

Southern Association of Colleges and Employers

Regional Report

College Hiring 2010-2011

One thousand three hundred and eighty-three (1,383) companies and organizations from within the Southern Association of Colleges and Employers (SOACE) 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. SOACE respondents represented approximately 30% of the total respondents to the Recruiting Trends survey. Being such a large region, SOACE was separated into the eastern area that is located east of the Mississippi River, which contributed 65% of the responses from within SOACE (20% of the total), and the western area that is located west of the Mississippi River (including Louisiana), which contributed 35% of the responses from SOACE (10% of the total). This special Recruiting Trends report will provide a profile on the hiring intentions from the SOACE region in its entirety. In the future, sub-regional reports will be prepared. The results are presented with a minimum of narrative explanation. **Comparable information for companies located outside the SOACE region is designated in red.**

Highlights:

- **College recruiting within SOACE is strongly influenced by larger employers.**
- **The major economic sector within SOACE is the Professional and Scientific Services Sector, representing 21% of SOACE respondents to the Recruiting Trends survey.**
- **SOACE employers are less likely to recruit globally for talent than employers from outside the region.**
- **SOACE employers are more likely to recruit at historically black colleges and universities and Hispanic serving institutions than employers from outside the region.**
- **While generally having fewer core schools, SOACE employers use campus recruiting strategies to a greater extent than employers from the other ACEs.**

- Bachelor hiring targets will increase 13% over last year for SOACE employers; lead by a 19% increase by the larger employers.
- At the Bachelor’s level, organizations from the Professional and Scientific Services sector expect to increase hiring by nearly 150% over last year.
- The organizations whose hiring targets place them several standard deviations from the mean hiring figures expect to increase hiring by over 200% (based on change from year to year).
- Heavy focus on business and computer science majors among SOACE employers this year and less on liberal arts graduates.

Characteristics: The average number of employees per company was reported as 9,386 (8,106) with a median size of 180 (150). A breakdown by size categories indicates that companies and organizations in SOACE tend to be larger than employers outside the region with 36% (32) having 500 or more employees. SOACE is comparable in terms of start-ups and fast growth companies but fall off with small companies (101 to 500 employees), compared to outside the region.

Category	Employees	Number: SOACE	Percentage SOACE	Percentage Outside SOACE
Very Small	< 9	141	10	10
Fast Growth	10 - 100	449	33	34
Small	101 - 500	290	21	24
Medium	501 - 3999	265	19	17
Large	> 4000	234	17	15

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 SOACE
Professional & Scientific Services	21 (19)
Education	11 (10)

Manufacturing	11 (13)
Government	11 (11)
Financial and Insurance Services	8 (8)
Health Services	7 (7)
Non-profit Organizations	6 (8)

The professional and scientific service sector, which encompasses a wide range of services from legal to marketing, is the dominant sector among SOACE employers. Non-profit organizations also are an important contributor to college hiring but not to the same extent as non-profits outside the region. Manufacturing's presence is slightly lower than the rest of the country.

Nearly 156 sub-sectors were represented in the SOACE sample with the following providing the highest number of responses.

Subsectors	Number of Companies in Response
Education	94
Computer System Design & Services	59
Engineering Services	45
Accounting (CPA) Offices	36
Management Consulting Services	32
Government Offices	31
Education Services (not K-12)	30
Military, Space	28
Hospitals	25
Chemical Manufacturing	24

Recruiting Areas (Geographic): Respondents can also be described based on their primary recruiting areas. For example, 26% of the SOACE organizations recruited throughout the US, while only 4% searched globally, for talent. SOACE employers were least likely to recruit internationally, compared to organizations outside the region. Because the Washington DC area bridges both SOACE and EACE, 13% of SOACE employers recruited in neighboring Mid-Atlantic States located within EACE.

Recruiting Region	Percentage of SOACE	Percentage Outside SOACE
Globally	4	6
United States	26	25
New England States	5	12

Mid-Atlantic States	13	13
Great Lakes States	6	34
Upper Plains States	4	13
Southeast States	48	4
South-central States	27	6
Southwest States	6	15
Northwest States	1	12

Targeted Institutions: Employers from SOACE region recruit heavily at public and private 4-year schools, though they are less likely to recruit at private schools than organizations outside the region. SOACE employers are more likely to recruit at historically black colleges and universities and Hispanic serving institutions, compared to employers outside SOACE.

Type of Institution	Percentage SOACE	Percentage Outside SOACE
2-YR for Credentials	20	21
2-YR for Associates Degree	29	30
4-YR Public	89	87
4-YR Private	62	68
2 & 4 YR For-Profit	13	12
Advanced Degree Institutions	48	45
Historic Black Colleges	25	15
Hispanic Serving Institutions	16	12

Core Campuses: Companies and organizations within SOACE target fewer core schools for their recruiting efforts than organizations located outside the region. On average, SOACE employers have between 6 and 15 core schools per organization (median is 3 to 8 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 SOACE 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 eight schools, increasing with the size of the organization. Compared to other regions, SOACE employers, especially very small and fast growth companies, target about the same number of core schools while small organizations have a few more core schools than comparable organizations outside the region. Medium and especially large organizations identified fewer core schools.

Size Category	Basic Statistical Descriptors for Core Schools
Very Small	Average 9(7) Median 4 (4)

Fast Growth	Range 1 to 250 (1 to 120) Average 6 (8) Median 4(5) Range 0 to 125 (0 to 300)
Small	Average 12 (9) Median 5 (5) Range 0 to 400 (0 to 272)
Medium	Average 12 (14) Median 6 (7) Range 0 to 300 (0 to 400)
Large	Average 15 (23) Median 8 (10) Range 1 to 150 (0 to 400)

Recruiting Strategies: Employers have a number of recruiting strategies that they can utilize to identify and recruit college talent. SOACE employers love to visit college campuses compared to employers outside the region, especially for campus presentations, career fairs, and faculty connections. SOACE employers are less likely, however, to be using social media strategies for recruiting.

Recruiting Strategy	Percentage SOACE	Percentage Outside SOACE
On-Campus Presentations	45	38
On-Campus Interviews	37	32
On-Campus Career Fairs	58	53
On-Campus Resume Referral System	44	35
On-Campus Faculty Connections	40	35
On-Campus Web-Based Employment System	78	81
Internships and Co-ops & Other Programs for Professional Experience	61	61
Organization's Web Portal	68	69
Employees and Alumni Connections	49	49
Job Fairs – Off-Campus (Can Still be University-Sponsored)	28	25
Targeted Job Fairs	24	22
National Web-Based Employment Service Provider	49	49
State & Local Job Boards	24	25

Ads in Professional Outlets	35	32
Consultants	20	20
Social Media (All Forms)	26	29

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, SOACE employers believe the overall college labor market is **FAIR** (mean 2.09) which is a higher rating than employers from outside SOACE. They are more positive about their hiring in their industry sector and within the SOACE region with a **FAIR** to **GOOD** rating (mean 2.51).

Hiring Intentions for 2010-2011: Entering the 2010-2011 academic year, approximately 69% of SOACE organizations (70% outside the region) had hired a new college graduate the previous academic year. Based on their expectations this year, 32% of SOACE employers have definite plans to hire college graduates.

Intentions	Percentage of SOACE	Percentage Outside SOACE
Definitely Will Hire	32	32
Preliminary Plans to Hire	21	20
Uncertain Would Like to Hire	35	35
Will Not Hire	12	13

Uncertainty about the economy is prevalent in these hiring plans. Among employers who hired last year, 30% are uncertain about hiring this year. Among those who did not hire last year, uncertainty is 47%. Among the ACE regions, uncertainty is slightly higher among employers from SOACE.

Hiring Last Year	Definitely Hire	Preliminary Plans	Uncertain	Will Not Hire
YES	43 (42)	22 (21)	30 (32)	5 (5)
NO	6 (8)	17(16)	47 (43)	29 (32)

Hiring Targets for 2010-2011: The following hiring projects are based on the complete information provided by 1122 employers. Bachelor hiring is increasing strongly this year with a 13% improvement over last year. MBA hiring also appears to be improving with an increase of 20%. Within SOACE, hiring will contract for 2-year college credentialed and professional degrees.

Degree Level	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Credentials	30.5	15.8	-48
Associate	8.0	8.7	9
Bachelor	25.6	29.0	13
MBA	3.5	4.2	20
Masters	5.9	7.2	22
PhD	4.0	5.5	37
Professional	35.1	31.3	-11
Total Hires	34.0	35.4	4

Size of Company: Size plays an important role in shaping the college labor market. At the BA level, large companies are increasing their hiring targets by nearly 20%. However, unlike small employers outside SOACE, this region's smaller employers are not moving ahead with hiring at the BA level. While the results are mixed, small employers within SOACE are more likely to be hiring associate degree and credentialed and advanced degree talent. **Clearly, the hiring surge within SOACE is being lead by large employers.**

Very Small (9 and Fewer Employees)

Degree Level	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Associates (Degreed)	1.6	1.5	-17
Bachelors	1.2	1.8	50
Masters	.9	1.6	78

Fast Growth Companies (9 to 100 Employees)

Degree Level	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Credentials	2.9	2.3	-21
Associates	1.2	2.1	75
Bachelors	3.1	3.1	NC
MBA	2.0	1.6	-20
Masters	1.9	2.4	26
PhDs	1.3	1.6	23
Professional	1.8	1.5	-17

Small Companies (101 to 500 employees)

Degree Level	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Credentials	2.6	3.6	38
Associate	3.8	3.4	10
Bachelor	5.5	5.3	-4
MBA	2.4	2.6	8
Masters	3.3	3.2	-3
PHD	2.3	2.0	-13
Professional Degrees	5.1	5.0	-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	26.1	26.0	<-1
Associate	11.9	15.1	27
Bachelor	42.5	42.7	.5
MBA	3.8	4.1	8
Masters	7.8	6.9	-11
PHD	8.0	10.1	26
Professional Degrees	6.4	8.4	31

Large Companies (More than 4000 employees)

Degree Level	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Credentials	173.9	60.4	-65
Associates	17.6	16.9	4
Bachelor	77.4	92.4	19
MBA	5.6	8.3	48
Masters	15.8	24.2	53
PHD	5.9	9.8	66
Professional Degrees	130.3	113.7	-13

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 SOACE. The Professional and

Scientific Services sector is the job creating engine within SOACE. At the BA level, 14 of the 19 sectors plan to increase their hiring.

Credential Hiring

Economic Sector	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Manufacturing	24.1	39.9	65
Health Services	13.7	6.6	-52
Finance	1.6	1.9	19
Professional Services	98.9	4.1	-96
Education	21.8	9.1	-58
Government	11.5	13.0	4

Two-year Associate Degree

Economic Sector	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Retail	9.1	4.6	-38
Manufacturing	4.2	4.7	12
Finance & Insurance	7.9	5.8	-27
Professional & Scientific Services	2.9	5.5	90
Education	6.2	3.7	-40
Health Services	11.5	14.1	23
Non-Profit	1.4	1.0	-29
Hospitality Services	9.0	9.3	3
Government	5.0	7.4	48

Bachelor's Degree

Economic Sector	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Agriculture	5.2	7.7	48
Mining & Oil	37.7	36.7	-3
Utilities	5.9	6.2	5
Construction	4.6	6.1	33
Manufacturing	11.9	12.3	3
Wholesale	3.7	4.6	24
Retail	10.6	12.2	15
Transportation	20.4	23.4	15
Information Services	24.6	24.3	-1
Finance & Insurance	15.7	16.6	6
Real Estate/Leasing	35.1	39.2	11
Professional & Scientific Services	6.5	15.8	143
Administrative Services	11.8	14.7	25
Education	54.3	53.4	-2
Health Services	11.3	10.4	-8
Arts & Entertainment	3.4	2.9	-15
Hospitality Services	16.1	20.7	29
Non-Profits	97.9	109.0	11
Government	57.7	63.5	10

MBA

Economic Sector	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Manufacturing	3.2	2.9	-9
Retail	2.1	2.1	NC
Transportation	10.3	11.7	14
Information Services	8.0	12.8	60
Finance & Insurance	3.3	3.7	12
Professional & Scientific Services	1.6	4.8	200
Health Services	2.3	5.3	87
Government	5.6	4.5	-20

Masters

Economic Sector	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Mining & Oil	10.4	10.2	-2
Manufacturing	4.5	6.1	58
Information Services	8.0	10.9	36
Finance & Insurance	2.9	2.4	17
Professional & Scientific Services	2.6	8.1	>200
Education	15.0	12.8	-15
Health Services	4.5	4.5	NC
Non-Profit	4.2	5.8	38
Government	3.5	2.9	17

PhD

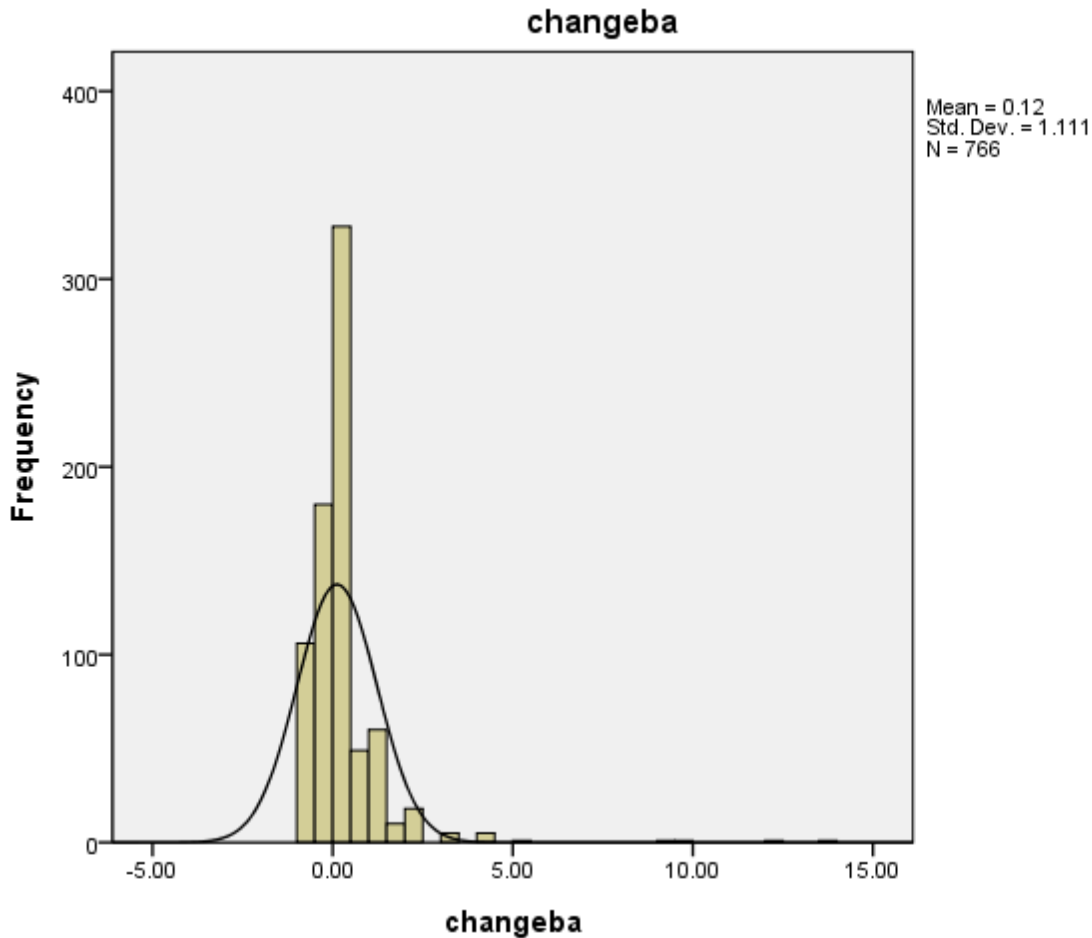
Economic Sector	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Manufacturing	2.1	3.3	57
Professional & Scientific Services	2.9	6.4	>100
Education Services	4.0	3.3	-17
Health Services	4.8	5.6	17
Government	8.8	12.0	36

Professional Degrees

Economic Sector	Average Hires 09-10	Average Hires Expected 10-11	Percentage Change Year over Year
Professional & Scientific Services	4.3	1.8	-58
Health Services	6.2	5.8	-6
Government	32.7	34.2	5

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 SOACE 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 in the distribution. The following histogram illustrates the change distribution. As you can see, the outliers are noticeable on the positive side of the mean. 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 was not included here.

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



SOACE has outliers on the positive side that are one, two, and even three standard deviations from the mean. SOACE also has a several groups of employers that are continuing to shrink the number of employment opportunities compared to last year. The change year over year analysis (766 companies) revealed that 37% would be reducing their hiring targets, 32% would remain the same, and 31% would increase hiring. The positive outliers (top 16%) expect to increase hiring by 250% (more than tripling their college hires) while those at the other end (bottom 20%) are decreasing their hiring targets by 71%. The difference analysis (989 employers) showed 30% reducing their hiring, 25% holding hiring to last year's level, and 45% increasing their hires from last year. Positive outliers (top 11%) in this group expect to increase hiring 58% while those reducing hires will do so by 43%. 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	8.1	28.6	250
Positive outliers: Difference Between Years	94.0	148.5	58
Negative Outliers: Change Year over Year	19.4	6.7	-71
Negative Outliers: Difference Between Years	54.3	30.9	-43

Who are SOACE Employers Seeking for Their Talent Pool? SOACE employers are heavily recruiting accounting, finance, and marketing majors, as well as, various computer science and information management majors. SOACE employers are seeking all types of majors as 34% indicated that they sought “all majors” (lowest amongst the four regional ACES). SOACE employers are less likely to seek liberal arts graduates than other regions.

Majors	Percentage of Employers Seeking
All Majors (No Specific Major Specified)	34
All Technical Majors (Engineering and Computer Science, Major Not Specified)	24
All Business Majors (Specific Major Not Specified)	26
All Liberal Arts (No Specific Major Specified)	14
Accounting	25
Finance	21
Marketing	20
Computer Science	19
Computer Information Systems	16
MI Systems (Business) & Communications & Computer Programming & MI Systems	15

(Computer)	
Human Resources & Information Sciences & Mechanical Engineering	13
MBA	22

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

Type of Position	Percentage of Employers Filling this Position
Accounting	25
Administrative Services	21
Sales & Customer Services	18
Computer Services & Marketing	17
Management Training Programs	16
Business Services & Human Resources	15
Information Services & Project Management & Education Services	13
Financial Services & Technical Services	11
Design Engineering & Media Communications	10

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	31,515	18 – 52.5K
All Technical & Engineering Majors	39,655	20.8 – 75K
All Computer Science & IT	34,232	18 – 68K
Nursing	36,761	21 – 55K
Health Sciences	32,645	21 – 60K
All Other Majors	27,790	11.8 – 50K

Bachelor Level

Degree	Average Starting Salary (\$)	Salary Range (\$)
Aerospace	49,918	23 – 72K
Bioengineering	47,589	23 – 72K
Chemical Engineering	55,280	23 – 80K
Civil Engineering	49,013	23 – 84.5K
Computer Engineering	52,395	23 – 95K
Electrical Engineering	55,022	23 – 90K
Industrial Engineering	51,468	23 – 70K
Mechanical Engineering	53,844	23 – 80K
All Other Engineers	49,025	23 – 93K
Computer Science	46,504	21 – 58K
Computer Programming	49,507	21 – 80K
Software Development	48,912	23 – 90K
All Other Computer Science	45,427	23 – 83K
Accounting	40,688	20 – 70K
Finance	43,053	20 – 80K
Marketing	36,702	14 – 65K
Logistics/Supply Chain	43,349	20 – 65K
Human Resources	38,769	20 – 65K
Management Information Systems (Business)	44,802	20 – 65K
Entrepreneurial	37,977	20 – 65K
All Other Business	37,361	20 – 65K
Journalism	33,726	14 – 50K
Public Relations	33,787	20 – 50K
Advertising	33,197	20 – 50K
Multimedia	36,214	21 – 55K
Broadcasting	35,111	21 – 50K
All Communications	34,405	21 – 58K
Environmental Science	39,663	23 – 66K
Chemistry	42,744	23 – 67K
Mathematics	42,768	20 – 65K
Biology	39,127	23 – 65K
Physics	44,293	20 – 70K
All Sciences	37,689	23 – 65K
Psychology	34,610	20 – 58K
Political Science	36,306	23 – 57K
Anthropology	35,111	18 – 50K
Nursing	45,200	23 – 90K
Therapists	45,156	23 – 85K
Social Work	34,614	22 – 60K
All Other Health Sciences	38,880	23 – 66K

All Social Science	34,250	21 – 65K
Construction	42,864	21 – 65K
Agriculture	38,476	21 – 50K
Natural Resources	37,208	21 – 63K
All Liberal Arts	35,104	21 – 54K
All Majors	35,034	20 – 60K

Advanced Degrees

Degree	Average Starting Salary (\$)	Salary Range (\$)
MBA	54,435	30 – 100K
Labor Industrial Relations/HR	50,643	32 – 76K
MS – Accounting	50,428	32 – 95K
MS - Engineering	59,484	32 – 100K
MS – Computer Science	56,660	32 – 100K
MS – Science	48,220	32 – 75K
MA – Social Science	41,967	32 – 70K
MS – Health	52,740	32 – 90K
MA/MS Other	45,101	30 – 92K
PhD Business	51,379	32 – 99K
PhD Pharmacology	79,594	32 – 116K
PhD Engineering	72,972	34 – 120K
PhD Science	67,772	34 – 125K
PhD Social Science	52,385	32 – 85K
Medical	108,133	40 – 200K
Law	54,681	32 – 89K

When Do SOACE Employers Expect to Hire? We asked employers when they planned to have completed their hiring for the 2010-2011 class. About one-third (33%) indicated that hiring would be completed by the end of first semester (December 2010). Large employers will be the most active during the first half of the academic year. About one-third (33%) do not expect to begin actively hiring until the summer and fall of 2011.

Hiring Expected To Be Completed	Percent SOACE 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	33	22	36	32	30	40

2010						
Spring Semester	23	25	22	23	23	21
2011						
Summer to Fall 2011	34	39	33	34	36	31
Spring 2012	10	14	10	11	11	7

We also looked at the timing of the hiring process among the 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, retail, and wholesale organizations. For many, recruiting activities will be balanced between fall and spring terms. A couple 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
Agriculture	60		20	20
Mining & Oil	30	25	30	15
Utilities	17	17	61	5
Construction	24	17	57	2
Manufacturing	33	29	23	3
Wholesale	42	22	36	
Retail	46	29	23	2
Transportation	18	45	28	18
Information Services	33	17	45	5
Finance & Insurance	45	27	23	4

Real Estate & Leasing	36	27	27	9
Professional & Scientific Serv.	38	26	29	6
Administrative Services	39	30	30	
Education	22	14	44	20
Health Services	37	21	31	11
Arts & Entermt.	27	35	23	15
Health Services	37	21	37	5
Non-Profits	24	15	45	15
Government	29	15	32	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 only the organizations engaged in one event decreasing their hiring at the BA level. 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 second event strategy and then again at the fifth event. Interestingly, it is the group engaged in four events that will show the strongest gains in hiring.

Number of Event Strategies Utilized	Percent of SOACE 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	32	2.6	2.9	11	911	8 (3)
1	12	8.1	6.9	-15	5997	8 (5)
2	14	39.2	42.2	8	12470	11 (5)
3	21	16.8	18.9	12	12481	10 (5)
4	14	31.6	43.1	36	15079	11 (7)
5	7	115.1	124.4	8	27693	19 (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 and those organizations using two or more strategies will increase their hiring targets for this year. For those organizations engaged in one agent strategy, hiring will remain unchanged from last year. 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 three or four of these strategies expect to increase hiring by 24% and 44%, respectively, 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 SOACE 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	16	43.3	45.0	4	10409	9 (4)
1	24	15.9	15.8	-6	7083	9 (5)
2	25	15.8	16.8	6	6890	11 (5)
3	21	16.8	20.7	24	11719	11 (5)
4	14	49.5	61.5	44	13073	10 (5)

Web and Social Media: This group of strategies includes posting position announcements on the college or university website, posting positions on national job boards, and using social media, such as Facebook, LinkedIn, and Twitter. Nearly all organizations in SOACE employ at least one of these strategies, likely to be posting on campus as 78% utilize this source. Size matters to some degree with organizations utilizing all three strategies being twice the size of the groups using one or two strategies. All categories expect hiring to increase with those using only one strategy indicating that they will increase hiring by 28%.

Social media has grabbed everyone’s attention. Social media strategy was examined separately. The results show that hiring will increase for organizations by 16% (averaging 51 hires per organization). Large organizations, an average size 13,685 (mean core colleges 15, median 5), tend to use social media. Size of firm is larger when compared to the other ACE regions.

Number of Web/Media Strategies Utilized	Percent of SOACE 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	13	49.4	51.6	4	10345	11 (5)
1	37	13.9	17.8	28	8097	8 (5)
2	33	27.9	29.8	7	7777	10 (5)
3	16	32.0	37.9	18	14912	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 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.

Transition Dimension	Mean Ranking	Percent Less Prepared	Percent Prepared the Same	Percent Better Prepared
Resume Preparation	3.10	19	51	30
Interact with other Employees	2.96	23	56	21
Interview Preparation	2.95	26	51	24
Knowledgeable of Company	2.90	30	45	25
Articulate skills & Competencies	2.84	30	49	21
Express Career Interests & Direction	2.84	35	42	23
Professional Demeanor	2.66	43	40	17
Professional Maturity	2.54	48	37	15
Realistic Career Expectations	2.47	55	26	19

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

