

Midwest Colleges and Employers Association

Regional Report

College Hiring 2010-2011

One thousand five hundred and forty two (1542) companies and organizations from within the Midwest Colleges and Employers Association (MwACE) 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. MwACE respondents represented 34% of the total respondents to the survey. This special Recruiting Trends report will provide a profile on the hiring intentions from the MwACE region. The results are presented with a minimum of narrative explanation. Comparable information for companies located outside the MwACE region is designated in red.

Highlights:

- ***Small fast growth (second stage) and small organizations represent 68% of the employer base within MwACE region.***
- ***Manufacturing remains the leading economic sector that recruits new college talent throughout the region. Nearly 50% of all manufacturing companies responding are located in the Midwest.***
- ***MwACE organizations tend to use campus resources slightly less than organizations in other regions, except for the manufacturing sector.***
- ***Only 4% of MwACE employers recruit globally for talent and 21% throughout the U.S. – less than organizations from the rest of the country.***
- ***A high level of uncertainty about the economy pervades MwACE employers which has dampened hiring prospects for some companies early in the academic year.***
- ***Bachelor and MBA will improve strongly during 2010-2011 while opportunities at other degree levels will not be as bright.***
- ***Small and large employers combine to provide the momentum for bachelor hiring.***

- *Several sectors, especially retail, manufacturing, finance, and professional services, are contributing to the gains in bachelors hiring.*
- *Employers remain concerned about how well young adults are ready to take on the rigors of the workplace. Expectations remain out of line and more are having difficulty in defining their career interests and articulating their skills and abilities.*

Characteristics: The average number of employees per company was reported as 9.040 (8215) with a median size of 176 (150). A breakdown by size categories indicates that companies and organizations in MwACE tend to be slightly larger than outside the region and have fewer very small (includes start-up companies) organizations.

Category	Employees	Number: MwACE	Percentage MwACE	Percentage Outside MwACE
Very Small	< 9	126	8	11
Fast Growth	10 – 100	511	33	33
Small	101 - 500	389	25	22
Medium	501 - 3999	267	17	18
Large	> 4000	247	16	15

Note: Fast growth companies are also referred to as second-stage companies. This means 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 MwACE
Manufacturing	18
Professional & Scientific Services	17
Education	10
Financial and Insurance Services	9
Government	8
Non-profit Organizations	7
Health Services	7
Information Services	4

Manufacturing remains the largest sector recruiting new college talent with the Midwest. Nearly half (50%) of the manufacturing companies that reported information are located within this region (for more detailed information refer to the special report for the Manufacturing Sector). A more detailed examination found that these economic sub-sectors were the most frequent contributor to the survey.

Subsectors	Number of Companies in Response
K-12 Education	118
Insurance	67
Computer System Design and Services	45
Engineering Services	44
Accounting Offices (CPA)	43
Financial Services	36
Management Services	34
Advertising & Public Relations	32
Food & Beverage Processing	31
Manufacturing (not classified)	30

Recruiting Areas (geographic): Respondents can also be described based on their primary recruiting areas. For example, 21% of the MwACE organizations recruited throughout the US, while only 4% searched globally, for talent. Midwest companies tend to do slightly less global recruiting and significantly less recruiting throughout the U.S. compared to organizations located outside the region. Few organizations tap into talent located in regions outside the MwACE area with the exception of the South-central states. The latter is influenced by the Kansas City metropolitan area which straddles both regions.

Recruiting Region	Percentage of MwACE	Percentage Outside MwACE
Globally	4	6
United States	21	28
New England States	2	14
Mid-Atlantic States	4	18
Great Lakes States	66	6
Upper Plains States	20	5
Southeast States	5	24
South-central States	8	14
Southwest States	3	17
Northwest States	3	14

Targeted Institutions: Employers from MwACE region recruit heavily at public and private 4-year schools. They are less likely to recruit at advanced degree institutions and at historically Black Colleges and Universities (the majority are located outside the region) than employers from the other regions. However, MwACE employers are more likely to recruit from two year colleges for credential earners and 2-year degree completers. These latter figures are influenced by two factors. First, the region has a heavy concentration of manufacturing companies which is a primary consumer of technically trained 2-year graduates. Second, more of the 2-year institutions that assisted in the study are located in MwACE region.

Type of Institution	Percentage MwACE	Percentage Outside MwACE
2-YR for Credentials	24	19
2-YR for Associates Degree	35	27
4-YR Public	88	88
4-YR Private	70	65
2 & 4 YR For-Profit	14	12
Advanced Degree Institutions	41	49
Historic Black Colleges	15	20
Hispanic Serving Institutions	11	14

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 MwACE 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. MwACE organizations tend to visit more campuses, especially among the large group, compared to organizations outside the MwACE region.

Size Category	Basic Statistical Descriptors for Core Schools
Very Small	Average 5 (8) Median 3 (3) Range 1 to 30 (1 to 250)
Fast Growth	Average 9 (7) Median 5 (4) Range 0 to 300 (0 to 200)
Small	Average 8 (11) Median 5 (5) Range 0 to 100 (0 to 400)
Medium	Average 12 (14) Median 7 (6) Range 0 to 300 (0 to 400)
Large	Average 22 (19) Median 10 (8) Range 0 to 400 (0 to 300)

Recruiting Strategies: Employers have a number of recruiting strategies that they can utilize to identify and recruit college talent. In general the employers within the Midwest area utilize strategies in the same way as employers outside the region. There is a tendency for Midwest employers to use campus-based recruiting strategies less than other employers. However, the overall MwACE percentages mask an important and influential finding. The manufacturing sector which is large in the Midwest is a big user of on-campus activities (see Manufacturing report), especially for campus visits, on-campus interviews, and career fairs. Over 70% of manufacturers have internship and co-op programs. This separation suggests that career services, especially at large schools, are more likely to see manufacturing companies aggressively pursuing talent at college events but miss employers from other sectors who are more likely to be using other strategies for talent acquisition.

Recruiting Strategy	Percentage MwACE	Percentage Outside MwACE
On-campus Presentations	39	41
On-campus Interviews	33	33
On-campus Career Fairs	52	56
On-campus Resume Referral System	43	41
On-campus Faculty Connections	35	37
On-campus Web-based Employment System	82	79
Internships and Co-ops & other programs for professional experience	62	61
Organization's Web Portal	69	68
Employees and Alumni Connections	49	49
Job Fairs – off campus (can still be University sponsored)	25	26
Targeted Job Fairs	21	23
National Web-based Employment Service Provider	49	49
State & Local Job Boards	28	23
Ads in professional outlets	33	33
Consultants	21	20
Social Media (all forms)	28	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, MwACE employers believe the overall college labor market is **FAIR** (mean 2.03) which is comparable to the rating provided by all employers; however, they feel their own economic sector is doing better in the college hiring area with a **FAIR** to **GOOD** rating (mean 2.44). Employers who only focus on college hiring within the Great Lakes states and the upper plains area also indicated that the market was **FAIR** to **GOOD** with a mean rating of 2.38.

Hiring Intentions for 2010-2011: Entering the 2010-2011 academic year, approximately 69% of MwACE organizations (**70% outside the region**) had hired a new college graduate the previous academic year. Based on their expectations this year, 31% of MwACE employers have definite plans to hire college graduates.

Intentions	Percentage of MwACE	Percentage Outside MwACE
Definitely will hire	31	32
Preliminary plans to hire	18	21
Uncertain would like to hire	36	35
Will not hire	15	12

Uncertainty about the economy is prevalent in these hiring plans. Among employers who hired last year, 33% are uncertain about hiring this year. Among those who did not hire last year, uncertainty is 37%.

Hiring Last Year	Definitely Hire	Preliminary Plans	Uncertain	Will Not Hire
YES	42 (42)	20 (23)	33 (31)	5 (5)
NO	6 (7)	25 (18)	37 (45)	35 (30)

Hiring Targets for 2010-2011: The following hiring projects are based on the complete information provided by 1231 employers. Bachelor hiring is expected to increase by 9%, compared to the 10% reported for the entire employer sample (see national report). MBA hiring also looks strong within this region while other advanced degrees will experience a tightening of their markets. Hiring is also very soft for associate level credential earners and degree completers.

Degree Level	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Credentials	8.5	6.2	-27
Associate	12.9	11.1	-14
Bachelor	28.3	30.8	9
MBA	10.9	12.1	11
Masters	14.5	12.6	-13
PhD	9.6	7.5	-22
Professional	9.3	8.2	-12
Total Hires	37.4	38.2	2

Size of Company: Size plays an important role in shaping the college labor market. Small employers will be increasing hiring at the bachelor's level along with the largest employers. Medium size employers will be decreasing their hiring this year. Size is also influencing hiring at the associate and advanced degree levels. Hiring target figures have been supplied only when a sufficient number of responses were 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
Bachelor	.8	1.1	37
Total	1.0	1.6	60

Fast Growth Companies (9 to 100 employees)

Degree Level	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Credentials	2.0	4.8	140
Associate	1.5	3.0	100
Bachelor	2.5	3.1	24
MBA	1.3	1.6	23
Masters	1.4	1.7	21
Total	3.4	4.8	41

Small Companies (101 to 500 employees)

Degree Level	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Credentials	4.8	3.4	-29
Associate	3.9	4.4	11
Bachelor	6.6	6.7	1
MBA	3.3	4.2	27
Masters	3.8	3.1	-18
PHD	1.8	1.6	-11
Professional Degrees	3.0	2.7	-10
Total	10.3	10.1	-2

Medium Size Companies (501 to 3999 employees)

Degree Level	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Credentials	7.1	6.4	-10
Associate	13.7	11.2	-18
Bachelor	14.0	13.7	-2
MBA	2.8	3.2	14
Masters	9.3	5.9	-36
PHD	5.7	4.7	-17
Professional Degrees	15.3	12.9	-16
Total	23.7	21.3	-10

Large Companies (More than 4000 employees)

Degree Level	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Credentials	33.4	17.0	-49
Associate	56.6	43.8	-23
Bachelor	127.3	140.3	10
MBA	28.9	31.5	9
Masters	48.8	43.9	-10
PHD	23.4	17.1	-27
Professional Degrees	16.9	14.1	-17
Total	170.3	175.3	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 in this region.

Credential Hiring

Economic Sector	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Manufacturing	3.1	2.7	13
Retail	3.2	7.1	122
Finance & Insurance	3.8	9.9	160

Professional & Scientific Services	4.3	2.0	-53
Health Services	12.6	9.8	-22
Government	23.5	6.6	-72

Two-year Associate Degree

Economic Sector	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Construction	8.6	8.9	3
Manufacturing	2.7	2.9	7
Wholesale	3.2	3.2	NC
Retail	3.7	7.1	92
Finance & Insurance	5.1	6.3	16
Professional & Scientific Services	1.4	2.3	64
Administrative Services	9.1	10.7	17
Education	8.0	9.1	14
Health Services	26.6	22.1	-17
Non-profit	1.1	1.7	54
Government	13.1	8.9	-32

Bachelor's Degree

Economic Sector	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Agricultural Production & Support Services	52.2	53.8	3
Utilities	16.1	14.4	-11
Construction	55.7	45.8	-18
Manufacturing	19.2	22.8	19
Wholesale	9.1	10.4	14
Retail	38.9	61.2	57
Transportation	60.3	67.8	12
Information Services	95.1	96.3	1
Finance & Insurance	12.1	15.1	25
Professional & Scientific Services	15.1	17.2	14
Administrative Services	28.2	31.2	11
Education	13.9	11.4 (preliminary)	-18
Health Services	20.4	18.0	-12
Hospitality Services	10.2	19.8	94
Arts & Entertainment	3.8	4.8	26
Non-profits	2.7	2.8	4
Government	41.0	39.4	-4

MBA

Economic Sector	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Manufacturing	7.1	8.1	14
Retail	6.1	6.5	7
Information Services	51.1	102.4	100
Finance & Insurance	2.5	3.0	60
Professional & Scientific Services	2.3	4.3	87
Education	5.6	6.6	18
Non-profits	1.6	1.3	-19
Government	49.0	30.1	-39

Masters

Economic Sector	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Manufacturing	2.9	6.1	110
Finance & Insurance	0.8	2.1	162
Professional & Scientific Services	13.2	14.7	11
Education	6.6	4.6 (preliminary)	-30
Health Services	13.8	6.8	-51
Non-profit	1.6	1.5	-6
Government	45.5	27.3	-40

PhD

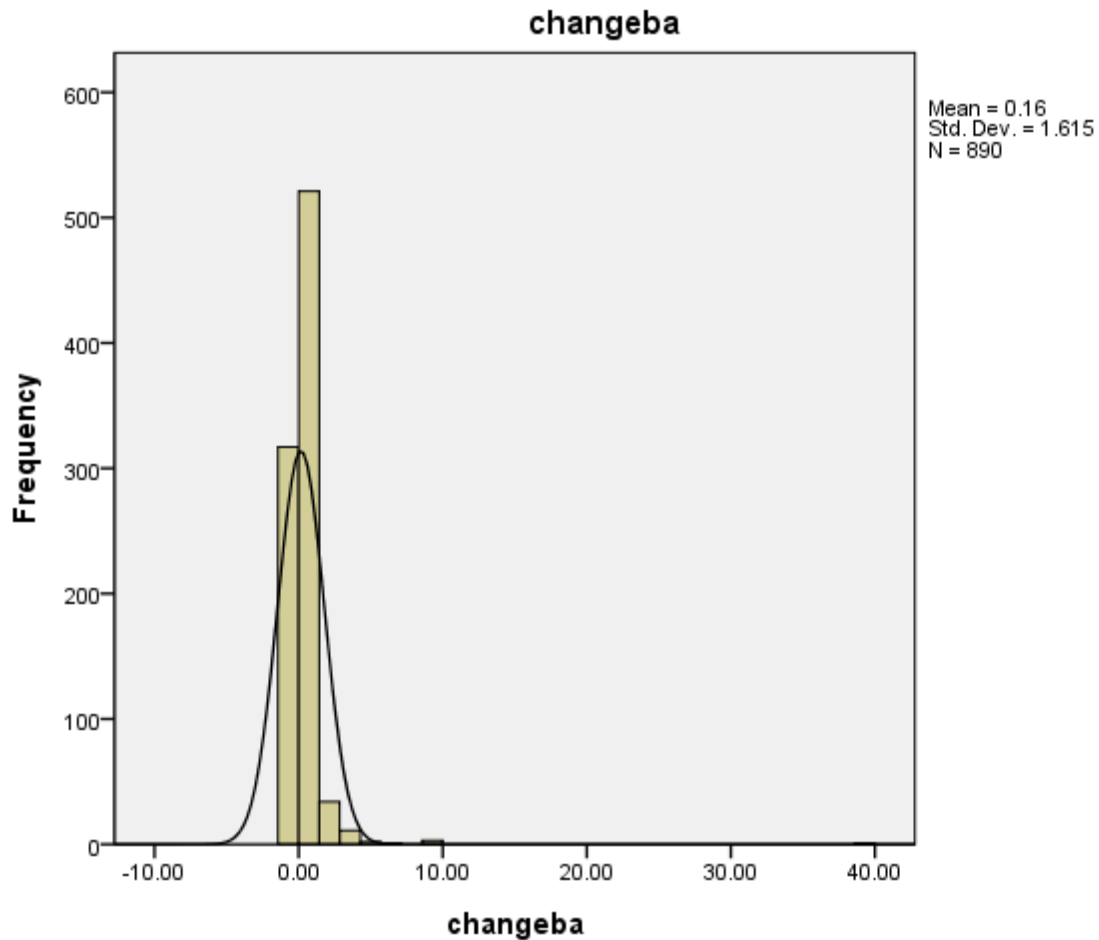
Economic Sector	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Manufacturing	13.4	10.8	-19
Professional & Scientific Services	0.9	1.3	44
Education (not college faculty)	6.5	5.5	-15
Health Services	2.0	3.2	60

Professional Degrees

Economic Sector	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Manufacturing	2.3	1.7	-26
Professional & Scientific Services	10.9	10.8	-1
Health Services	12.4	13.0	5
Government	14.4	9.5	-34

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 MwACE employers 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 the negative end is 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). In examining the difference in hiring between years, we found outliers but the diagram is harder to read.

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



The change year over year analysis revealed that 35% would be reducing their hiring targets, 33% would remain the same, and 31% would increase hiring. The positive outliers (233 companies) expect to increase hiring by over 80% (nearly doubling their workforce) while those at the other end (223 companies) are decreasing their hiring targets by 64%. The difference analysis (included 233 more employers) showed 29% reducing their hiring, 26% holding hiring to last year's level, and 45% increasing their hires from last year. Positive outliers expect to increase hiring 33% while those reducing hires will do so by 31%. 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	17.2	31.0	80
Positive outliers: difference between years	110.2	146.3	33
Negative outliers: change year over year	10.5	3.8	-64
Negative outliers: Difference between years	73.1	50.4	-31

Who are MwACE Employers Seeking for Their Talent Pool? Approximately 33% of MwACE employers are seeking candidates from “All Majors’ for their talent pool. Specific majors focused on business (accounting, marketing and finance) and computer science. Human resources majors were also eagerly sought by 16% of these employers, while MBAs were being recruited by slightly more than 20% of the respondents.

Majors	Percentage of Employers Seeking
All Majors (no specific major specified)	33
All Technical Majors (engineering and computer science, major not specified)	26
All Business Majors (specific major not specified)	28
All Liberal Arts (no specific major specified)	16
Accounting	27
Marketing	26
Finance	23
Communication	19
Computer Science	18
MISystems (business)	17
Human Resources & Public Relations &	16

Computer Programming & MISystems (comp.) & ComplInfoSystems	
Information Science & Electrical Engineering	14
Economics	13
Supply Chain & Advertising & Mechanical Engineering	11
MBA	22

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

Type of Position	Percentage of Employers Filling this Position
Accounting	24
Sales	22
Marketing & Administrative Services	20
Customer Services	18
Human Resources	17
Computer Services	16
Management Training & Information Management	15
Business Services	14
Educational Services & Project Management	12
Engineering Design & Financial Services & Media Communications	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	32,023	15 – 60K
All Technical & Engineering Majors	38,124	22 - 60K
All Computer Science & IT	36,070	18 – 55K
Nursing	39,363	20 – 64K
Health Sciences	29,651	20 – 45K
All Other Majors	29,110	18 – 51K

Bachelor Level

Degree	Average Starting Salary (\$)	Salary Range (\$)
Chemical Engineering	53,333	25 – 80K
Civil Engineering	48,634	25 – 82K
Computer Engineering	52,518	25 – 75K
Electrical Engineering	53,061	25 – 82K
Industrial Engineering	50,548	25 – 85K
Mechanical Engineering	52,224	25-82K
All Other Engineers	48,595	25 – 82K
Computer Science	46,221	20.8 – 74K
Computer Programming	47,628	25 – 75K
Software Development	48,018	25 – 75K
All Other Computer Science	46,221	20.8 – 74K
Accounting	42,504	18.5 – 72K
Finance	43,426	18.5 – 72K
Marketing	37,769	18.5 – 82K
Logistics/Supply Chain	44,290	24 – 72K
Human Resources	39,018	24 – 75K
Management Information Systems (business)	43,089	24 – 70K
Entrepreneurial	36,164	18.5 – 58K
All Other Business	38,433	22 – 72K
Journalism	33,863	21 – 55K
Public Relations	35,208	22 – 55K
Advertising	33,209	22 – 55K
Multimedia	33,736	22.5 – 55K
All Communications	34,223	22.5 – 55K
Environmental Science	39,978	24 – 64K
Chemistry	39,835	24 – 70K
Mathematics	41,373	24 – 60K
Biology	36,698	21 – 70K
Psychology	32,620	22 – 55K
Nursing	42,930	25 – 64K
Therapists	42,688	25 – 69K
Social Work	33,201	20 – 65K
All Other Health	40,403	20 – 85K
All Liberal Arts	34,242	15 – 55K
All Majors	35,453	20 – 60K

Advanced Degrees

Degree	Average Starting Salary (\$)	Salary Range (\$)
MBA	57,674	30 – 98K
MS – Accounting	50,284	30 – 75K
MS - Engineering	60,284	31 – 85K
MS – Computer Science	57,549	31 – 89K

When Do MwACE Employers Expect to Hire? We asked employers when they planned to have completed their hiring for the 2010-2011 class. Slightly more than one-third (35%) indicated that hiring would be completed by the end of first semester. However, nearly 50% of large employers would have hiring finished by the end of November. About 25% expect to complete their hiring by the end of Spring semester 2011. Another 40% do not expect to begin hiring until the summer of 2011 or even later. In fact, 60% of the very small employers do not anticipate hiring until later in 2011.

Hiring Expected To Be Completed	Percent MwACE 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	35	23	31	32	40	49
Spring Semester 2011	23	16	24	26	22	23
Summer to Fall 2011	30	40	33	29	30	23
Spring 2012	11	20	12	13	7	3

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—agricultural production & agricultural support services, transportation services, wholesale, retail, finance and insurance, and about one-half of the manufacturers. More likely to be active in early 2011 are these sectors: utilities, manufacturing, information services, and administrative services.

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	62	17	21	
Utilities	15	31	46	8
Construction	27	27	39	7
Manufacturing	40	31	24	5
Wholesale	56	18	36	
Retail	53	14	26	7
Transportation	62	17	21	
Information Services	31	34	26	9
Finance & Insurance	54	20	24	2
Real Estate & Leasing	32	23	27	18
Professional & Scientific Serv.	38	23	32	7
Administrative Services	58	30	6	6
Education	11	24	30	35
Health Services	35	17	38	10
Arts & Entermt.	38	10	38	14
Hospitality	37	12	45	6
Non-profits	25	22	34	19
Government	19	16	42	23

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 positive with all levels of engagement showing gains in hiring. The more strategies that are used the larger the company. The size of company makes a significant jump when adding a third event strategy. 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 MwACE 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	2.6	2.8	8	1247	8 (5)
1	15	4.5	5.0	11	2126	7 (5)
2	11	10.7	11.4	6	4407	9 (5)
3	17	26.8	28.6	7	20471	12 (6)
4	11	126.2	139.3	10	21730	17 (8)
5	8	54.6	58.1	6	25475	22 (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 will remain at the same level as last year in their hiring targets. The size distribution is not as skewed as for events with smaller organizations taking 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 18% 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 MwACE 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	6.0	6.0	NC	2839	9 (5)
1	25	8.9	8.3	-7	5216	10 (5)
2	27	16.4	17.4	6	5815	9 (5)
3	19	44.9	46.3	3	12053	13 (5)
4	14	75.1	88.8	18	25351	15 (7)

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 MwACE employ at least one of these strategies, likely to be posting on campus as 82% utilize this source. Size really matters if employing all three strategies but it does not appear to improve hiring targets. 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 65 hires per company) for the companies using social media (average size 14,882 and mean core colleges 13, median 5).

Number of Web/Media Strategies Utilized	Percent of MwACE 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	11	23.2	22.2	-4	4594	7 (4)
1	38	13.1	15.5	14	5753	10 (5)
2	31	15.1	16.0	6	11566	12 (6)
3	20	76.6	83.0	8	13892	14 (6)

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	3.14	17	52	31
Interview Preparation	2.96	24	54	22
Interact with other employees	2.93	23	59	18

Articulate skills & competencies	2.87	28	54	18
Knowledgeable of company	2.86	32	42	26
Express career interests & direction	2.84	33	44	23
Professional Demeanor	2.70	39	46	15
Professional Maturity	2.60	45	41	14
Realistic Career Expectations	2.47	56	26	18

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

