

# Eastern Association of Colleges and Employers

## Regional Report

### College Hiring 2010-2011

Seven hundred and eighty-four (784) companies and organizations from within the Eastern Association of Colleges and Employers (EACE) region (based on the state from which the respondent submitted hiring information) provided enough information to predict hiring intentions for the 2010-2011 academic year. EACE respondents represented approximately 17% of the total respondents to the Recruiting Trends survey. This special Recruiting Trends report will provide a profile on the hiring intentions from the EACE region. The results are presented with a minimum of narrative explanation. **Comparable information for companies located outside the EACE region is designated in red.**

**Highlights:**

**Characteristics:** The average number of employees per company was reported as 8,900 (**8,408**), with a median size of 115 (**160**). A breakdown by size categories indicates that companies and organizations in EACE tend to be smaller than employers outside the region with 68% (**66**) having 500 or fewer employees. EACE also outpaces the other regions with start-up companies in the “very small” category.

Category	Employees	Number: EACE	Percentage EACE	Percentage Outside EACE
Very Small	< 9	97	12	<b>10</b>
Fast Growth	10 - 100	282	36	<b>33</b>
Small	101 - 500	159	20	<b>23</b>
Medium	501 - 3999	134	17	<b>18</b>
Large	> 4000	112	14	<b>16</b>

Note: Fast growth companies are also referred to as second-stage companies who have exited the start-up or entrepreneurial stage.

**Economic sector:** Companies and organizations represent a diverse mix of economic sectors, based on North American Industrial Classification system. Listed below are the leading economic sectors that contributed hiring information from this region.

Economic Sectors	Percent of Respondents from EACE
Professional & Scientific Services	26 (19)
Non-Profit Organizations	11 (7)
Manufacturing	10 (13)
Government	9 (11)
Financial and Insurance Services	9 (8)
Health Services	7 (7)

The professional and scientific service sector, which encompasses a wide range of services from legal to marketing, is the dominant sector among EACE employers (no other regional ACE has this level of participation by this sector). Non-profit organizations also are a key participant in college hiring within EACE and are higher than the rest of the country. Manufacturing’s presence is slightly lower than the rest of the country, though manufacturing companies are concentrated in the Midwest.

When one thinks of the dominant sectors in this region, financial services would be high on the list. However, the respondents from financial services are in line with the rest of the country (NOTE: During a recent panel discussion on the labor market in New York City, the BLS labor economist for NYC showed that the number of positions among financial and Wall Street firms has been declining for the past two decades, due to the rapid globalization of these activities. Professional service positions were growing rapidly, attracting young college professionals to the city which was transforming parts of the city, especially Brooklyn. The census just released numbers that the Afro-American/Black population actually declined in NYC over the decade.).

Nearly 130 sub-sectors were represented in the EACE sample with the following providing the highest number of responses.

Subsectors	Number of Companies in Response
Computer Systems Design and Services	43
Management Consulting Services	37
Insurance	29

Accounting (CPA)	25
Employment Services	22
Engineering Services, Advertising, PR & Media Buying	21
Publishing, Scientific Research, K-12 Education	18
Non-Profits	17

**Recruiting Areas (Geographic):** Respondents can also be described based on their primary recruiting areas. For example, 29% of the EACE organizations recruited throughout the US, while 9% searched globally, for talent; both numbers are higher than organizations outside the region. Few regional organizations tap into talent located in regions outside the EACE area.

Recruiting Region	Percentage of EACE	Percentage Outside EACE
Globally	9	5
United States	29	25
New England States	42	3
Mid-Atlantic States	44	7
Great Lakes States	6	30
Upper Plains States	2	12
Southeast States	5	20
South-Central States	3	14
Southwest States	6	12
Northwest States	4	10

**Targeted Institutions:** Employers from EACE region recruit heavily at public and private 4-year schools. In fact, they lead the country in recruiting at private colleges and institutions that confer advanced degrees. EACE employers are more likely to recruit at historically Black colleges and universities and Hispanic serving institutions, compared to employers outside EACE. However, they are less likely to recruit talent from two-year and for-profit institutions.

Type of Institution	Percentage EACE	Percentage Outside EACE
2-YR for Credentials	15	22
2-YR for Associates Degree	22	32
4-YR Public	87	88
4-YR Private	79	64
2 & 4 YR For-Profit	10	13
Advanced Degree Institutions	55	44
Historic Black Colleges	23	18
Hispanic Serving Institutions	17	13

**Core Campuses:** Companies and organizations within EACE target more core schools for their recruiting efforts than organizations located outside the region. On average, EACE employers have 14 core schools per organization (median is six schools). A few organizations do not have core institutions while some may consider has many as 400 institutions in their core recruiting group. The following table shows the number of core schools EACE employers focus on by size of company. The average is strongly influenced by the few schools that recruit at several hundred schools a year. The more appropriate number would be the median core schools, as the majority of the sample is clustered around this figure. In general, organizations concentrated on three to nine schools, increasing with the size of the organization. EACE organizations tend to visit five to 10 campuses, depending on size. Compared to other regions, EACE employers, especially very small and fast growth companies, target about the same number of core schools while small and medium size organizations actually recruit at more core schools. Large organizations average 26 core schools but the median is 10; both higher than in other regions.

Size Category	Basic Statistical Descriptors for Core Schools
Very Small	Average 8(8) Median 5 (3) Range 1 to 75 (1 to 250)
Fast Growth	Average 9 (8) Median 5(4) Range 0 to 125 (0 to 300)
Small	Average 15 (9) Median 7 (5) Range 1 to 252 (0 to 400)
Medium	Average 21 (12) Median 10 (6) Range 0 to 400 (0 to 300)
Large	Average 26 (19) Median 10 (9) Range 1 to 250 (0 to 400)

**Recruiting Strategies:** Employers have a number of recruiting strategies that they can utilize to identify and recruit college talent. Even though EACE employers target more core schools, they do not necessarily use on-campus recruiting strategies at a higher level than employers outside the region. While the number participating in campus career fairs is the same, fewer visit campus to make presentations, interview on-campus, and connect with faculty. Where EACE employers stand out is their involvement in internship and co-op programs. The most striking difference between EACE employers and the rest of the country is the use of social media, where EACE employers utilize social media at a significantly higher rate than elsewhere.

Another strategy that EACE employers utilize to a greater extent than other regions is the use of alumni to develop relations with campus.

Recruiting Strategy	Percentage EACE	Percentage Outside EACE
On-Campus Presentations	38	41
On-Campus Interviews	30	34
On-Campus Career Fairs	54	54
On-Campus Resume Referral System	43	41
On-Campus Faculty Connections	36	37
On-Campus Web-based Employment System	79	80
Internships and Co-ops & Other Programs for Professional Experience	66	60
Organization's Web Portal	68	68
Employees and Alumni Connections	51	48
Job Fairs – Off-Campus (Can Still be University-Sponsored)	23	26
Targeted Job Fairs	22	22
National Web-based Employment Service Provider	54	48
State & Local Job Boards	34	26
Ads in Professional Outlets	30	33
Consultants	22	20
Social Media (all forms)	34	27

**College Labor Market Outlook:** Before providing their actual hiring targets for the year, respondents were asked their perception of the college labor market (overall and then for their industry) on a scale that ranged from 1 = Poor to 5 = Excellent. Overall, EACE employers believe the overall college labor market is **FAIR** (mean 2.07) which is a higher rating than employers from outside EACE. They are more positive about their hiring in their industry sector and within the EACE region with a **FAIR** to **GOOD** rating (mean 2.57). These employers are the most positive about the hiring outlook at the time the survey was administered.

**Hiring Intentions for 2010-2011:** Entering the 2010-2011 academic year, approximately 74% of EACE organizations (69% outside the region) had hired a new college graduate the previous academic year. Based on their expectations this year, 36% of EACE have definite plans to hire college graduates.

Intentions	Percentage of EACE	Percentage Outside EACE
Definitely Will Hire	36	31
Preliminary Plans to Hire	23	19
Uncertain Would Like to Hire	30	36
Will Not Hire	11	13

Uncertainty about the economy is prevalent in these hiring plans. Among employers who hired last year, 26% are uncertain about hiring this year. Among those who did not hire last year, uncertainty is 44%. Among the ACE regions, uncertainty is lower among employers from EACE.

Hiring Last Year	Definitely Hire	Preliminary Plans	Uncertain	Will Not Hire
YES	45 (42)	25 (20)	26 (33)	4 (5)
NO	9 (7)	17(17)	44 (45)	30 (32)

**Hiring Targets for 2010-2011:** The following hiring projects are based on the complete information provided by 656 employers. Bachelor hiring is increasing strongly this year with a 15% improvement over last year. This increase leads the nation. MBA hiring also appears to be improving with an increase of 10%. Within EACE, hiring will contract for 2-year college graduates (both credentialed and associate degree), masters and professional degrees.

Degree Level	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year Over Year
Credentials	8.5	7.7	-21
Associate	8.6	6.7	-22
Bachelor	19.5	22.5	15
MBA	5.9	6.5	10
Masters	6.7	6.1	-9
PhD	3.4	4.1	20
Professional	4.3	3.8	-11
Total Hires	24.1	26.3	9

**Size of Company:** Size plays an important role in shaping the college labor market. Very small and fast growth employers will be increasing hiring at the bachelor's level with some aggressive hiring targets. Small organizations are concentrating on bachelor's degree talent with a slight improvement for MBAs. Medium size companies appear to be struggling at most degree levels with only modest gains at the bachelor's level and strong growth at the MBA. The largest companies are expecting a strong year for bachelor's and PhDs but less opportunities for masters and professional.

### Very Small (9 and Fewer Employees)

Degree Level	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year Over Year
Bachelors	.9	1.3	44
Masters	.4	1.0	>100

### Fast Growth Companies (9 to 100 Employees)

Degree Level	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Credentials	1.9	2.6	37
Associates	1.1	2.3	>100
Bachelors	3.3	3.9	18
MBA	1.4	2.5	78
Masters	1.6	1.9	19
PhDs	2.5	3.2	28
Professional	1.4	1.0	-26

### Small Companies (101 to 500 Employees)

Degree Level	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Credentials	6.8	6.9	1
Associate	13.9	10.2	-26
Bachelor	23.0	29.2	27
MBA	7.0	7.2	3
Masters	4.4	4.0	-9
PHD	2.5	2.3	-8
Professional Degrees	4.5	4.5	NC

### Medium Size Companies (501 to 3999 Employees)

Degree Level	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Credentials	16.4	6.5	->100
Associate	13.1	9.0	-32
Bachelor	26.5	27.6	4
MBA	5.0	5.7	14
Masters	9.7	7.4	-24
PHD	2.3	2.1	-9
Professional Degrees	3.4	3.2	-6

### Large Companies (More than 4000 Employees)

Degree Level	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Bachelor	58.0	66.1	14
MBA	11.2	11.3	1
Masters	17.5	16.1	-8
PHD	6.3	8.6	36
Professional Degrees	9.9	8.3	-16

**Economic Sectors:** Hiring targets have been provided for the economic sectors, grouped by degree level. Sectors have only been included if sufficient responses were provided by respondents to produce reliable results. Please remember that, at some degree levels, some of the sectors may be represented by only 10 to 20 employers. Small numbers can produce sharp swings that may not be representative of the entire sector within this region.

### Credential Hiring

Economic Sector	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Manufacturing	19.4	3.6	>-100
Health Services	7.6	8.6	13
Non-Profit	4.0	4.7	17

### Two-year Associate Degree

Economic Sector	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Construction	3.7	10.7	>100
Manufacturing	5.7	3.9	-31
Finance & Insurance	6.7	7.7	15
Professional & Scientific Services	6.1	6.5	7



<b>Administrative Services</b>	10.9	12.1	11
<b>Health Services</b>	11.9	4.9	>-100
<b>Non-profit</b>	19.4	3.7	>-100

### **Bachelor's Degree**

<b>Economic Sector</b>	<b>Average Hires 09-10</b>	<b>Average Hires Expected 10-11</b>	<b>Percentage Change Year over Year</b>
<b>Construction</b>	24.7	29.2	18
<b>Manufacturing</b>	19.9	17.4	-12
<b>Wholesale</b>	4.7	6.7	42
<b>Retail</b>	11.8	13.2	13
<b>Transportation</b>	48.9	66.4	36
<b>Information Services</b>	3.1	3.7	19
<b>Finance &amp; Insurance</b>	32.6	35.5	9
<b>Real Estate/Leasing</b>	22.5	29.5	31
<b>Professional &amp; Scientific Services</b>	11.7	16.1	38
<b>Administrative Services</b>	42.5	53.5	26
<b>Education</b>	39.2	44.0 (preliminary)	12
<b>Health Services</b>	14.3	11.8	-17
<b>Arts &amp; Entertainment</b>	4.6	7.3	59
<b>Non-profits</b>	6.3	8.3	31
<b>Government</b>	41.9	46.7	11

## MBA

Economic Sector	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Manufacturing	5.9	4.2	-29
Finance & Insurance	15.3	18.4	6
Professional & Scientific Services	2.5	3.3	32
Government	6.3	7.2	14

## Masters

Economic Sector	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Manufacturing	8.4	7.4	-12
Information Services	2.3	1.3	-43
Finance & Insurance	6.0	4.4	-27
Professional & Scientific Services	5.5	5.4	NC
Education	11.6	8.6 (preliminary)	-26
Health Services	7.3	5.1	-25
Non-profit	1.6	1.4	-12
Government	11.0	13.0	18

## PhD

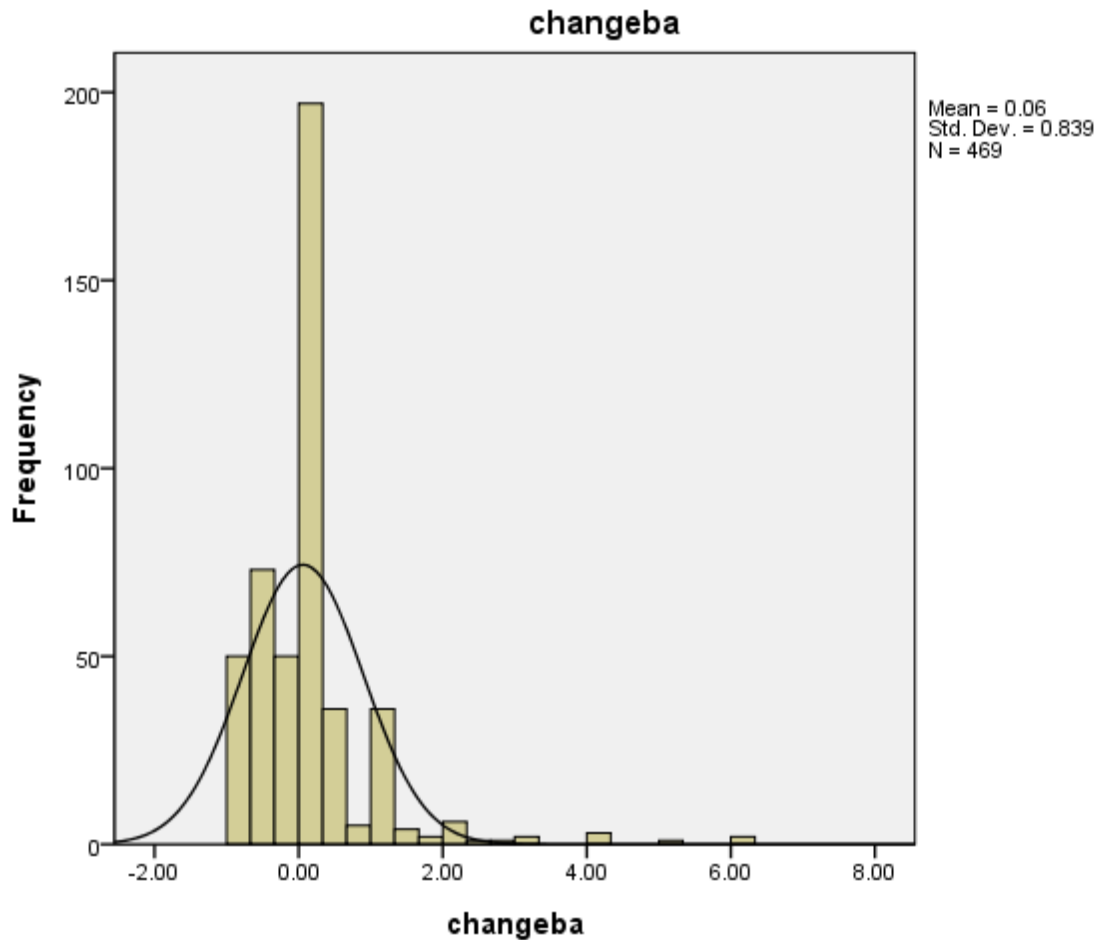
Economic Sector	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Manufacturing	6.1	12.1	98
Professional & Scientific Services	2.3	3.5	52
Government	4.0	3.4	15

## Professional Degrees

Economic Sector	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Professional & Scientific Services	2.1	1.7	-19
Health Services	5.8	6.4	10

**The Extremes:** In the national analysis the distribution of hiring change year over year showed that an outlier group was aggressively hiring compared to the remaining employers. A similar check was conducted on the EACE sample. We looked at the distribution from two perspectives at the bachelor's level. The first was percentage change from last year. In this case, we identified outliers at the positive end while at the negative end they were harder to see. The following histogram illustrates this distribution. The change analysis presents a problem in that the calculation excludes companies that did not hire last year but are hiring this year (cannot divide by zero). The second method looks at the difference between yearly hiring. In examining the difference between years, we found outliers but the diagram is harder to read, so it is not included here.

*This figure shows the distribution of the percentage change in hiring year over year for EACE employers who responded in 2010-2011.*



EACE is different than the other regions in that it has numerous outliers on the positive side that are one, two, and even three standard deviations from the mean. EACE also has several groups of employers that are continuing to shrink the number of employment opportunities compared to last year. The change year over year analysis revealed that 37% would be reducing their hiring targets, 33% would remain the same, and 30% would increase hiring. The positive outliers (50 companies) expect to increase hiring by 150% (nearly tripling their workforce) while those at the other end (50 companies) are decreasing their hiring targets by 82%. The difference analysis (which included more employers) showed 30% reducing their hiring, 27% holding hiring to last year's level, and 43% increasing their hires from last year. Positive outliers in this group expect to increase hiring 41%, while those reducing hires will do so by 51%. The following table summarizes this information.

Group	Average Bachelor Hires 09-10	Average Bachelor Hires Expected 10-11	Percentage Change Year over Year
Positive outliers: Change Year over Year	6.5	16.1	148
Positive Outliers: Difference Between Years	91.3	128.6	41
Negative Outliers: Change Year over Year	7.9	1.4	-82
Negative Outliers: Difference Between Years	25.9	12.6	-51

**Who are EACE Seeking for Their Talent Pool?** EACE employers are heavily recruiting communications, computer science, and a mix of business majors (accounting, finance, and marketing). EACE employers are seeking all types of majors as 39% indicated that they sought “all majors” (highest amongst the four regional ACES). EACE employers include a mix of liberal arts majors in the talent pool.

Majors	Percentage of Employers Seeking
All Majors (No Specific Major Specified)	39
All Technical Majors (Engineering and Computer Science, Major Not Specified)	24
All Business Majors (Specific Major Not Specified)	27
All Liberal Arts (No Specific Major Specified)	18
Accounting & Finance & Marketing	24
Computer Science	20
Communications	19
Economics	18
Public Relations & Computer Programming & ComputerInfoSystem	17
InfoSystms & MIS (Computer Science)	16
MIS (Business) & English	14
Psychology & Human Resources	13
MBA	23

**Types of Positions Being Filled:** Listed below are the top positions that EACE employers expect to fill with new college hires this year.

Type of Position	Percentage of Employers Filling this Position
Accounting	22
Administrative Services & Marketing	21
Sales	19
Computer Services	17
Business Services & Customer Services	16
Consulting Services & Information Services	14
Management Training & Financial Services & Human Resources & Media	13
Educational Services & Project Management	11

**Starting Salaries:** The following list of starting salaries by academic discipline is not complete. We have only included salaries where 30 or more companies have provided their salary information.

#### Associate Level

Degree	Average Starting Salary (\$)	Salary Range (\$)
All Business Majors	34,500	15 – 65K
All Technical & Engineering Majors	43,513	27 – 78K
All Computer Science & IT	42,109	25 – 78K
Nursing	40,287	25 – 60K
All Other Majors	30,701	22 – 45K

#### Bachelor Level

Degree	Average Starting Salary (\$)	Salary Range (\$)
Aerospace	46,591	27 – 70K
Chemical Engineering	49,148	27.5 – 70K
Civil Engineering	46,572	27.5 – 60K
Computer Engineering	51,125	27.5 - 75K
Electrical Engineering	53,322	27.5 – 82K
Industrial Engineering	48,605	27.5 – 75K
Mechanical Engineering	52,578	27.5 – 82K
All Other Engineers	48, 928	25 – 84K
Computer Science	50,015	25 – 85K
Computer Programming	51,566	25 – 84K
Software Development	51,835	25 – 70K

All Other Computer Science	47,077	25 – 70K
Accounting	43,286	25 – 70K
Finance	44,955	25 – 70K
Marketing	38,537	15 – 80K
Logistics/Supply Chain	42,523	25 – 70K
Human Resources	38,642	25 – 65K
Management Information Systems (business)	45,340	25 – 75K
Entrepreneurial	40,085	25 – 75K
All Other Business	40,127	25 – 75K
Journalism	34,422	24 – 50K
Public Relations	36,697	20 – 60K
Advertising	35,254	24 – 45K
Multimedia	38,333	25 – 57.5K
All Communications	36,504	20 – 60K
Environmental Science	38,041	25 – 56K
Chemistry	37,634	25 – 57K
Mathematics	42,777	25 – 70K
Biology	39,769	25 – 67K
All Sciences	41,255	25 – 67K
Psychology	35,169	20 – 67K
Political Science	37,060	20 – 60K
All Social Science	38,214	22 – 60K
All Liberal Arts	38,448	25 – 60K
All Majors	38,047	20 – 67K

### Advanced Degrees

Degree	Average Starting Salary (\$)	Salary Range (\$)
MBA	59,858	30 – 95K
Labor Industrial Relations/HR	50,429	35 – 90K
MS – Accounting	52,419	35 – 95K
MS - Engineering	60,378	35 – 95K
MS – Computer Science	61,286	35 – 120K
MS – Science	51,682	35 – 75K
MA – Other	48,667	30 – 85K
PhD Engineering	78,588	37 – 125K
PhD Science	63,333	37 – 97K
PhD Social Science	56,111	30 – 90K

**When Do EACE Employers Expect to Hire?** We asked employers when they planned to have completed their hiring for the 2010-2011 class. Slightly more than 40% indicated that hiring

would be completed by the end of first semester (December 2010). Only the very small organizations appear to be waiting until the spring or summer of 2011 to begin actively recruiting. The message among EACE employers is that recruiting will be fast and aggressive in the fall and taper off in the spring unless fall hiring targets are not met.

<b>Hiring Expected To Be Completed</b>	<b>Percent EACE Respondents</b>	<b>Percentage of Very Small Employers</b>	<b>Percentage of Fast Growth Employers</b>	<b>Percentage of Small Employers</b>	<b>Percentage of Medium Employers</b>	<b>Percentage of Large Employers</b>
<b>Fall Semester 2010</b>	41	23	42	45	41	42
<b>Spring Semester 2011</b>	24	22	28	23	21	28
<b>Summer to Fall 2011</b>	27	42	22	24	30	21
<b>Spring 2012</b>	7	13	7	7	7	8

We also looked at the timing of the hiring process in the selected economic sectors. Several sectors started strong in the fall of 2010 and expect hiring to be completed at the end of the first term – finance, manufacturing, real estate/leasing, professional and scientific services. For a few sectors, hiring will be more active in the spring of 2011. A couple sectors do not expect to begin hiring aggressively until next academic year.

<b>Hiring Expected To Be Completed</b>	<b>Percent by Fall Semester 2011</b>	<b>Percent by Spring Semester 2011</b>	<b>Percent by Summer to Fall 2011</b>	<b>Percent by Spring 2012</b>
<b>Utilities</b>	40		20	40
<b>Construction</b>	15	23	54	8
<b>Manufacturing</b>	47	26	20	8
<b>Wholesale</b>	50	30	20	



Retail	37	31	32	
Transportation	30	10	60	
Information Services	47	25	23	5
Finance & Insurance	55	16	26	3
Real Estate & Leasing	57	14	28	
Professional & Scientific Serv.	50	23	23	4
Administrative Services	50	25	22	3
Education	20	20	40	20
Health Services	39	33	22	6
Arts & Entermt.	26	26	33	15
Non-profits	25	31	34	10
Government	32	18	34	15

**Hiring Outlook Based on Recruiting Strategies:** Using a grouping statistical procedure, the recruiting strategies listed above were sorted into four groups. The only strategy that did not cluster with any of the categories was posting position announcements on the company's web site. In the following tables we have presented the hiring expectations for three of the four groups: events, agents (relationships), and Web/Media. The fourth group, termed the special group (includes posting on state and local job boards, placing ads in professional outlets, and hiring consultants), has not been included. For each category the percentage using a different number of these strategies, hiring projects, average company size, and mean core schools visited are included.

**Events:** Strategies in this group include visiting campus for presentations or information nights, attending campus career fairs, conducting on-campus interviews, attending off-campus career fairs, and attending targeted career fairs. The message on hiring is mixed, with those

participating in three or more events and in none of the events increasing their hiring while those engaged in only one or two events are decreasing their hiring expectations for this year. There is a correlation between the size and number of events, with larger companies involved in more events, except if engaged in only one event. The size of company makes a significant jump when adding a third event strategy and then again at the fifth event. Because the range of core schools can be very wide with some companies at more than 100 schools, the median statistic (in parenthesis) is more reliable in interpreting this information.

Number of Event Strategies Utilized	Percent of EACE Organizations at this Level	BA Average Hires 09-10	BA Average Hires Expected 10-11	Percentage Change Year over Year	Average Size of Company	Mean # of Core Campuses Company Visits (Median)
None	38	2.3	2.6	13	846	8 (5)
1	13	5.0	4.9	-2	13,693	11 (5)
2	16	21.3	20.5	-4	8,495	12 (6)
3	17	20.0	27.2	36	11,009	21 (8)
4	9	40.4	46.8	16	18,347	25 (8)
5	8	78.0	91.3	17	25,729	19 (15)

**Agent or Relationships:** This group is comprised of these strategies: using current employees (alumni) to identify potential talent, connections with faculty, resume referral from campus sources, and internship and co-op programs. Those companies using none of these strategies, one strategy and all four strategies will increase their hiring targets for this year while the other categories will lower their hiring goals. The size distribution is not as skewed, as smaller organizations take advantage of agent strategies. Dabbling in relationship building only relates modestly to hiring (even a reduction for those with one strategy). However, organizations that use two of these strategies expect to increase hiring by 55% this year. Relationship building requires time and effort with fewer schools as expressed by the consistent number of core schools at all levels of agent engagement. Notice the high number of core schools at each level of usage.

Number of Agent Strategies Utilized	Percent of EACE Organization at this Level	BA Average Hires 09-10	BA Average Hires Expected 10-11	Percentage Change Year over Year	Average Size of Company	Mean # of Core Campuses Company Visits (Median)
None	16	21.3	21.9	3	6,504	16 (5)
1	23	21.3	22.1	4	5,929	15 (5)
2	25	8.3	12.9	55	11,371	13 (6)
3	21	17.8	20.4	15	14,948	12 (6)
4	15	35.6	41.2	16	14,730	17 (9)

**Web and Social Media:** This group of strategies includes posting position announcements on the college or university web site, posting positions on national job boards, and using social media, such as Facebook, LinkedIn, and Twitter. Nearly all organizations in EACE employ at least one of these strategies, likely to be posting on campus as 79% utilize this source. Size really matters by employing all three strategies with those organizations that employ none of the strategies or engage in all the strategies increasing their hiring by 33%. Social media has grabbed everyone's attention. Social media strategy was examined separately. The results show that hiring will increase for organizations by 25% (averaging 36 hires per company) for the companies using social media (average size 5,704 and mean core colleges 18, median 8).

Number of Web/Media Strategies Utilized	Percent of EACE Organization at this Level	BA Average Hires 09-10	BA Average Hires Expected 10-11	Percentage Change Year over Year	Average Size of Company	Mean # of Core Campuses Company Visits (Median)
None	12	10.3	10.4	1	3,909	10 (5)
1	31	17.0	18.2	7	12.425	15 (5)
2	35	19.3	20.7	7	9,497	12 (5)
3	22	26.0	34.6	33	17,752	18 (8)

**Students Today Versus Students Yesterday:** A frequent question often asked by media is whether students today, because of the difficulty in finding employment, are better prepared for the recruitment process and transition into the workplace than those students who graduated five years ago in the middle of a strong college labor market. Employers were asked to compare these two groups on several dimensions of the recruiting process, including resume preparation and interview preparation, as well as personal or behavioral dimensions, including realistic expectations, professional maturity, and ability to express career aspirations. Each item was measured on a five point scale (1 = much less, 3= same as, 5= much better). Overall, employers do believe today’s students are prepared for their job search at least as well as those who graduated five years ago. However, the skills and behaviors needed to be successful as they start their work assignments are weaker. They are especially concerned that students hold unrealistic expectations for the current economic situation and have a lower level of maturity.

<b>Transition Dimension</b>	<b>Mean Ranking</b>	<b>Percent Less Prepared</b>	<b>Percent Prepared the Same</b>	<b>Percent Better Prepared</b>
<b>Resume Preparation</b>	3.18	17	48	35
<b>Interact with other Employees</b>	3.01	20	57	23
<b>Interview Preparation</b>	3.01	22	53	25
<b>Knowledgeable of Company</b>	3.00	27	44	29
<b>Articulate Skills &amp; Competencies</b>	2.97	25	53	22
<b>Express Career Interests &amp; Direction</b>	2.94	32	39	29
<b>Professional Demeanor</b>	2.81	33	49	18
<b>Professional Maturity</b>	2.67	41	42	17
<b>Realistic Career Expectations</b>	2.63	49	26	25

We would like to recognize these companies who continue to support the Recruiting Trends project and the research at the Institute.

