruiting differently from larger and smaller organizations (mean 3.86). Very small organizations report the lowest effort at just above “modest” (mean 3.32).

Table 12. Effort Employers Expect to Expend Recruiting Various Groups

Group	Mean	No to Opportunistic Effort (%)	Serious to Very Serious Effort (%)
Early career (0-2 years experience)	3.65	20	59
Early career (3 to 5 years experience)	3.51	21	57
Veterans	2.99	39	39
International undergraduates	1.69	81	7
International graduate students	1.66	81	7

Recruiting Trends 2012-2013

- **Early career candidates with 3-5 years experience** ($F = 10.37, .000$). Very small organizations rate their effort “modest,” lower than all other groups (mean 3.07). The other groups rate their efforts from “modest” (mean 3.4) to “serious” (mean 3.7). The good news from these results is that recent graduates who have been seeking employment or are being underutilized in their current jobs will find some employers willing to expend “serious” effort to recruit them.
- **Veterans** ($F=26.953, .00$). Organizations with more than 100 employees rated their recruiting “modest,” a rate higher than organizations with fewer than 100 employees (mean 2.99). Very small organizations with fewer than 9 employees are willing to consider veterans if the opportunity arises.

The company’s economic sector also produced some interesting differences in recruiting:

- **Early career candidates with 0-2 years experience.** Agriculture and Natural Resources (mean 3.97) and Financial Services (mean 3.89) report the highest effort for recruiting compared to other sectors. Arts, Entertainment, and Recreation and Information Services will expend only a modest effort recruiting early career graduates with less than two years experience; this sector has the lowest means of all sectors in the survey.
- **Early career candidates with 3-5 years experience.** Arts, Entertainment, and Recreation rate their recruiting “not serious.” Sectors more likely to consider recent graduates in this group, with means approaching “serious,” are Food Services, Transportation, Utilities, Accommodations, Healthcare Services, Financial Services, Leasing and Real Estate, and Educational Services.
- **Veterans.** Government, Utilities, and Leasing and Real Estate report a “more serious” effort to recruit veterans than other sectors. Arts, Entertainment, and Recreation will only be making opportunistic hires.
- **International students.** Healthcare Services, Information Services, and Educational Services are more likely to hire graduate students if the opportunity arises. Likewise, Utilities and Information Services are more likely to hire undergraduates but only if the opportunity arises.



All Things Measured: Challenges for Preparing College Talent

The CERI Advisory Board, Trends supporters, and readers submitted questions and suggestions for questions on various talent development and recruiting challenges. We selected several topics for this year’s survey: STEM+H education and labor shortages; international students; recruiting for diversity; and on-the-job training. We also asked respondents to comment on the future of college recruiting. (Detailed reports for diversity recruiting and early career training will be available in the spring.)

STEM+H

We receive regular announcements from colleges and universities starting or expanding STEM curriculum. Moreover, the media have been heralding industry pronouncements on the dire shortage of STEM-trained professionals for much of the past twelve years. As education institutions respond to these industry cries for talent, one important question comes up time and again: how will industries help to develop undergraduate talent? We asked respondents to select the options their organizations were most likely to use from a list of possibilities for involvement with STEM+H undergraduates. Only a small number expect to seek STEM+H talent

(820 for engineers and technical graduates, 420 for physical and biological sciences, and 250 for healthcare) (table 13).

We infer from these numbers the level of employer involvement in STEM+H. Few organizations are tempted to participate in certain programs, such as learning communities and first- and second-year success initiatives. They are more likely to provide internships, research opportunities, and collaborations with professional organizations than other options. We know organizations with internship programs already support engineering and technical students. What we don’t know is whether internships and research opportunities will grow commensurately with enrollments in STEM (or STEM+H) education.

Higher education institutions have been asking science and technical employers to give direct support for first- and second-year success programs. Many are saying no, but a few are providing financial support. Employers are more likely to provide professional staff (usually alumni) as mentors. Some colleges and universities (usually first adopters) introducing science success programs may find generous financial support, especially if they approach prominent alumni. How-

Table 13. Organization Involvement in STEM+H Education

Engagement Options	Number of Employers	Estimated Percent of STEM+H Organizations
Internships & research projects	358	30 – 35
Professional student organizations	287	24 – 29
Faculty interactions	241	20 – 24
Sponsorship of job previews and shadowing	226	19 – 22
First- & second-year success programs	67	<10
Sponsorship of living & learning communities	45	<5

Recruiting Trends 2012-2013

ever, as the number of institutions offering early success programs widens, the availability of external resources may become limited.

International Students

The number of international undergraduate students enrolled in the U.S. has risen dramatically over the past decade; Chinese students are the largest group. Over the past three years, we have addressed various dimensions of international student recruiting and job placement. Two years ago we examined [global hiring practices](#) of employers and reported very few U.S. companies have direct ties to hiring managers in their foreign locations. In last year's report we addressed demand for H1-B visas. The continuing increase in international-student enrollments caused us to rethink our approach: this year we wove questions throughout the report from internships to hiring.

We asked respondents how willing their organization would be to help international students connect to internships or entry-level opportunities. Nearly 85 percent responded negatively: they do not expect to help international students. We reiterate:

- Less than 10 percent of employers are seriously considering international students for recruiting and college-oriented support programs.
- Less than 15 percent of employers are regularly awarding internships to international students; another 20 percent indicated they would occasionally award internships to these students.

In an open-ended section, we asked employer representatives to comment on the biggest obstacles they faced in placing undergraduate international students in internships and entry-level positions. We found several emerging themes that may help college faculty and administrators who are working with these students.

Language. Many international students have poor command of English, particularly for a business or social setting. They fail to grasp the idioms of business concepts and practices, making it difficult to integrate into work teams and assignments.

Cultural isolation. Many international students encounter difficulties immersing into American culture. They often appear to want to work alone or hang out exclusively with other international students. From the employer's point of view, this isolation causes students to gain only a small understanding of American social and cultural norms during their time here.

Headaches. Jumping through the internal hoops required by an organization and the external ones required by government to hire an international student can sidetrack any

employer's best intentions. Some organizations simply do not have the staff or resources to allocate for paperwork they perceive to be burdensome.

Return on investment. Several factors influence whether an organization will recoup their investment in international students. Since many international students will repatriate and only a few will obtain full-time employment here, an organization's ability to connect the students to affiliates in their home country is critical to making these arrangements pay off. The international student's longer adjustment time to learn language and adapt to organizational culture may mean that their actual work experience is very limited. All these factors play into an unappealing economic scenario.

Legal vs. Moral Considerations. No one questions that international students are here legally with student visas allowing them to seek internships and one year of post-graduate job experience. Thus the conundrum for tapping talent among international students becomes a moral consideration for many organizations. With so many American undergraduates and graduates seeking employment or finding themselves poorly aligned with the labor market while pursuing their desired career, employers simply feel uncomfortable giving a position to an international student.

Nevertheless, some employers feel pressured to find internships and work experience for international students. They clearly indicate they did not create the expectations that international students would have "guaranteed" work experiences. Education institutions create this expectation when they recruit international students. The problem and solution(s) rest with the institutions — solutions for which employers do not expect to be equal and willing partners.

Diversity Recruiting

Several employer representatives on the CERI Advisory Board have been asking us to profile diversity recruiting. We addressed this issue by asking detailed questions about the organization's hiring practices and outcomes. The respondents revealed:

- 56 percent of organizations do not have a defined diversity recruiting program
- 8 percent set annual diversity hiring targets
- 74 percent integrate diversity hiring initiatives into their college and university hiring program
- 68 percent have diversity goals based on the overall hiring class rather than a specific job function or academic major
- 33 percent indicated they were "quite" to "very successful" in achieving their diversity hiring targets; 60 percent were only "somewhat" to "moderately successful"

- more than 50 percent of organizations do not participate in national or regional diversity conferences; only about 15 percent actively participate

On-the-Job Training

The lack of training in U.S. companies has been the focal point for such scholars as Peter Cappelli of The Wharton School (see *Talent on Demand*). His and many others' concern is spilling into the media; experts maintain that the **skills gap** would not be as serious if companies would conduct more training. This kind of training gives new hires a successful foothold in their organization and helps launch their career. Some companies are noted for their excellence in training new employees (Cappelli mentions several), but others provide sporadic training that leaves learning the ropes to the new hire. We asked detailed questions about the nature and scope of on-the-job training and education for young careerists. The respondents revealed:

- 44 percent have a mandatory, structured training program for all new hires
- 56 percent deliver more training for new hires than they did five years ago
- 37 percent give new hires more time with their mentors or immediate supervisors than they did five years ago
- 37 percent offered tuition assistance to all recently hired young professionals

Future of College Recruiting

We challenged employers to gaze into their crystal balls and predict the leading trends for college recruiting over the next five years. From the many comments we received, no one offered an alternate universe or bizarre science fiction scenario that would reveal a misinterpretation about the present situation. Employers did, however, circle around the several themes they see influencing how they will recruit.

Technology. Students use technology very differently than the hardware and software platforms currently in use on campus. Even though campus systems are adjusting to co-creation software and apps (like those propelling advances with iPads and smart phones), the systems are dinosaurs compared to the technology employers think they will have to use to connect with students. Intelligent machines (very little ones) are surpassing social media, affording employers earlier and quicker access to students. As employers engage students this way, they will need to rethink their perceptions about young adults, especially their attitudes and behaviors.

With social media, students are relying more on what peers have said on **Glassdoor** or Facebook, so companies work harder to maintain a positive image on social media. Another thing with recent college grads is that none of them know what they want to do so turnover is high, and

they have no loyalty. They would leave in a heartbeat for a higher paying opportunity.

Attitude and behavior. Employers' perceptions about young adults brings up another issue: how should they deal with an employee's beliefs and expectations about entitlement when they are out of line with reality? Their "I don't care" approach rattles employers; employers expect their hires to be mature and disciplined on day one.

College students have an attitude of entitlement that they are owed a job, and it should be at a specific dollar amount, even though they do not have a basis for that dollar amount. While they certainly have obtained good educations, it is important for all new hires into any organization — whether from campus or experienced hires — to have patience to learn the new environment and determine where they can support and lead in the new organization.

Talent. The megatrend for employers is simply talent. They wonder whether enough students have the right experience and the right professional skills and competencies to demonstrate the initiative necessary to succeed both for themselves and the organization.

Relevance of higher education. The cost of education, plus the terrible job market for new grads, is directing employers' scrutiny toward higher education at traditional four-year education institutions. Many employers are starting to look favorably upon alternative degrees from two-year community colleges and apprenticeship programs. Moreover, the faculty and administration's inability to respond to the changing environment outside their institution is drawing

Key Components of Training for New Hires



Company-specific software programs

Ethics

Interpersonal & Intra-organizational communication

Skill development needed for promotion

Technology orientation

Recruiting Trends 2012-2013

repeated criticism from employers who find graduates and undergraduates unable to function in the workplace.

Decreasing relevance of a high-cost college education.

Employers (and students and parents) are showing more interest in apprenticeships and industry-specific standardized certifications. These factors are also changing the ways in which employers view candidates and qualifications — not only the qualifications candidates need on the job, but also the education necessary to perform competently.

I believe the university systems were isolated from some of the economic pressures of the downturn initially. So they have been slow to remake themselves and unfortunately are rapidly becoming less relevant.

Relationships with College and University Career Centers

After soliciting their thoughts about the future of college recruiting, we asked respondents to reflect on what all this might mean for their relationships with career centers. While a few see their relationships deteriorating because career centers cannot link them to the talent they need, most believe that these relationships will remain strong. Some even expect to become more dependent on career-center

resources. Within these larger positive groups, two themes stand out, and technology plays a role in both of them.

Organizations are integrating more and more student friendly technologies in their recruiting programs. One group of employers felt that they would need close, strong relationships with career centers to help them identify talent earlier and keep students connected to their organization. For another group, the relationship will be more strategic and focused. The end result may be the same for both groups: they will not need career centers to arrange interviews and host career fairs. Instead, they will need centers to help them build relationships with student organizations, living and learning communities, and faculty. They will also need centers to identify a pool of candidates that fit their organizational profile, students with whom their organization can engage over four or five years of college.

The synergy between recruiting organizations and career centers will be as important as ever, if career centers can adapt as quickly as organizations. This will best happen if career centers can adapt as quickly as the organizations are. Career centers must realize that many organizations need their services as talent agents, not event planners.



Final Thoughts

After completing last year's *Recruiting Trends*, I felt extremely confident that we were in the midst of a fundamentally strong market. I described it as broad (every economic sector was progressing in their hiring) and deep (all majors would benefit from the growth) for organizations of all sizes. The election looms large over this report not because of what it will do for short-term job growth but because it has injected uncertainty into the equation at a basic level. Despite the college labor market growing at about the same pace as last year, the feeling is different. I do not see as much confidence going into the second half of the academic year. Several majors that contribute consistently to growth — engineering, accounting, and computer science — are all lagging this year. The spur in growth is occurring in finance, supply chain, human resources, marketing, advertising, and public relations positions. The brightest news in this report still shows the all-major category holding strong, presenting opportunities to a broad array of graduating students. Nonetheless, this labor market cannot be described with the same boldness as last year. I am grateful for its continued growth.

After four years of rough seas, the college labor market will probably not reach calmer waters for several years. The most troubling aspect of this year's report is the consistent and damning rhetoric from employers that students' sense of entitlement, expectations, and level of preparedness is totally out of sync with the reality of the workplace. These Bachelor's degree students who graduate this year entered college at the onset of the recession and have had plenty of time to be coached about their expectations, encouraged to engage in professional experiences, and prepared to handle their first job experience. Yet, students remain as naïve as always about focusing on their

future. I know from my visits to over 50 campuses last year that career service staff are working harder than ever with fewer resources, in many cases, to get students ready for the future. Yet on many of these campuses I found myself in a vise with faculty: some recognized they had to be more diligent about their responsibility to prepare students for a career, while others pushed back, digging in that career preparation was not their pedagogical responsibility and claiming this period will pass with things returning to "normal." After this recession recedes there will be a new normal, and it will demand higher education to align with the new realities of the workplace.

At each stop I am reminded that young people today have so much to offer. They are eager to work on issues to make life and their future better. Some do so quietly. Others march forth with bravado. All students need the capacity to face life's challenges head on instilled in them during their college years. Then the complaints about attitudes and behaviors just might diminish.

The pressure still mounts for higher education to be accountable by demonstrating their relevancy in preparing students to engage in meaningful careers. Our challenge remains: we must embrace our responsibility to align students with emerging opportunities and not leave them wandering lost, just hoping something good happens. So make sure each one of them is

FOCUSED, DIRECTED & CONNECTED

May this academic year be a successful one for you and your staff. Best wishes to all our graduates.



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