

Mountain Pacific Association of Colleges and Employers Regional Report College Hiring 2010-2011

Eight hundred and ninety-six (896) companies and organizations from within the Mountain Pacific Association of Colleges and Employers (MPACE) 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. MPACE respondents represented approximately 20% of the total respondents to the survey. This special Recruiting Trends report will provide a profile on the hiring intentions from the MPACE region. The results are presented with a minimum of narrative explanation. **Comparable information for companies located outside the MPACE region is designated in red.**

Highlights:

- The professional and scientific sector is the leading sector for recruiting college talent in the MPACE region.
- MPACE has the highest concentration of smaller companies of the four regions with the highest percentage of start-up companies among the four regions.
- MPACE employers are more likely to seek talent internationally and throughout the U.S. compared to other regions.
- Uncertainty among MPACE employers is higher than employers from the rest of the country.
- Hiring is subdued for bachelor and MBA graduates with only a small increase over last year.
- Employers in this region do not expect to initiate much of their hiring until spring of 2011 and into the next academic year.
- Employers remain concerned about the preparedness of today's graduating students to handle the pace and complexity of the workplace.

Characteristics: The average number of employees per company was reported as 6,242 (9,035) with a median size of 144 (152). A breakdown by size categories indicates that companies and organizations in MPACE tend to be smaller than employers outside the region with 69% (66) with 500 or fewer employees. MPACE also outpaces the other regions with start-up companies in the “very small” category.

Category	Employees	Number: MPACE	Percentage MPACE	Percentage Outside MPACE
Very Small	< 9	108	12	10
Fast Growth	10 - 100	294	33	33
Small	101 - 500	216	24	23
Medium	501 - 3999	153	17	18
Large	> 4000	125	14	16

Note: Fast growth companies are also referred to as second-stage companies, which means that they 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 MPACE
Professional & Scientific Services	17
Government	16
Education	12
Manufacturing	9
Health Services	8
Non-profit Organizations	7
Financial and Insurance Services	7

The professional and scientific sector which encompasses a wide range of services from legal to marketing is the largest sector among MPACE employers. Government agencies, federal, state and local, also play a prominent role in college hiring in the western U.S. Manufacturing’s

presence is more limited than in the other regions, especially the Midwest. Nearly 140 sub-sectors were represented in the MPACE sample with the following providing the highest number of responses.

Subsectors	Number of Companies in Response
K-12 Education	72
Government Agencies: Environment, Natural Resources, Parks	41
Computer System Design and Services	34
Insurance; Accounting (CPA)	27
Engineering Services	22
Social Assistance & Advocacy	19
Colleges & Universities, Hospitals	17
Legislative Agencies; Defense: Military and Safety	16

Recruiting Areas (geographic): Respondents can also be described based on their primary recruiting areas. For example, 30% of the MPACE organizations recruited throughout the US, while 12% searched globally, for talent. MPACE companies lead in global recruiting and are very active in recruiting throughout the U.S. compared to organizations located outside MPACE region. Few organizations tap into talent located in regions outside the MPACE area with the exception of the upper plains states.

Recruiting Region	Percentage of MPACE	Percentage Outside MPACE
Globally	8	6
United States	30	24
New England States	2	12
Mid-Atlantic States	2	16
Great Lakes States	4	31
Upper Plains States	10	10
Southeast States	3	21
South-central States	4	14
Southwest States	42	5
Northwest States	39	3

Targeted Institutions: Employers from MPACE region recruit heavily at public and private 4-year schools. Recruiting at private 4-colleges is higher outside MPACE possibly because they are more numerous and closer together. They are, however, more likely to recruit at advanced degree institutions. MPACE employers are not as likely to recruit at historically Black Colleges and Universities and Hispanic serving institutions, compared to employers outside MPACE.

Type of Institution	Percentage MPACE	Percentage Outside MPACE
2-YR for Credentials	21	21
2-YR for Associates Degree	30	30
4-YR Public	86	88
4-YR Private	54	69
2 & 4 YR For-Profit	12	13
Advanced Degree Institutions	44	47
Historic Black Colleges	11	20
Hispanic Serving Institutions	12	15

Core Campuses: Companies and organizations often select a small number of core schools to focus their recruiting efforts while accepting employment applications from students from a broader segment of colleges and universities. Some organizations do not directly recruit on campus and others may visit as many as 400 institutions. The following table shows the number of core schools MPACE employers focus on. 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 ten schools, increasing with the size of the organization. MPACE organizations tend to visit three to eight campuses, depending on size. Compared to other regions, MPACE 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 fewer core schools. Large organizations average 21 core schools but the median is 8, slightly fewer than in other regions.

Size Category	Basic Statistical Descriptors for Core Schools
Very Small	Average 8(7) Median 3 (3) Range 1 to 120 (1 to 250)
Fast Growth	Average 8 (8) Median 4(5) Range 1 to 200 (0 to 300)
Small	Average 7 (11) Median 5 (5) Range 0 to 50 (0 to 400)
Medium	Average 12 (14) Median 6 (7) Range 0 to 250 (0 to 400)
Large	Average 21 (20) Median 8 (10) Range 1 to 300 (0 to 400)

Recruiting Strategies: Employers have a number of recruiting strategies that they can utilize to identify and recruit college talent. Employers in the MPACE region tend to use on-campus resources slightly less than employers located outside the region. Specifically, they are less likely to interview on-campus, request resumes, and participate in internships and co-op programs. Overall, it appears that MPACE employers are more selective with their recruiting strategies when compared to employers outside the region.

Recruiting Strategy	Percentage MPACE	Percentage Outside MPACE
On-campus Presentations	38	41
On-campus Interviews	30	34
On-campus Career Fairs	53	55
On-campus Resume Referral System	34	43
On-campus Faculty Connections	35	37
On-campus Web-based Employment System	79	80
Internships and Co-ops & other programs for professional experience	57	62
Organization's Web Portal	67	69
Employees and Alumni Connections	46	50
Job Fairs – off campus (can still be University sponsored)	25	26
Targeted Job Fairs	23	22
National Web-based Employment Service Provider	46	50
State & Local Job Boards	29	23
Ads in professional outlets	34	32
Consultants	10	21
Social Media (all forms)	27	28

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, MPACE employers believe the overall college labor market is **Poor** to **FAIR** (mean 1.90) which is a lower rating than employers from outside MPACE; however, they feel better about how their own economic sector is doing in the college hiring with a **FAIR** to **GOOD** rating (mean 2.40). Employers who

only focus on college hiring within the Southwest and Northwest sub-regions also indicated that the college market was FAIR to **GOOD** with a mean rating of 2.40, respectively.

Hiring Intentions for 2010-2011: Entering the 2010-2011 academic year, approximately 68% of MPACE organizations (**70% outside the region**) had hired a new college graduate the previous academic year. Based on their expectations this year, 29% of MPACE have definite plans to hire college graduates.

Intentions	Percentage of MPACE	Percentage Outside MPACE
Definitely will hire	29	32
Preliminary plans to hire	20	20
Uncertain would like to hire	38	35
Will not hire	13	13

Uncertainty about the economy is prevalent in these hiring plans. Among employers who hired last year, 36% are uncertain about hiring this year. Among those who did not hire last year, uncertainty is 43%. Among the ACE regions, uncertainty remains highest among employers from MPACE.

Hiring Last Year	Definitely Hire	Preliminary Plans	Uncertain	Will Not Hire
YES	38 (43)	21 (21)	36 (30)	4 (5)
NO	7 (7)	19 (16)	43 (45)	31(32)

Hiring Targets for 2010-2011: The following hiring projects are based on the complete information provided by 1231 employers. Bachelor hiring is basically holding to the same hiring levels as last year, increasing by 1% which is much slower growth compared to the 10% reported for the entire employer sample (see national report). MBA hiring appears to be holding, improving by 2%, to last year's levels while the rest of the country is seeing a 10% improvement. Within MPACE hiring growth is forecast for 2-year college graduates (both credentialed and associate degree) and advanced degrees, especially masters and PhDs. The professional degrees, like law, health therapists for example, are down noticeably this year.

Degree Level	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Credentials	5.4	6.1	13
Associate	5.9	6.5	10
Bachelor	15.6	15.7	1

MBA	5.1	5.2	2
Masters	12.9	13.7	6
PhD	10.4	11.4	10
Professional	7.6	6.1	-20
Total Hires	22.8	23.3	2

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 and medium size employers will be decreasing their hiring substantially at the bachelor's level year. Hiring target figures, provided below, have been supplied only when a sufficient number of responses are available to insure the reliability of the results.

Very Small (9 and fewer employees)

Degree Level	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Associates	5.9	9.0	52
Bachelors	2.8	5.1	82
Masters	1.9	7.4	>100
Total	5.9	10.6	79

Fast Growth Companies (9 to 100 employees)

Degree Level	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Credentials	1.2	2.3	92
Associates	2.6	2.6	NC
Bachelors	2.7	3.3	33
MBA	1.1	1.0	-9
Masters	1.9	1.6	-16
PhDs	1.2	1.0	-17
Professional	1.5	1.6	7
Total	3.8	4.5	18

Small Companies (101 to 500 employees)

Degree Level	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Credentials	4.0	3.5	-12
Associate	4.9	4.8	-2
Bachelor	7.7	6.5	-16

MBA	2.7	1.6	-40
Masters	3.9	3.9	NC
PHD	1.5	1.3	-13
Professional Degrees	2.2	2.6	18
Total	11.5	10.0	-13

Medium Size Companies (501 to 3999 employees)

Degree Level	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Credentials	6.5	5.8	-11
Associate	7.2	4.8	-33
Bachelor	12.2	12.7	4
MBA	3.6	2.1	-14
Masters	4.9	3.7	-24
PHD	2.7	2.5	-7
Professional Degrees	15.6	12.8	-17
Total	19.1	17.5	-7

Large Companies (More than 4000 employees)

Degree Level	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Credentials	11.8	14.4	22
Associate	11.6	16.8	45
Bachelor	66.3	64.8	-2
MBA	13.2	16.7	26
Masters	62.9	67.4	7
PHD	45.8	49.8	7
Professional Degrees	20.9	13.6	-35
Total	103.7	106.4	3

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	1.0	1.1	10
Finance & Insurance	1.6	3.1	93
Professional & Scientific Services	1.2	9.3	>100
Administrative Services	20.3	31.0	53
Health Services	7.2	4.9	-32
Non-profit	1.1	1.3	18
Government	1.9	1.8	-5

Two-year Associate Degree

Economic Sector	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Manufacturing	1.3	1.5	15
Retail	3.5	4.7	34
Finance & Insurance	4.9	7.0	43
Professional & Scientific Services	2.2	10.7	>100
Administrative Services	18.4	19.2	4
Education	11.7	12.6	8
Health Services	5.3	4.1	-23
Non-profit	2.0	3.1	55
Government	4.5	2.9	-53

Bachelor's Degree

Economic Sector	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Agricultural Production & Support Services	16.9	15.2	-10
Mining (Oil)	9.9	13.3	34
Utilities	5.2	7.0	35
Construction	4.8	5.2	8
Manufacturing	14.9	14.3	-4
Wholesale	6.9	5.8	-13
Retail	14.1	15.3	8
Transportation	12.7	20.7	63
Information Services	31.3	33.5	7
Finance & Insurance	15.7	15.3	-3
Professional & Scientific Services	21.9	26.0	19
Administrative Services	10.0	16.5	65
Education	18.4	14.2 (preliminary)	-23
Health Services	6.6	6.8	3
Hospitality Services	2.1	1.9	-9
Arts & Entertainment	80.1	79.6	-1
Non-profits	3.2	3.4	6
Government	13.4	10.3	-22

MBA

Economic Sector	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Manufacturing	4.4	5.1	16
Information Services	6.6	6.6	NC
Finance & Insurance	2.7	2.5	-7
Professional & Scientific Services	8.8	12.6	43
Education	4.1	2.1	-49
Health Services	2.2	2.0	-9
Government	8.8	6.7	-24

Masters

Economic Sector	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Manufacturing	5.2	5.3	2
Information Services	42.8	43.2	1
Professional & Scientific Services	32.5	38.7	19
Education	9.1	6.5 (preliminary)	-30
Health Services	7.5	6.8	-9
Non-profit	2.1	1.9	-9
Government	8.7	9.8	13

PhD

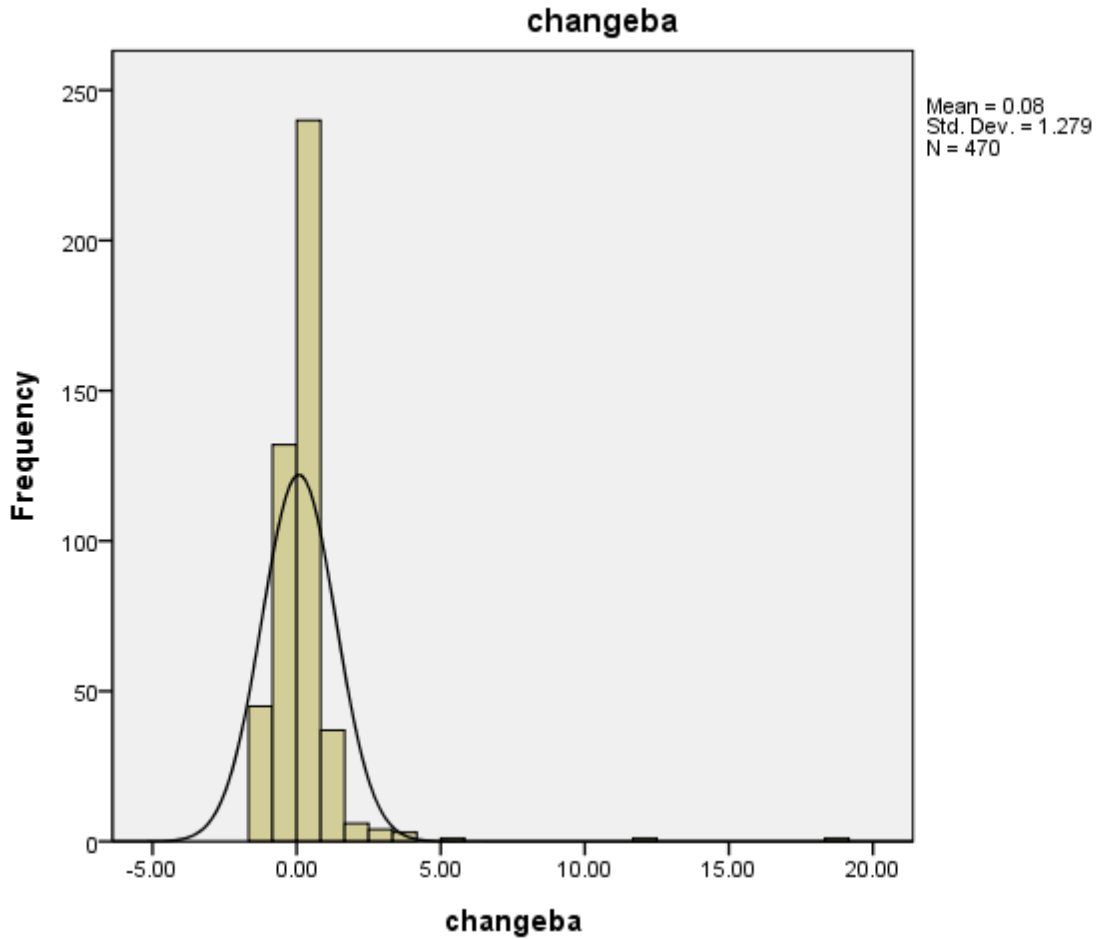
Economic Sector	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Professional & Scientific Services	17.1	20.3	19
Government	8.5	10.0	18

Professional Degrees

Economic Sector	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Professional & Scientific Services	4.3	3.6	-16
Health Services	8.9	9.0	1

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 MPACE 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 not included here.

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



The change year over year analysis revealed that 38% would be reducing their hiring targets, 37% would remain the same, and 25% would increase hiring. The positive outliers (51 companies) expect to increase hiring by over 200% (nearly tripling their workforce) while those at the other end (50 companies) are decreasing their hiring targets by 94%. The difference analysis (included more employers) showed 30% reducing their hiring, 28% holding hiring to last year's level, and 42% increasing their hires from last year. Positive outliers in this group expect to increase hiring 35% while those reducing hires will do so by 49%. 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	3.2	10.9	>200
Positive outliers: difference between years	48.0	64.8	35
Negative outliers: change year over year	11.1	.7	-94
Negative outliers: Difference between years	38.0	19.5	-49

Who are MPACE Seeking for Their Talent Pool? MPACE employers are heavily recruiting IT, computer science, and a mix of business majors. MPACE employers are seeking all types of majors as 35% indicated that they sought all majors. The four targeted majors, all above 20% of employers, included accounting, marketing, finance, and computer science.

Majors	Percentage of Employers Seeking
All Majors (no specific major specified)	35
All Technical Majors (engineering and computer science, major not specified)	24
All Business Majors (specific major not specified)	23
All Liberal Arts (no specific major specified)	14
Accounting	26
Marketing & Finance	21
Computer Science	20
MIS (computer science) & Computer Infosystems	16
Computer Programming & Information Science	15
MISystems (business) & Communication	14
Economics & Human Resources & Public Relations	13

Electrical Engineering	12
MBA	22

Types of positions being filled: Listed below are the top positions that MPACE employers expect to fill with new college hires this year.

Type of Position	Percentage of Employers Filling this Position
Accounting	26
Administrative Services	23
Customer Services	21
Computer Services	20
Sales	18
Human Resources & Business Services	17
Marketing & Educational Services	16
Management Training Programs	15
Information Services	14
Financial Services	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	33,984	12 – 65K
All Technical & Engineering Majors	41,430	22 – 77K
All Computer Science & IT	40,761	20 – 77.5K
Nursing	40,511	22 – 67.5K
Health Sciences	35,573	18 – 55K
All Other Majors	27,786	13 – 45K

Bachelor Level

Degree	Average Starting Salary (\$)	Salary Range (\$)
Civil Engineering	49,362	24 – 66K
Computer Engineering	49,362	21 – 77.5K
Electrical Engineering	53,309	25 – 65K

Mechanical Engineering	51,885	25 – 75K
All Other Engineers	50,804	25 – 75K
Computer Science	47,115	25 – 80K
Computer Programming	49,362	21 – 80K
Software Development	51,500	25 – 80K
All Other Computer Science	44,909	25 – 80K
Accounting	41,508	24 – 65K
Finance	42,347	24 – 70K
Marketing	39,471	24 – 80K
Human Resources	39,706	24 – 75K
Management Information Systems (business)	44,449	25 – 90K
All Other Business	38,227	23 – 75K
Public Relations	36,342	25 – 75K
Advertising	34,594	25 – 48K
All Communications	35,685	22.5 – 65K
Environmental Science	38,628	19 – 63K
Biology	37,326	20 – 60K
Psychology	35,778	25 – 60K
Nursing	42,891	25 – 75K
Therapists	45,345	25 – 76K
Social Work	33,049	20 – 50K
All Liberal Arts	34,994	25 – 55K
All Majors	34,821	20 – 60K

Advanced Degrees

Degree	Average Starting Salary (\$)	Salary Range (\$)
MBA	52,953	30 – 95K
MS – Accounting	48,413	32 – 80K
MS - Engineering	60,059	32 – 85K
MS – Computer Science	58,470	32 – 80K
PhD Engineering	69,669	34 – 115K
Law	53,492	32 – 100K

When Do MPACE Employers Expect to Hire? We asked employers when they planned to have completed their hiring for the 2010-2011 class. Slightly more than one-quarter (28%) indicated that hiring would be completed by the end of first semester. However, nearly 45% of large employers would have hiring finished by the end of November. About 22% expect to complete their hiring by the end of spring semester 2011. Another 37% do not expect to begin hiring until

the summer of 2011 or even later. In fact, around 50% of smaller employers do not anticipate hiring until later in 2011 (64% in the small category).

Hiring Expected To Be Completed	Percent MPACE Respondents	Percentage of Very Small Employers	Percentage of Fast Growth Employers	Percentage of Small Employers	Percentage of Medium Employers	Percentage of Large Employers
Fall Semester 2010	28	28	20	24	28	43
Spring Semester 2011	22	24	22	21	23	21
Summer to Fall 2011	37	44	35	41	32	29
Spring 2012	13	11	14	13	16	6

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 expected hiring to be completed at the end of the first term – retail, transportation services and administrative services. For many sectors, hiring will be more active in the spring of 2011. A number of sectors do not expect to begin hiring aggressively until next academic year.

Hiring Expected To Be Completed	Percent by Fall Semester 2011	Percent by Spring Semester 2011	Percent by Summer to Fall 2011	Percent by Spring 2012
Ag & Ag Services	29	14	43	14
Utilities	29	29	43	
Construction	12	23	54	11
Manufacturing	36	24	29	10

Wholesale	26	16	58	
Retail	56	15	21	9
Transportation	57	14	29	
Information Services	28	21	52	
Finance & Insurance	35	30	29	7
Real Estate & Leasing	21	7	71	
Professional & Scientific Serv.	32	29	34	5
Administrative Services	60	20	16	4
Education	17	14	39	30
Health Services	39	18	28	5
Arts & Entermt.	25		63	12
Hospitality		27	73	
Non-profits	14	32	38	16
Government	17	19	34	29

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 two or three events or none increasing their hiring while those engaged in only one or all five events are decreasing their hiring expectations for this year. There is a strong correlation between size and number of events with larger companies involved in more events. The size of company makes a significant jump when adding a third event strategy and then again at the fifth event. The number of schools visited also increases as more strategies are employed. 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 MPACE 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	36	4.0	4.1	2	697	8 (4)
1	16	4.7	4.3	-8	1536	6 (4)
2	14	4.9	6.4	31	2312	6 (4)
3	18	11.4	13.6	19	9281	10 (6)
4	9	54.7	54.3	-1	17108	22 (6)
5	7	55.7	49.0	-12	32,562	25 (10)

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, except for organizations engaged in all four strategies, 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 all four strategies expect to increase hiring by 7% 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.

Number of Agent Strategies Utilized	Percent of MPACE 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	19	7.9	8.6	9	1342	10 (4)
1	27	11.8	12.9	9	4043	8 (5)
2	27	8.5	7.5	-12	6631	8 (5)
3	18	26.4	24.8	-6	9176	14 (5)
4	10	32.3	34.6	7	15693	16 (6)

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 MPACE employ at least one of these strategies, likely to be posting on campus as 80% utilize this source. Size really matters if employing all three strategies with those organizations that employ none of the strategies or engage in all the strategies increasing their hiring this year. Social media has grabbed everyone’s attention. Social media strategy was examined separately. The results show that hiring will increase for organizations by 8% (averaging 27 hires per company) for the companies using social media (average size 9,665 and mean core colleges 17, median 5).

Number of Web/Media Strategies Utilized	Percent of MPACE 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)
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None	14	7.2	7.9	10	3468	5 (3)
1	38	10.5	9.0	-14	5761	8 (5)
2	31	21.0	20.6	-2	4407	14 (5)
3	17	21.0	24.2	15	12881	15 (5)

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 not believe today’s students are better prepared for their job search, except for resume preparation. They are especially concerned that students hold unrealistic expectations for the current economic situation and have a lower level of maturity.

Transition Dimension	Mean Ranking	Percent Less Prepared	Percent Prepared the Same	Percent Better Prepared
Resume Preparation	3.04	21	51	28
Interact with other employees	2.94	22	60	18
Interview Preparation	2.84	30	52	18
Articulate skills & competencies	2.84	31	48	21
Express career interests & direction	2.82	33	45	22
Knowledgeable of company	2.79	33	48	19

Professional Demeanor	2.62	43	41	16
Professional Maturity	2.49	50	37	13
Realistic Career Expectations	2.47	54	28	18

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

