

Recruiting Trends

2013-2014

43rd Edition



MICHIGAN STATE
UNIVERSITY

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Recruiting Trends 2013-2014

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Executive Summary

The college labor market is improving, up 3 percent from last year for all degrees. Strong demand for accounting, marketing, computer science, engineering, human resources, public relations, and the inclusive “all majors” group will increase hiring for Bachelor’s degrees by 7 percent. The increase in hiring has been steady but could be better. Financial services, which have been leading recovery in the college labor market for the past two years, deeply retrenched this year. If we eliminated this sector from our calculations, the market for new Bachelor’s degrees would exhibit double-digit expansion.

The market for new MBAs has been hit hard. Since January, finance institutions have been shedding jobs by the thousands and curtailing hiring targets for new graduates. The federal government also expects to hire far fewer MBAs this academic year. Professional and scientific services, mining and oil, and manufacturing do not expect to change their hiring levels. The total contraction in the market for new MBAs will approach 25 percent.

The market for other degrees will be mixed. Hiring for Associate’s and Master’s degrees will be nearly the same as last year. Hiring for PhDs will improve; more than 300 employers outside academia indicated they were seeking these graduates.

We attribute some sluggishness to political brinkmanship in Washington DC. When we collected survey data just before the government shutdown, some respondents were reticent about setting hiring targets amid a possibly worsening political environment. Yet fewer organizations were taking a wait-and-see approach than last year. Although it’s hard to tell what the wait-and-see organizations will do, indications are that they expect to enter the market in early 2014.

Nearly 6,500 employer representatives responded to our survey. Fifty-six percent (3,426) were full-time hiring managers or recruiters. Other respondents were recruiters who hire specific talent with work experience (1,067), internship and co-op program managers (995), and short-term work and contract recruiters (587). Only 2,202 full-time employers reported their yearly hiring targets; the rest were uncertain or were waiting until later this year.

When employers do begin hiring, the money situation for new graduates will improve. Base starting salaries will be about 5 percent higher this year. Commission-based compensation packages, including salary plus commission or commission only, will be offered more frequently. Signing bonuses will still be scarce, depending on competition within a specific sector. More often, generous performance bonuses will culminate a successful first year of employment.

The more the market improves, the more pressure on and competition among employers to hire the best candidates. Year after year, however, employers lament the lack of preparedness among graduates entering the labor market. Training and technology seem to be the answers for employers who want to circumvent talent shortages. A welcome shift is occurring in talent development programs: employers will be targeting younger students, identifying rising talent, and offering multiple engagement opportunities. Employers hope that mentoring students will lead to higher acceptance rates for full-time positions.

The college labor market has progressed steadily during the past four years. A more robust market may be just around the corner. The market will be competitive, and job expansion for most graduates entering the labor market will mitigate the problems students have with finding jobs related to their career aspirations.

The challenges for graduates remain the same as always. The jobs are out there. The best jobs will go to graduates who know where they want to go, know how to get there, and have a network of professional relationships they can tap for assistance with their job search.



Meet the Completers

We generated this convenience sample from employers currently seeking college talent through their interactions with college and university career services offices. Nearly 300 career service centers from around the country invited employers to participate in this study. Nearly 6,100 employers provided sufficient information to be retained in the study.

We also included information from respondents responsible for recruiting talent for full-time positions, internships, and co-ops. We invite you, the reader, to use the following key sample characteristics to determine how applicable our survey results are to your campus employer base.

Key Sources of Responses	
California	9.5%
Florida	8%
Colorado	6%
Michigan	6%
Wisconsin	6%
Ohio	4%
Illinois	4%
Texas	4%
Washington	4%
North Carolina	3%
Utah	3%

Active Recruiting by Region	
International	6%
Entire U.S.	26%
Regional recruiting only	66%

Role in College Recruiting	
Full-time positions	56%
Internship or co-op positions only	16%
Short-term hiring	10%
Experienced hiring	18%

Key Economic Sectors	
Professional and Scientific Services	21%
Manufacturing	12%
Nonprofits	9%
Finance & Insurance	9%
Educational Services	9%
Government	7%
Healthcare & Social Assistance	5%
Information Services	5%

Company Size		
Very small	> 9 employees	11%
Fast-growth	10-100 employees	32%
Small	101-500 employees	23%
Midsize	501-3,999 employees	17%
Large	4,000-25,000 employees	9%
Very large	> 25,000 employees	8%

Institutions Where Companies Recruit Talent	
Two-year public college	30%
Four-year public college	65%
Four-year private college	52%
Two- & four-year for-profit institution	23%
Institution with bachelor's & advanced degree programs	79%
Institution with advanced degrees only	13%
Historically black college	18%
Hispanic-serving institution	14%



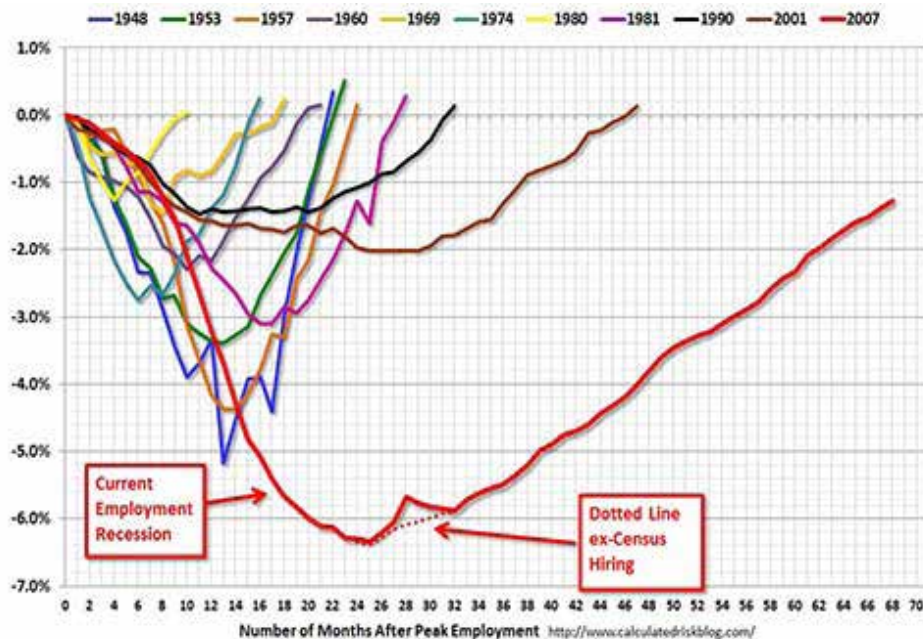
State of Hiring, 2013-14

During those long summer evenings as a young boy growing up on a lake, playing kick the can was the best fun. With plenty of places to hide, the game could take hours to complete depending upon how cleverly we could hide and outwait the others. When adults play kick the can, the game is anything but fun.

Political maneuvering in Washington, DC, the election, and the sequestration influenced last year's outlook for the labor market. While the fiscal cliff mess softened the market to some extent, the college labor market gained momentum when employers who had been reticent about hiring began to recruit new college graduates in the spring of 2013. Unfortunately, politicians kicked the can down the road, crossing paths with the college market when the government shut down in October. As readers will see, politics are again shaping the level of activity in the labor market.

Figure 1 tracks job losses and gains during recessions and projects when the economy will recover the jobs lost during the downturn. From **CalculatedRISK**, a finance and economics blog, the chart incorporates job loss data as of September, 2013. Readers can see how long it has taken new jobs to be created since the labor market hit bottom 25 months after the recession began. If job growth had continued at the pace shown in the chart prior to the government shutdown, job recovery could have reached the mid-2007 level approximately 78 months or 6.5 years (2014 into 2015) after the recession started.

Figure 1. Percent job losses in post-World War II recessions



DRAMATIC JOB LOSSES PREDICTED IN FINANCE

Forbes

Financial Times

San Jose

Mercury News

As Mark Zandi, chief economist for Moody's Analytics, commented on October 30, 2013, "The government shutdown and debt limit brinkmanship hurt the already softening job market." Looking for other clues about just how soft the labor market has become, we tapped several sources of information to discern patterns leading into fall recruiting.

Small businesses seem to be recovering from the recession at a much slower pace than large ones. **Intuit's Small Business Index** of employers with fewer than 20 employees showed that employment would be contracting during the fall.

Manpower Employment Outlook paints a very positive picture with their fourth-quarter index returning to the level last seen in 2007. Overall, 18 percent of employers expect to increase hiring. "We've seen consistent, yet measured, momentum in employers' hiring plans in a steadily improving market," said Jonas Prising, ManpowerGroup President. "Employers have reached a level of confidence in navigating unstable conditions, and the strength of the Quarter 4 2013 survey data suggests a stronger close to 2013."

The Bureau of Labor Statistics (BLS) provides monthly updates for nonfarm employment by economic sector. Despite a delay in obtaining statistics because of the government shutdown, we examined year-over-year changes between September 2012 and 2013. The overall job market has shown improvement, especially during the first half of the year, but the most recent data appear to support Mark Zandi's allusion to softening.

Retail and accommodations are two sectors that have consistently shown strong growth over the year. Other sectors also added a good number of jobs from September 2012 into early spring 2013. Job creation from April through August slowed and showed signs of contraction. However, the November release of October job data and revised data for September suggested that job growth was stronger than most observers believed. In manufacturing, job growth has been incremental. Chemicals, petroleum processing, and transportation equipment have grown steadily. On the other hand, year-over-year gains in computer and electronic products, electrical equipment, and food manufacturing have almost been wiped out by recent job contractions. Professional and scientific services report stabilization in legal hiring while the other subsectors slowly inch forward.

Big problems apparently emerged this spring in finance and insurance services: dramatic job losses, especially in commercial banks and depository credit institutions, could not be offset by gains in the insurance subsector alone. According to a recent article in **USA Today**, the sector has shed 49,000 jobs since the beginning of 2013 and expects to shed more through the end of the year.

The healthcare and social assistance sector has seen some growth in ambulatory care services (i.e., doctor's offices) and social assistance. Hospital jobs have been **a job engine** throughout the recession, but recent sharp cuts in hospital jobs have eroded most of the gains for the year.

BLS table A-15, a broader measure of unemployment, reported a 1.1 percentage point decrease in the number of discouraged workers who have stopped looking for work and workers with less than full-time employment who desire it. In September 2013, the percent of discouraged workers was 13.6, still a stubbornly high number.

Macroeconomic Advisors, a nonpartisan consulting firm, found that fiscal brinkmanship in Congress during the past two years has raised uncertainty for the markets, employers, and consumers. By shutting down the federal system and freezing action because of uncertainty, the firm projects that Americans lost approximately two million jobs, which would have dropped the unemployment rate below 6.7 percent and boosted GDP to about

4 percent. They concluded that the 5 percent sequestration cut was too extreme and retarded growth. Prolonged delays in reaching consensus on the federal budget and the debt ceiling will only drag the US economy through further muck, and more people will be unable to find employment. Uncertainty over these issues continues to influence hiring expectations as employers await the next fiscal cliffhanger.

One final view comes from the private sector economists at the National Association of Business Economics. **NABE Outlook September 2013** signals positive improvement in economic growth for the next year. However, the signal comes with a caveat: these economists do not expect corresponding growth in employment. Slow hiring is expected to be the norm.

We focused on several issues influencing an organization's internal workforce needs. For example, we asked employer representatives how important pending retirements were for developing this year's hiring targets. We also asked respondents to consider growth, turnover, staff reductions, open-acquisition orders, and availability of experienced hires (see **table 1**). Organizations are recruiting on campus because they are growing. With so many baby boomers retiring, the prevailing expectation is that lots of jobs will open up for young people. The result, however, is not fully demonstrated in the college labor market: retirements appear to have only a minor effect on hiring at this time. Turnover, possibly a sign the economy is getting stronger, is inching upward as an important reason for hiring.

We noticed some differences when comparing across company size.

- **Retirement.** Organizations ranging in size from 1,501 to 25,000 employees were more likely to be concerned about retirement, with means slightly above 2.5. The rest were only somewhat concerned about retirement.
- **Growth.** The smallest organizations (< 100 employees) were more likely to focus singularly on growth. Retirement, turnover, and open acquisitions played minor roles in shaping hiring plans.
- **Turnover.** Midsize organizations (500-4,000 employees) and very large organizations (> 25,000 employees) were more likely to be concerned about turnover. Turnover is playing an increasingly important role in shaping their college recruiting activities. Averages for these groups ranged from 3.24 to 3.37.

Among economic sectors these findings stand out:

- **Retirement** is very important for agriculture and natural resources, government, and utilities but not a problem for accommodations (food and lodging) and information services.
- **Growth** is important in nearly all sectors, except for government. Sectors indicating particularly high importance (mean above 4.0) include administrative services, real estate and leasing, and professional and scientific services.
- **Turnover** is very important for educational services, healthcare services, and retail, but less so for mining and oil.
- **Realignment** is influencing hiring in arts and entertainment, educational services, government, and nonprofits.

Table 1. Factors shaping organization recruiting activities

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

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



Employer Outlook for the College Labor Market

Employers still see the college labor market strengthening despite the uncertainty plaguing the national labor market. Since the recession's nadir in 2009, the overall condition of the college market has been improving. Employers' ratings of the overall job market for new college graduates (mean of 2.81) are pushing those perceptions the closest they have been to "good" since 2007 (see **fig. 2**). The mean in 2013-14 narrows the gap to one-half a percentage point from the highest rated market in 2007.

Very small employers (fewer than 100 employees) were not as confident in their view of the college market, scoring it slightly better than "fair." Large employers (4,001-25,000 employees) expressed the most confidence with a resounding "good" rating. Very large employers (more than 25,000 employees) rated the market significantly better than small employers (101-500 employees) and, surprisingly, midsize organizations (501-4,000 employees) ($F=15.909, .000$).

When asked how they view the college labor market within their economic sector, employers were much more optimistic this year (mean of 3.33) compared with the past few years. The mean represents the highest average since 2007 (see **fig. 3**). All employers regardless of size rated their sectors "good"; however, the largest employers (more than 10,000 employees) rated their sectors higher than 3.6 or closer to "very good" ($F=10.474, .000$).

A comparison of economic sectors revealed significant differences ($F=9.041, .000$). Arts and entertainment, government, and nonprofit organizations rated their markets just below "good" (mean of 3.0). Both agriculture and natural resources and mining and oil approached "very good." Finance and insurance services rated their sector "good," a surprising result considering the recent job cutbacks in finance.

Last year we found a difference of nearly one point in the ratings between the employers' view of the college labor market and conditions in their economic sector. Employers still believe the grass is greener in their sector, but the gap between their perception of the college labor market and their sector has shrunk to a difference of one-half point or lower across nearly all sectors. Three sectors still have rating differences that approach 1.0: agriculture and natural resources; mining and oil; and professional and scientific services. As demonstrated in the finance sector, however, the gap between perception and reality can be very wide, especially in light of real hiring outcomes.

Entering the college recruiting season, these employers are more optimistic than we have seen since fall 2008 when the economy took a nosedive. We hope this optimism translates into an increase in jobs for new college graduates.

Figure 2. Employer perceptions of the strength of the college labor market

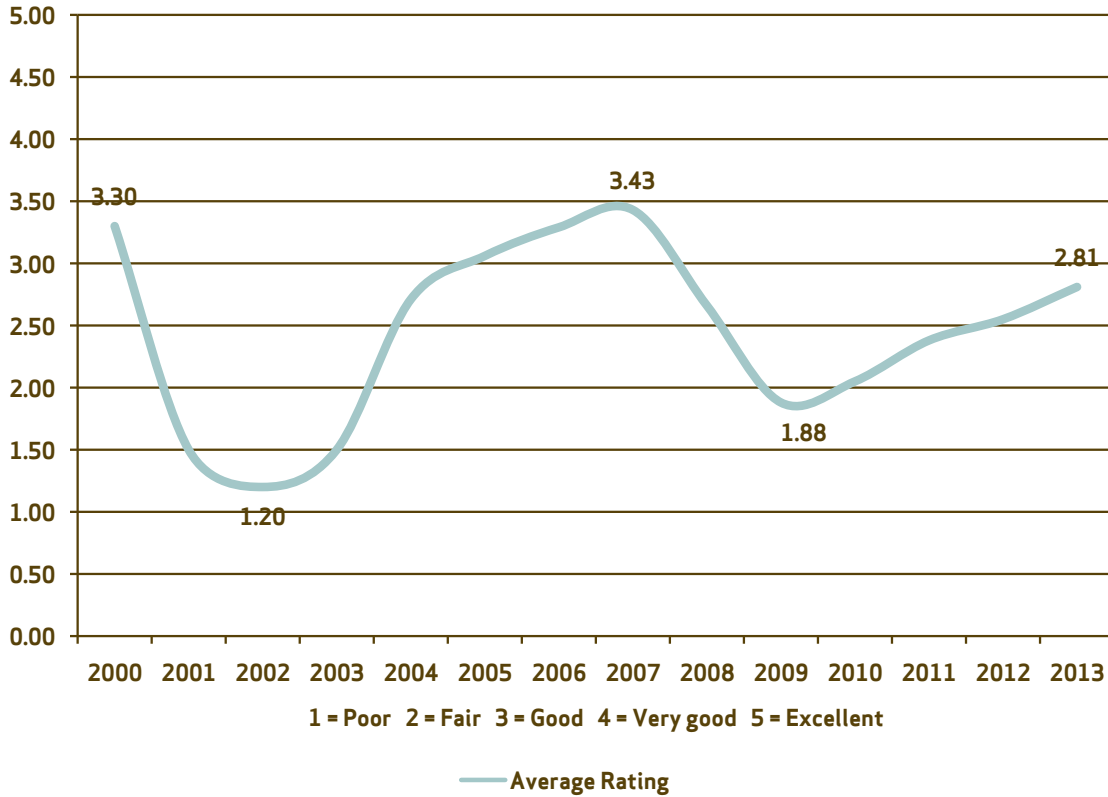
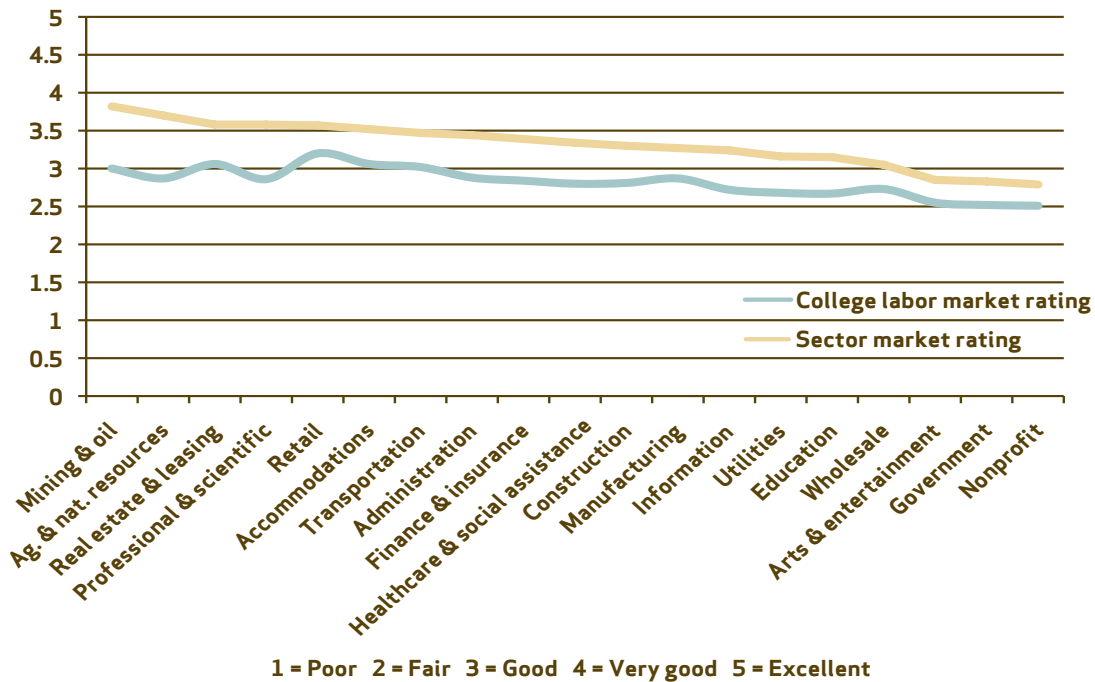


Figure 3. Employer perceptions of the strength of economic sectors





Employer Hiring Intentions

Uncertainty again this year appears to be strongly influencing job prospects for new college graduates. Two years ago employers were confident about their hiring intentions: 42 percent had definite hiring targets at the beginning of the school year; another 21 percent had preliminary plans. Last year employers hesitated before formulating specific hiring targets because of uncertainty about the outcome of the presidential election and the looming fiscal cliff. Only 22 percent had definite hiring targets by September 2012 (a drop of 20 percentage points), and 33 percent had preliminary targets. Some companies finally set specific hiring numbers in early 2013. The most recent drama in Washington, DC over the budget and debt ceiling has injected enough uncertainty into the economy that many employers are again taking a wait-and see approach to specific hiring targets, even though they are actively recruiting.

Figure 4 illustrates hiring plans for the past three years. The most telling gap in intentions (a 50% decrease) appears among employers with definite hiring plans in 2011-12 and this year. Nearly one-quarter (24%) of respondents had definite hiring plans for the academic year. Slightly more than 31 percent indicated their preliminary plans were about the same as last year. Organizations whose hiring plans remained uncertain crept up to 38 percent. Seven percent reported they would not be hiring this year.

When we compared the intentions of employers who hired new graduates during the 2012-13 academic year (82% of full-time hiring representatives) to those who did not (18%), we found similar patterns of uncertainty in last year's data and a few years earlier during the depth of the recession. Only 25 percent of those who hired new college talent had definite plans. The percent of employers with preliminary and uncertain plans increased (69% combined).

Employers who did not hire last year but expect to hire this year are still approaching the market with trepidation (see **fig. 5**). Only 16 percent have definite plans as the school year starts, down by more than half from 2011-12. Twenty-eight percent have preliminary plans. Thirty-seven percent are recruiting but have no firm hiring plans. Nearly one-fifth (18%) indicate they do not plan to hire a new college grad, a decrease of 6 percentage points.

Direction of Hiring Plans

With the uncertainty appearing throughout employers' plans this year, the direction hiring is likely to take is a major concern (see **fig. 6**). Employers have definite hiring targets, but this year's targets could be smaller than last year's. By gaining a sense of the direction targets are likely to take, readers can gain perspective on how the actual numbers may come out.

Thirteen percent of employers who hired new talent last year (more than double from 2012-13) reported they could not iterate their planning for this year's survey (although they were recruiting.) These were primarily very large (> 25,000 employees) or fast-growth and small (101 to 500 employees) organizations in the finance, manufacturing, nonprofit, and professional and scientific services sectors.

This year's directional figures appear similar to last year's. Approximately 45 percent of employers seeking talent at the Associate's and Bachelor's degree levels expect to increase their hiring targets. About 38 percent expect to decrease hiring targets for Associate's degrees; 32 percent, for Bachelor's degrees. The results for MBAs are mixed: 35 percent of employers expect to increase hiring (a slight decline from last year); 43 percent expect to decrease. For other advanced degrees, about 40 percent expect to increase hiring for Master's degrees and PhDs. Thirty percent of employers seeking graduates with professional degrees expect to increase hiring.

Figure 4. Comparison of plans for employers who hired, 2011-12, 2012-13, and 2013-14

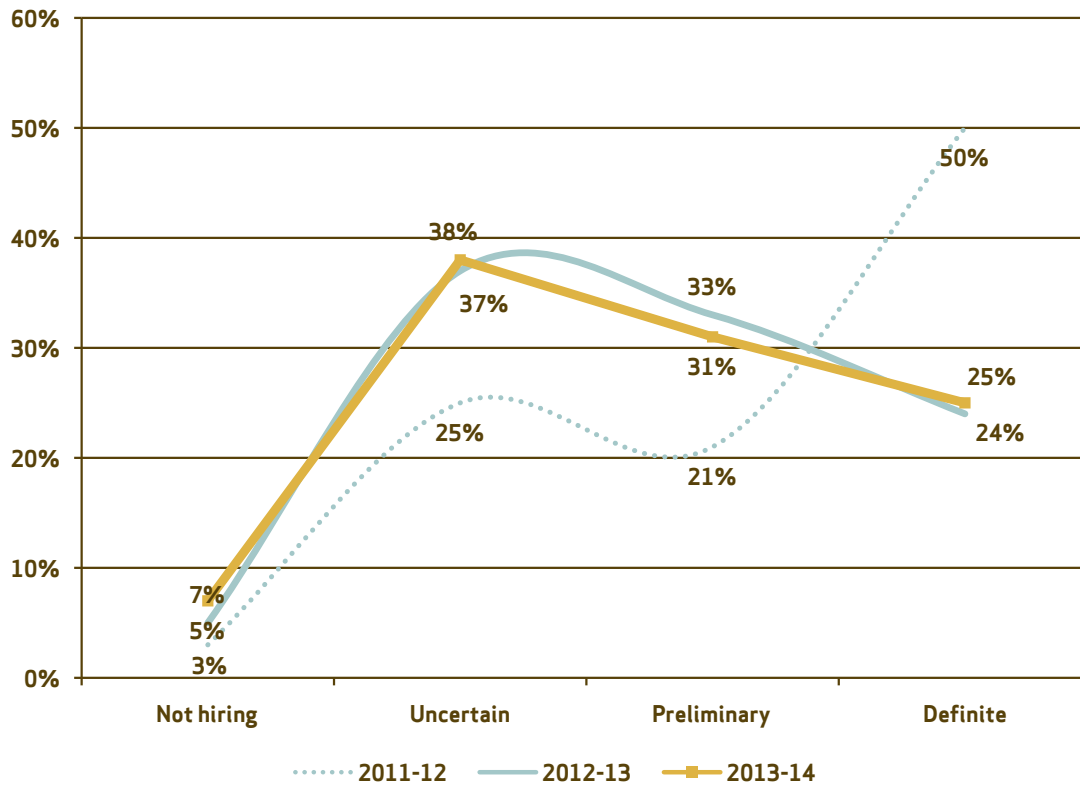


Figure 5. Comparison of plans for employers who did not hire, 2011-12, 2012-13, and 2013-14

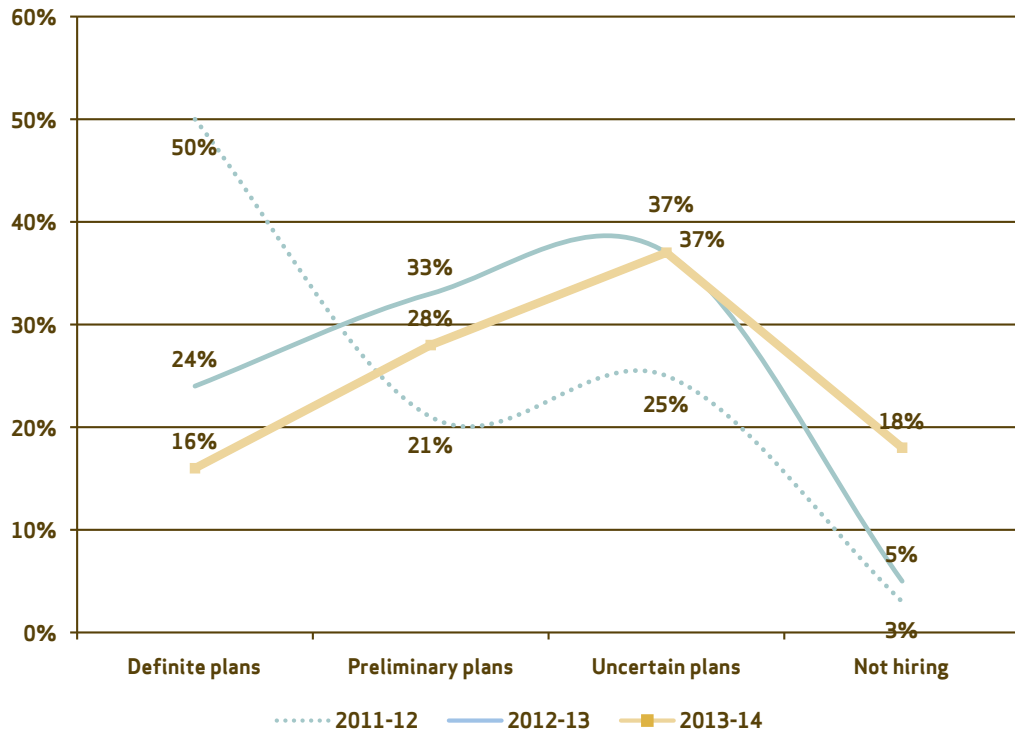
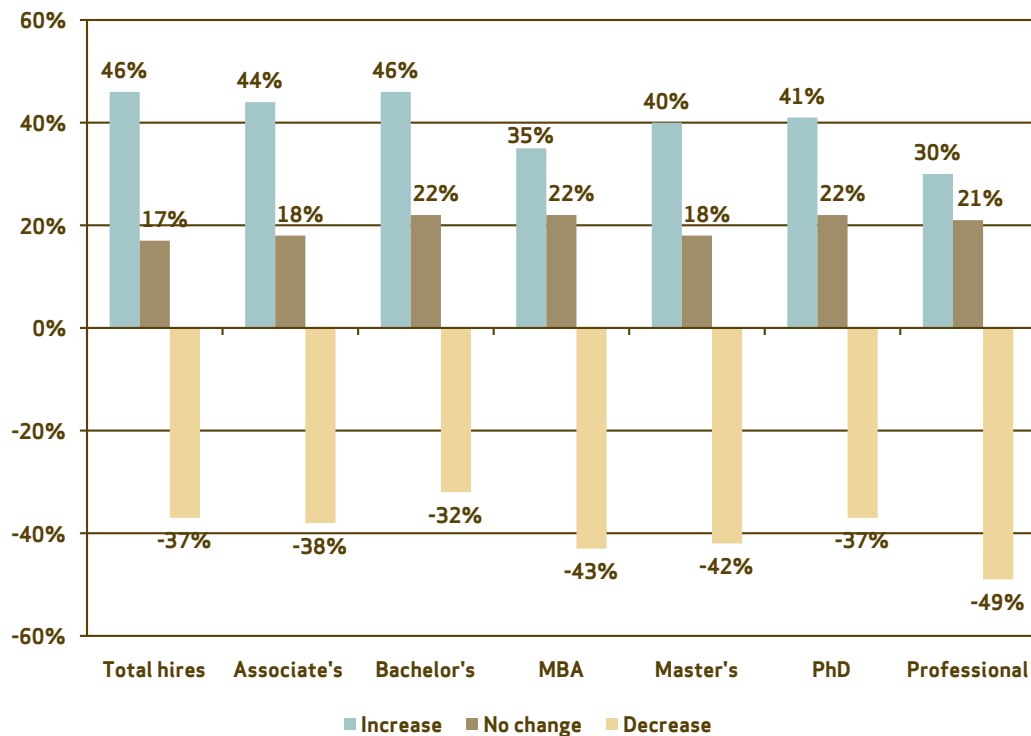


Figure 6. Increase or decrease in hiring, by degree level





College Hiring

Of the 3,400 full-time college hiring representatives, only 2,204 were able to provide complete hiring information for the analyses in this section. Those who could not estimate their hiring targets by September indicated management had not yet decided on the hiring targets or even whether to pursue new college talent. Most of them attributed the indecision to economic uncertainty and the swirling political intrigue in the nation's capital. These organizations account for nearly 119,000 job opportunities across all degree levels, of which approximately 84,200 (71%) would be targeted toward Bachelor's degrees.

Yet the college labor market is expanding by a very modest 2 percent over last year across all degree levels. The growth in opportunities closely matches the growth reported last year (3%). Market expectations remain tempered, a continuation of market conditions from last year.

The market for Associate's degrees is contracting by 8 percent, a disappointing drop after the strong gains reported last year (30%) (see **table 2**). This year's sample of employers seeking Associate's degree talent consisted of nearly 100 more organizations than last year, providing a different mix of employers. Employers expect to hire an average of 17 individuals per organization, down slightly from the 19 hired last year.

The market for Bachelor's degrees similarly follows trends reported for the past two years. In 2011-12 the Bachelor's market expanded by 7 percent with broad gains across all economic sectors and organizations. Last year the market expanded by 5 percent but was not as broad or deep. Larger companies and some smaller organizations postponed their commitments to hire until after the sequestration debate ended. This year the market is expected to expand by about 7 percent with variation among economic sectors and company sizes. For companies hiring this year, this translates to about 40 new hires per company.

Recruiting, which now starts before Labor Day on some campuses, began energetically, if career fairs are honest indicators of labor market conditions for the rest of the year. With so much recruiting now compressed into the first six to eight weeks of fall, it is hard to know if the intensity stems from the timing of events or true competition for talent, especially since some large companies expect to cut back their targets significantly this year.

No college labor market is more uncertain than the one for MBAs: about 500 employers sought MBAs last year; 650 are seeking them this year. The hiring situation, however, does not appear to be improving. Approximately 43 percent of respondents indicated they would be decreasing the number of MBAs hired. This market is expected to contract sharply by nearly 25 percent; demand is down across almost all economic sectors. Hiring in professional and scientific services, mining and oil, and utilities remain unchanged. Educational services and transportation plan to hire only a few more. The steep drop in hiring is concentrated in financial services and government. The decline in MBA hiring during the past two years, even with variation in the

employers' reporting, counters the performance of this segment during the depths of the recession. From a preliminary examination of the underlying patterns, two bear mention. Employers tended to cut their MBA hires more drastically depending on how concerned they were with economic uncertainty. Some employers substituted degrees by shifting positions for MBAs to Bachelor's degrees. The extent to which these patterns are shaping the MBA market is difficult to decipher, but the movement is too noticeable to ignore. Employers tend to avoid hiring higher priced degrees in periods of uncertainty so as to minimize budget risks over the short run. The contraction would not normally be a problem, but the supply of MBAs is still increasing. Graduates from the top MBA programs can expect to find good opportunities, but MBAs with little professional experience may have more difficulty landing a job commensurate with their education.

The college labor market for Master's degrees has been bouncing along the bottom of the growth curve since the end of the recession. Employment opportunities are expected to contract by 4 percent for an average of 14 hires per company, comparable to last year. Hiring for this segment is driven by economic sector. A closer look revealed growth was strong in professional and scientific services, manufacturing, and transportation. The professional and scientific services sector is essential for graduates with Master's degrees. Graduates should be encouraged by the strong demand for talent from accounting, computer systems design, and environmental consulting firms. Hiring in educational services, healthcare, information services, mining and oil, and retail is expected to be weak. The real drag on the market is the drastic reduction in job opportunities at government agencies.

The labor market for PhDs working outside academia continues to improve. Our sample size from employers seeking doctoral talent continues to grow, providing richer information on the dynamics of this market. Employers are seeking talent from the usual technical fields such as computer science, engineering, and healthcare. In addition, we are now receiving responses from employers who seek prowess in advanced problem solving, data analysis, and project management.

The college labor market for Professional degrees does not always reveal specific trends. Hiring figures tend to oscillate because of the small number of employers reporting. Depending on the mix of healthcare services, legal firms, and pharmacies that respond each year, the figures can vary wildly at times. Readers should use caution and judgment in applying these survey results.

A final comparison is worth mention: the importance of organizations increasing their hiring targets this year cannot be overstated (see **table 3**). Across all degree levels, employers are increasing the number of jobs available to new college graduates from 37 percent to 67 percent. The increases will be needed to offset the contraction in opportunities expected from employers decreasing hiring by 49 percent to 66 percent (primarily in the finance and government sectors). In some cases, the gains are insufficient to offset the losses; this is especially true for Associate's degrees and MBAs.

Although our small sample represents only a portion of the employers seeking new college talent, the findings elucidate the effects of the overall labor market on new graduates. Our story still portrays growth in employment opportunities despite monumentally difficult economic challenges. While the number of opportunities may be insufficient to provide every new graduate a meaningful position, expansion may ease the pressure on new graduates hoping to find jobs that can lead to careers that match their aspirations.

Table 2. Comparison of hiring targets, 2013 & 2014

Degree	Employers hiring	Average hires 2013	Average hires 2014	Change year over year (%)
Associate's	740	18.7	17.2	-8
Bachelor's	2,074	37.8	40.6	7
MBA	655	12.1	9.2	-24
Master's	731	14.7	14.2	-4
PhD	303	9	11.4	26
Professional	151	17	15.7	-8
Total hires	2,204	52.8	53.9	2

Table 3. Changes in employer hiring projections & jobs, 2013-14

Degree	Change in direction of hiring projections	Available positions per degree	Change from 2012-13 (%)
Associate's	↑	18	67
	↓	9	-57
	NC	33	
Bachelor's	↑	64	37
	↓	16	-49
	NC	27	
MBA	↑	13	60
	↓	7	-66
	NC	10	
Master's	↑	22	58
	↓	6	-57
	NC	14	
↑ Increase ↓ Decrease NC — No change			



Hiring by Organization Size

We balanced our sample across different sized organizations to achieve a mix consistent with samples drawn during the past several years. Sixty-six percent were organizations with 500 or fewer employees; 12 percent had more than 10,000 employees. Organization size plays an important role in shaping job prospects for college graduates. For example, fast-growth (second-stage) organizations emerging successfully from the start-up phase expect to accelerate hiring.

For the past several years, large organizations expecting to hire large numbers of college talent partially mitigated the recession's effect on the college labor market. Last year, however, many were cautious given the political climate at the beginning of fall recruiting. The college labor market for 2012-13 expanded on the backs of fast-growth and midsize organizations. The reappearance of midsize organizations was refreshing, but they had a more difficult time recovering from the recession.

With uncertainty influencing the hiring picture again this year, we found more variation by organization size than during the past several years. Very small and fast-growth organizations (< 100 employees) still expect to expand hiring, while small (100-500) and midsize (500-4,000) expect to shrink their targets. Large employers are being more aggressive this year than last.

Based on our comparison of projected and actual hires, the following synopses describe the hiring expectations for each organization by size (see **fig. 7**). Results vary here (and may even appear to conflict with data presented in other sections) depending on the number of respondents in a category. For example, small companies may report a low average number of hires and a high percentage increase. The opposite may apply for large organizations.

Very small organizations (< 9 employees) are most often start-ups and small single-proprietor establishments (consulting firms, insurance agencies, law firms, and public relations firms). These organizations expect to increase hiring for Associate's, Bachelor's, MBA, and Master's degrees. While the number of organizations seeking PhDs was small, the few that were hiring appeared to be small start-up research facilities. Organizations expect to increase their total hires by an average of five per organization compared to three last year. Four out of five hires will be Bachelor's degrees.

Fast-growth (second stage) organizations (10-100 employees) have been top performers for the past 10 years and represent 32 percent of this year's survey respondents. Their hiring expectations expect to be positive across all degree levels with the exception of Professional degrees. Organizations expect to increase hiring for Bachelor's degrees by 20 percent for an average of seven new employees compared to six last year.

Small organizations (101-500 employees) expect to remain cautious this year, increasing total hires by 5 percent. Most of the growth is expected to come from increased hiring for advanced degrees. Hiring for Associate's and Bachelor's degrees is expected to decrease by 6 percent and 2 percent, respectively. The strongest growth is expected among MBAs (up 14%) and PhDs (up 12%). Each organization expects to hire an average of 15 new Bachelor's degrees, comparable to last year.

Midsize organizations (501-4,000 employees) have struggled harder than any group to recover from the recession. Their situation appeared to stabilize over the past several years and, while hiring did not expand noticeably, these organizations did not shed job opportunities. Last year they modestly increased hiring across all degree levels. Unfortunately, they do not expect to increase hiring this year. In fact, a strong contraction is expected to occur, especially for advanced degrees. While hiring is expected to grow for Associate's degrees (4%) and PhDs (20%), job opportunities for MBAs and master's degrees are expected to decline by nearly 40 percent. Although hiring for Bachelor's degrees is expected to decrease slightly (4%), each organization still expects to hire 53 new Bachelor's degrees during 2013-2014.

Large organizations (>4,000 employees) are better represented this year than in the past several years because of efforts to increase their participation in the survey. Hiring in this group varies by degree level. While total hiring is expected to increase by 7 percent, hiring is expected to decrease for Associate's degrees by 25 percent and for MBAs by 31 percent. This year marks the second in a row where hiring for MBAs has been devastated. Hiring is expected to increase strongly for Bachelor's degrees (13%), Master's degrees (17%), and PhDs (56%). The average number of new Bachelor's degree hires per organization is expected to top 150, an average that predates the recession (see **fig. 8**).

We received a request to disaggregate large companies because of the wide employee range set for this category. With a good response, we were able to analyze data for five groups of employees: 501-1,500, 1,501-4,000, 4,001-10,000, 10,001-25,000, and greater than 25,000. We found wide variations across these groups (see **table 4**). For example, hiring for Bachelor's degrees is expected to be down sharply among organizations employing 1,501 to 4,000 and 10,000 to 25,000. The opposite is expected among organizations employing 4,001 to 10,000 and greater than 25,000.

What do we know about the largest organizations (> 25,000 employees) since each expects to hire nearly 172 new Bachelor's degrees? The organizations come from the following sectors: manufacturing (26%), retail (12%), finance (13%) and oil (3%) and are represented in a much higher proportion than the total sample. Within manufacturing five subsectors dominate: aircraft/light vehicles, automobile, chemicals, food, and machinery. These organizations are more likely to recruit across the US (32%) and internationally (12%). If they recruit in specific regions, they are more likely to do so in California, the Midwest, and Texas.

Remember the employer outlook section where organizations of all sizes expected the college labor market in their sector to be "good?" Readers may be interested in seeing how well perceptions matched reality. **Table 5** compares their outlook with the actual hiring projected for the Bachelor's degrees this year. We found only four groups were consistent with their outlook and hiring expectations.

Table 4. Percentage change in hiring , 2012-13 to 2013-14

Degree	Employees				
	501-1,500	1,501-4,000	4,001-10,000	10,000-25,000	> 25,000
Associate's	-7	17	-53	-9	19
Bachelor's	2	-8	18	-11	19
MBA	-12	-47	-15	-83	-4
Master's	-14	-49	-13	12	37
PhD	10	22	24	10	63
Professional	-30	>100	-5	>100	2
Total	2	-13	3	-16	19

Table 5. Employer outlook v. sector outlook for Bachelor's degrees

Employees	Outlook for the college job market		Direction of hiring 2013-14
	Overall (mean)	Sector (mean)	
< 9	2.95	3.02	↑
10-100	2.66	3.18	↑
101-500	2.83	3.33	↓
501-1,500	2.99	3.41	NC
1,501-4,000	2.87	3.41	↓
4,001-10,000	2.95	3.49	↑
10,001-25,000	3.02	3.6	↓
> 25,000	3.14	3.65	↑

↑ Increase
 ↓ Decrease
 NC — No change

Figure 7. Hiring by organization size & change year over year

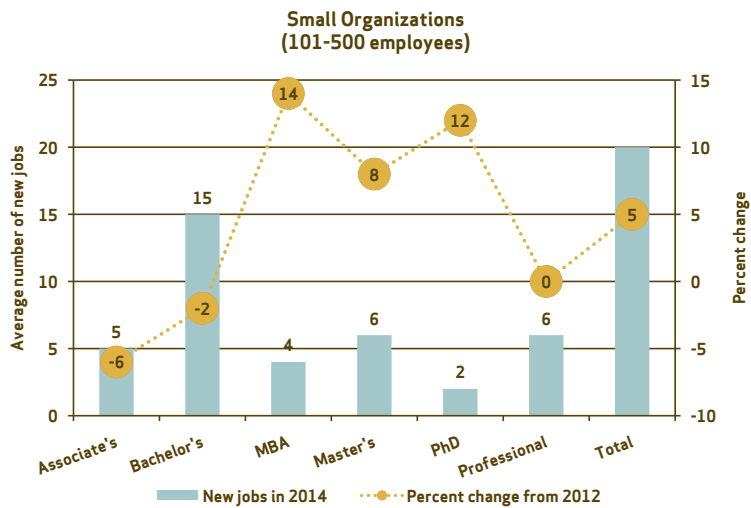
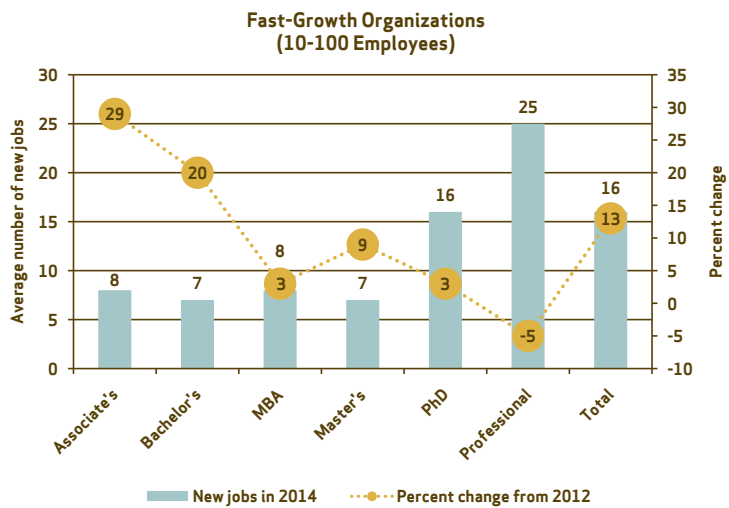
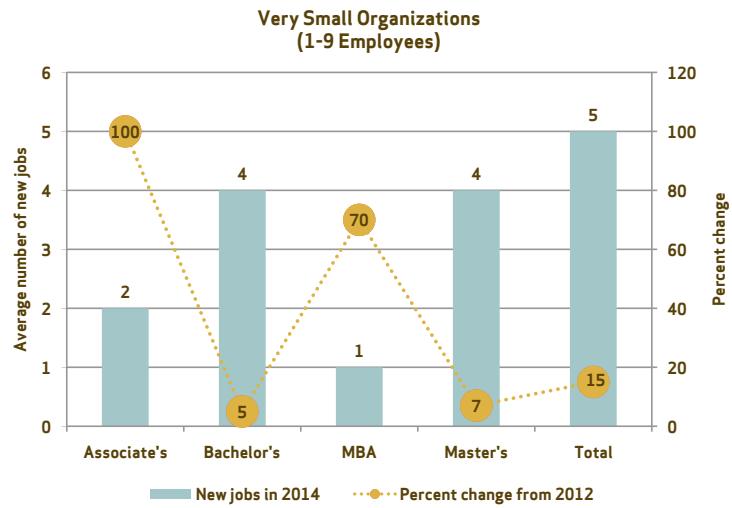


Figure 7. Continued

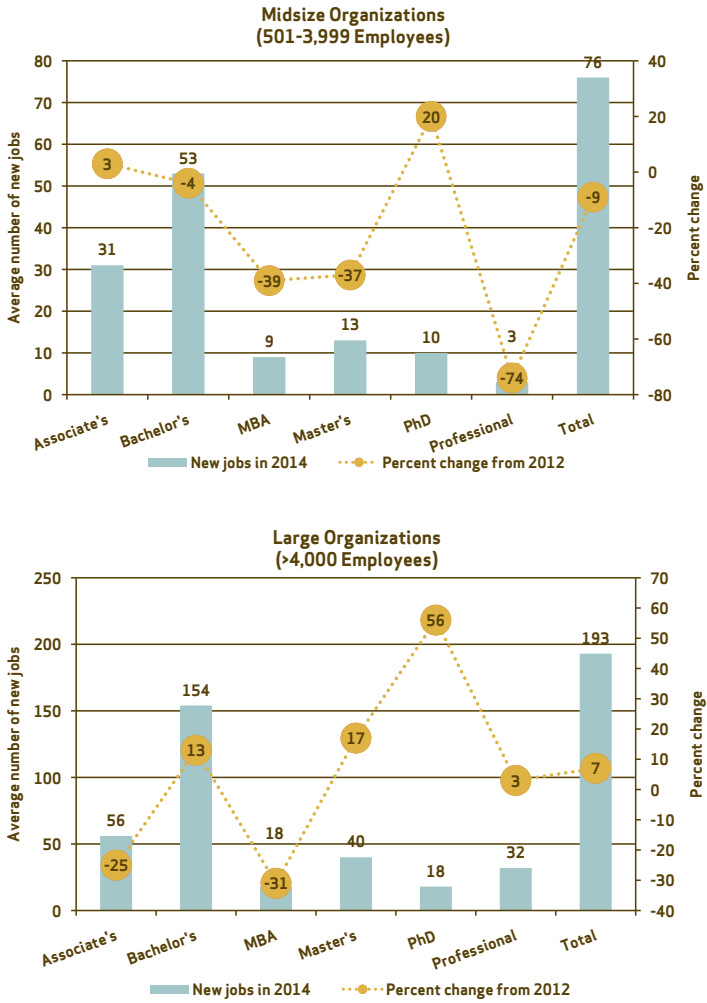
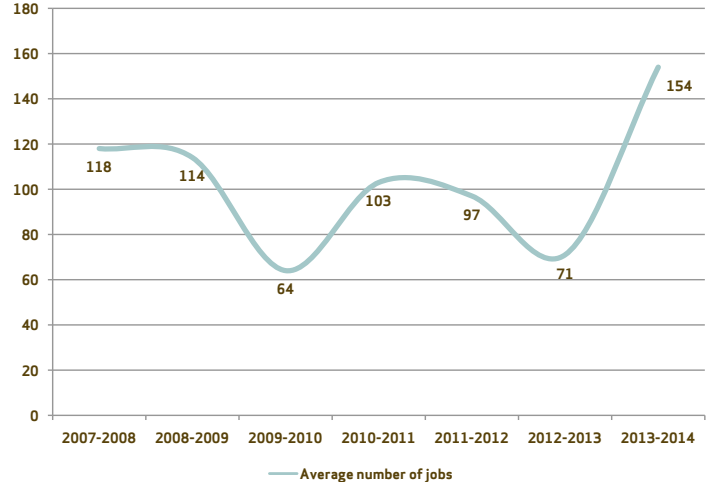


Figure 8. Trends for hiring Bachelor's degrees in large organizations





Hiring by Economic Sector

Economists are predicting a very prolonged job recovery coming out of this recession. Projections do not show the US regaining all the jobs lost until sometime in 2016, pending no further economic disruptions. The BLS job statistics show a slowly improving job picture, but the monthly increases are failing to ease unemployment or lessen the number of underutilized workers to any great extent.

The labor market for new college graduates represents only a sliver of the national market. Like last year, the college market may be trending in a different direction than the national market for some sectors. We highlight the sectors for their year-over-year performance. Readers should be cautious about generalizing the results for new graduates to a particular sector as a whole. For example, mining and oil, real estate and leasing, and utilities have the fewest respondents. A large increase or decrease from one organization can distort the results for the entire sector.

Our findings show that the college labor market is more fickle this year than the last two years. The number of jobs for new college graduates is expected to increase overall by a modest 7 percent this year. Yet recruiting varies widely across degree levels depending on the sector's hiring targets:

- **Associate's degrees.** Of the 18 sectors seeking talent, 12 expect to increase hiring (see **fig. 9**). The top four sectors are arts and entertainment, information services, mining and oil, and wholesale. Government, finance, and transportation expect to pare hiring.
- **Bachelor's degrees.** Of the 19 sectors seeking talent, 16 expect to increase hiring (see **fig. 10**). Sectors pushing bigger hiring gains include accommodations (food and lodging), information services, manufacturing, and utilities. Government hiring is expected to remain unchanged from last year. Construction, finance and insurance, and healthcare and social assistance expect to decrease hiring.
- **MBA's.** Sixteen sectors expect to hire MBA talent in 2013-2014 (see **fig. 11**). Only four sectors, administrative services (staffing agencies in particular), educational services, real estate and leasing, and transportation plan to increase hiring. Professional and scientific services expect to maintain last year's hiring levels. Eleven sectors expect to decrease hiring; declines will be noticeable in finance and insurance, government, healthcare and social assistance, and retail.
- **Master's degrees.** Only 11 sectors expressed interest in hiring Master's degree candidates across all disciplines (see **fig. 12**). While only four sectors plan to increase their hiring targets, these four are critical: educational services, finance and insurance, manufacturing, and professional and scientific services. The remaining seven sectors plan to decrease hiring, with significant reductions in healthcare and social assistance, government, and information services.

Each sector is classified according to its three-digit North American Industrial Classification code. Readers can compare this report's projections of job growth or decline over the next 12 months with **BLS table B-1: Employees on nonfarm payrolls by industry sector and selected industry detail**.

Hiring Changes in Key Economic Sectors

The hiring prospects for Bachelor’s degrees are expected to improve this year: 16 sectors expect to increase hiring compared with only 12 last year. Readers interested in sectors with low response rates, such as accommodations (food and lodging), arts and entertainment, mining and oil, and real estate and leasing, should confirm these findings with regional employers to ensure students receive the most recent information. Sectors such as finance and insurance, government, manufacturing, nonprofits, and professional and scientific services are better represented, making broader connections to the overall labor market easier. Although 2,200 employers reported hiring information, the sample may not appropriately reflect all employers seeking new college graduates at any degree level when disaggregated by economic sector.

Professional and scientific services. This sector is the most important for the college labor market and often portends the direction the overall market will take over the course of the year (see **fig. 13**). Hiring in this sector is expected to reach an average 27 new employees (17 Bachelor’s degrees) per organization, up 14 percent from last year — a year during which this sector actually contracted.

Business. Advertising, marketing, public relations, accounting, computer services, environmental consulting, and scientific research expect to increase hiring. Engineering services and management consulting firms, however, expect to decrease. The outlook for MBAs is mixed. Although accounting and engineering firms expect to decrease their targets, declines may be offset by gains in computer services and management consulting.

Manufacturing. Manufacturing companies expect to bounce back strongly this year after contracting for the past several years (see **fig. 14**). This year total hires are expected to be up 23 percent with companies employing 42 new college graduates per organization (33 Bachelor’s degrees). This is the highest average reported in the sector for the past 15 years. Hiring for Bachelor’s degrees is expected to increase by slightly more than 25 percent; Associate’s degrees, by 9 percent; Master’s degrees, by more than 20 percent. The only rough spot is hiring for MBAs; opportunities are expected to decrease by 4 percent. Some employers reported that they had not received hiring quotas from upper management when the recruiting season began, but fewer reported the problem this year.

Important subsectors where graduates can expect growth include aircraft and light vehicles, computer and electronics, fabricated metals, plastics, primary metals, and surgical equipment. The chemical, food processing, and machinery subsectors expect no change in hiring levels. A dip in hiring quotas is expected for the automobile and electrical equipment subsectors. By degree level, graduates with Associate’s degrees can expect to find increasing opportunities in automobile manufacturing and fabricated metals. One bright spot for MBAs will be in food processing.

POSITIONS OFFERED TO NEW HIRES [9% or more]	
Accounting	18%
Computer services	18%
Marketing	16%
Sales	16%
Administrative services	15%
Business services	14%
Project management	13%
Management training	13%
Information management	13%
Human resources	13%
Customer services	12%
Design engineering	12%
Manufacturing engineering	10%
Media communications	9%
Consulting services	9%

Nonprofit organizations. Nonprofits still play a critical role in college recruiting – they are consistently one of the top five sectors seeking college talent. College students across nearly all majors express interest in working with a nonprofit upon graduation. Despite the severe downturn in 2008, nonprofit employment has remained one of the bright spots during the recovery. This year, total hiring across all degrees is expected to be up by 11 percent (an average of 43 hires per organization). Hiring for Bachelor's degrees is expected to be up by 15 percent (an average 37 hires per organization). The trouble in this sector comes at the advanced degree level: steep declines in hiring are expected for both MBAs and Master's degrees.

Finance and insurance services. This sector began to rebound last year from the thumping it took during the dark days of the recession. Hiring for Bachelor's degrees was expected to expand by 25 percent in 2012-2013. This year, however, the job market has soured with layoffs and **hiring contractions** because of increases in interest rates, declines in mortgage activity, growth in online banking, and new banking regulations.

The major contraction in job opportunities during 2013-14 indicates a 40 percent decrease in total hiring and an average of 32 hires per organization this year compared with nearly 52 last year. Although graduates with Bachelor's degrees may face a 27 percent loss in job opportunities, their loss pales in comparison to a 63 percent loss for Associate's degrees and a 58 percent loss for MBAs. The only bright spot in this sector is modest growth of 13 percent for Master's degrees, but nearly all the jobs will go to accountants.

Educational services. School districts and education delivery organizations (consulting, testing, and tutoring) respond to our survey in large numbers. The sector's hiring patterns, however, are always difficult to predict at this time of year because most secondary schools will not know their hiring needs until next spring. This year, education organizations are presenting the most positive outlook in nearly a decade and are confident that they will hire next year. Total hiring is expected to expand by 9 percent with an average of 92 hires per organization. This gain is propelled by a 7 percent increase in hiring for Bachelor's degrees and a 15 percent increase for Master's degrees.

Government. Political drama and sequestration cuts in Washington, DC, have taken a toll on recruitment for federal positions: hiring targets across all degree levels are expected to decrease by 20 percent. Despite no change in the hiring situation for Bachelor's degrees (an average of 75 hires per agency) and PhDs (an average of 17 hires), government agencies expect to contract hiring for other degrees by significant amounts. Job opportunities for Associate's degrees are expected to decrease by 19%. The decrease will be hardest on MBAs (86%) and Master's degrees (71%).

Healthcare and social assistance. An article from **USA Today**, "A job engine sputters as hospitals cut staff," (October 13, 2013) highlights dramatic cuts made since April. Overall, hiring is expected to be down about 5 percent this year, even though most labor outlooks predict plentiful jobs in this area. Only Associate's degrees are expected to counter this trend with a modest 3 percent increase in opportunities. Job opportunities for Bachelor's degrees are expected to decrease by 7 percent. Once again, advanced degrees may be hit hardest with an almost 30 percent decrease, some of which may be the result of sequester cuts in federally funded research. Despite these declining numbers, healthcare organizations expect to hire an average of 55 individuals across all degrees; 44 will be hires at the Bachelor's degree level.

If we omitted finance and insurance from the analysis of hiring for Bachelor's degrees, hiring would improve by 11 percent this year. The market is dampening this sector by as much as 4 percentage points.

Information services. This sector's numbers vary from year to year because of the changing mix of survey respondents (broadcasting, Internet content providers, Internet services, publishing, and telecommunications). This sector has been increasing hiring for the past three years; this year, by 6 percent overall. Hiring for Bachelor's degrees is expected to grow about 35 percent (an average of 15 hires per organization.) The telecommunications subsector expects strong growth, building on last year. After years of job loss, employers in publishing expect a slight overall increase in hiring for Bachelor's degrees, which may offset the small decline in the Internet publishing subsector. Other segments expecting an increase in job opportunities include broadcasting, Internet service providers, and motion pictures.

Agriculture and natural resources. This sector stumbled last year after several years of steady job growth. Taking the entire agricultural system from the farm field to the grocery into consideration (research, transportation, financial services, support services, food processing, and distribution), the hiring outlook appears very positive this year. The majority of new hires will be Associate's degrees (an average of 4 per organization) and Bachelor's degrees (an average of 14 per organization).

Construction. After several years of gradual improvement in job opportunities, the construction sector is expected to cool off. Hiring for Bachelor's degrees is expected to decline by 10 percent, resulting in just 20 new hires per organization. On the other hand, hiring for Associate's degrees looks more promising; employment is expected to expand by 12 percent (an average of 2 new hires per organization).

Mining and oil. This sector is small in terms of survey responses yet is giant when it comes to hiring. Employers expect to hire an average of 104 Bachelor's degrees per organization, an increase of 3 percent from last year. Following on last year's large increase, hiring for Associate's degrees is expected to improve again by 65 percent (an average of 18 hires per organization). This trend reflects the strong position energy companies currently find themselves in as they develop both traditional and alternative energy resources.

Retail. Ten years ago retailers were a primary engine of job growth for new college hires, but the recession bled nearly all the steam out of this sector. This year marks the return of several major retail companies that have not participated in the survey since 2008. Over the past two years, retail hiring has been regaining momentum. Total hiring across all majors is expected to be up 2 percent this year (an average of 83 hires per company). Hiring for Bachelor's degrees is expected to improve by 5 percent (an average of 67 per company).

Transportation. This sector includes airlines, freight carriers, freight logistics support, and railroads. The subsectors all expect to increase hiring for Bachelor's degrees by 10 percent (an average of 67 new hires per organization). The outlook for MBAs appears to be good: employers expect to increase opportunities by 25 percent. Employers expect to decrease hiring for Associate's degrees by 14 percent.

Other sectors. A few sectors had only a small number of respondents, but all expect to improve hiring. Utilities expect to increase hiring for Bachelor's degrees by more than 20 percent this year after a significant decrease last year. Hiring for Associate's degrees is expected to remain unchanged. Arts and entertainment expects to increase hiring for both Associate's degrees (25%) and Bachelor's degrees (3%). Food services and accommodations (hospitality) also expect to increase hiring for Bachelor's degrees by 20 percent but trim slightly at the Associate's level by 2 percent.

Figure 9. Hiring for Associate's degrees by sector

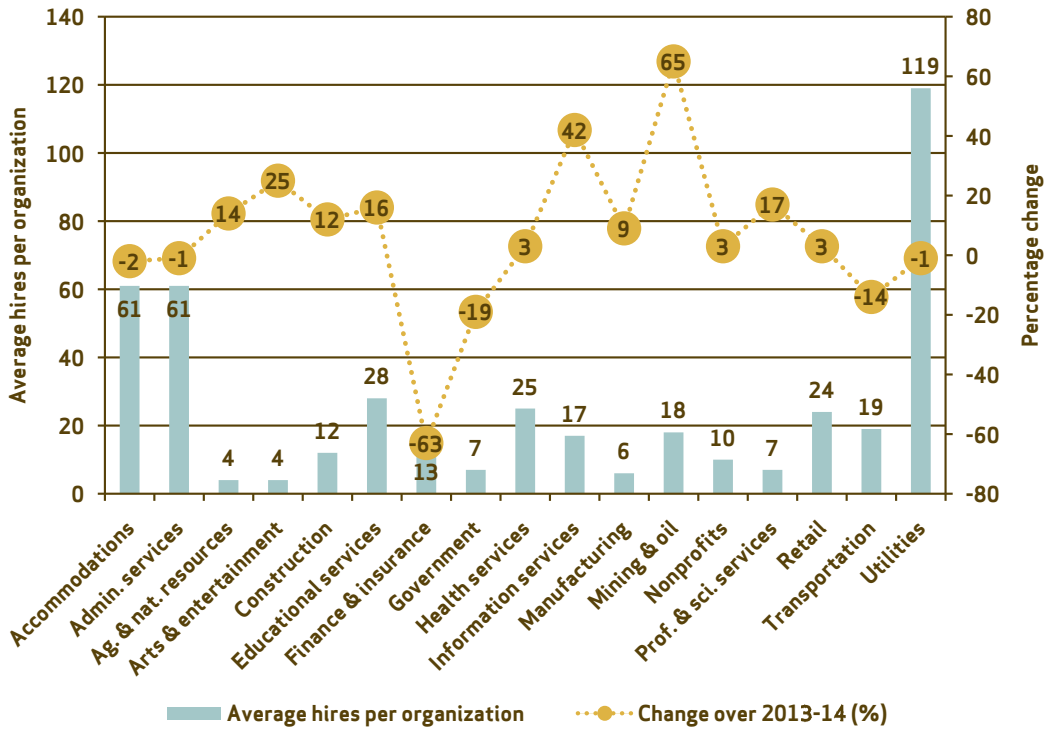


Figure 10. Hiring for Bachelor's degrees by sector

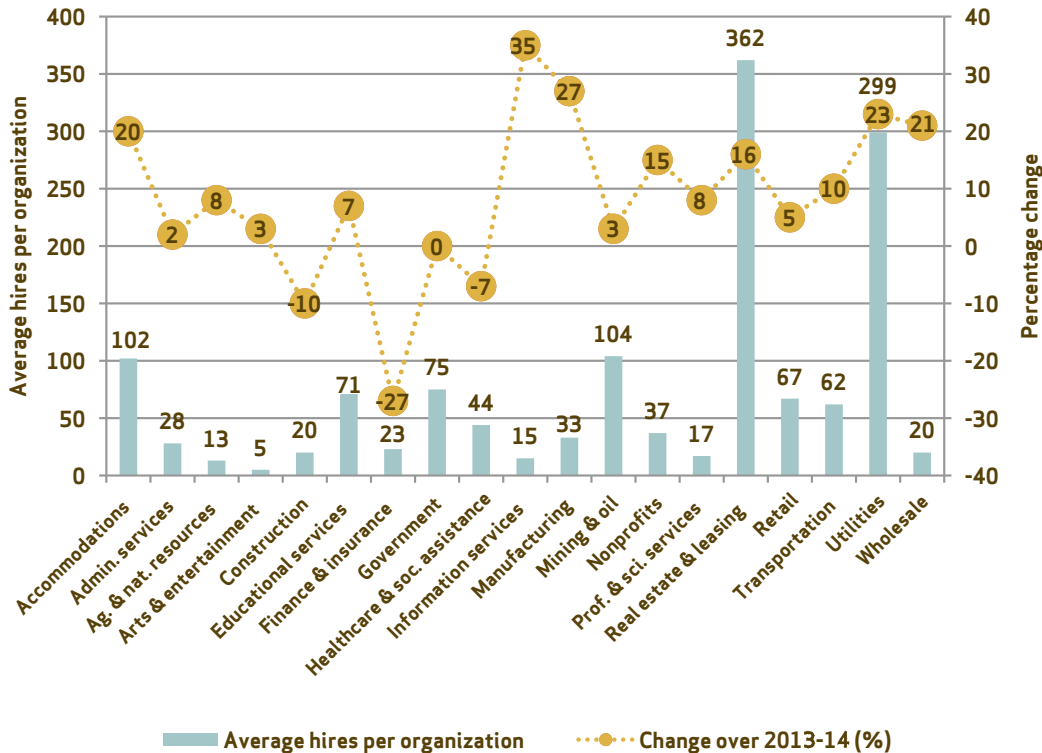


Figure 11. Hiring for MBA degrees by sector

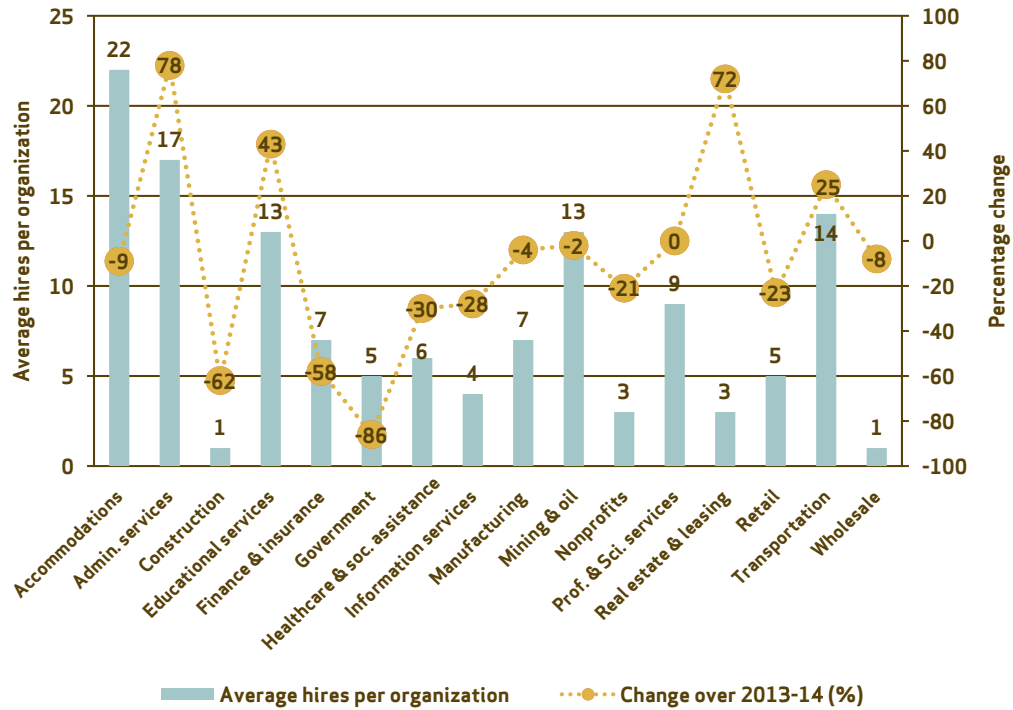


Figure 12. Hiring for Master's degrees by sector

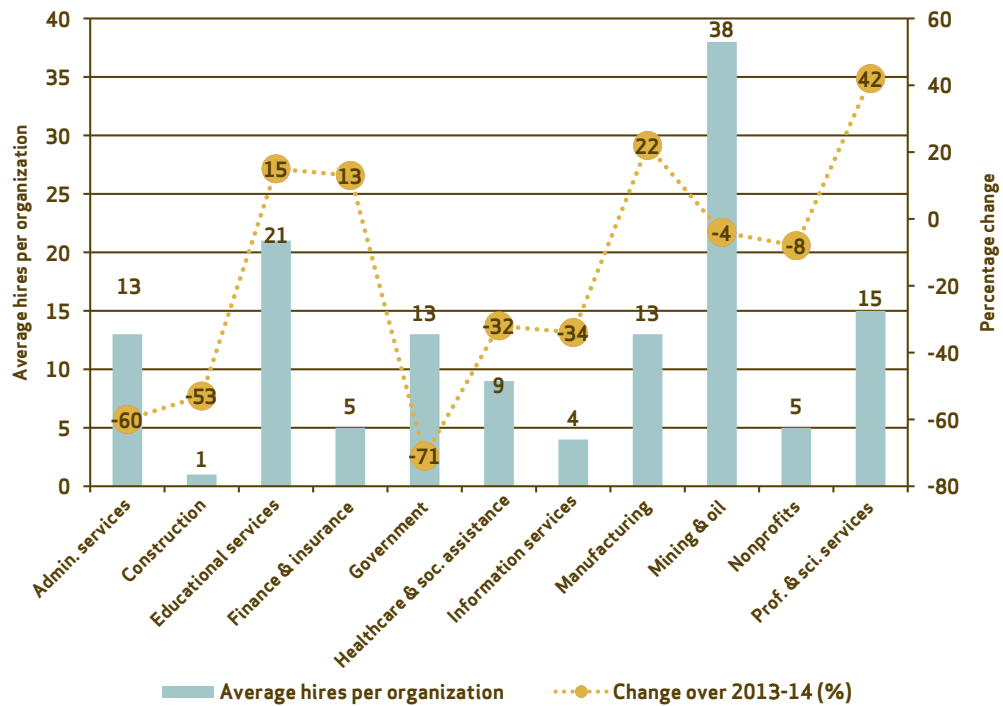


Figure 13. Hiring for Bachelor's degrees in professional & scientific services subsectors

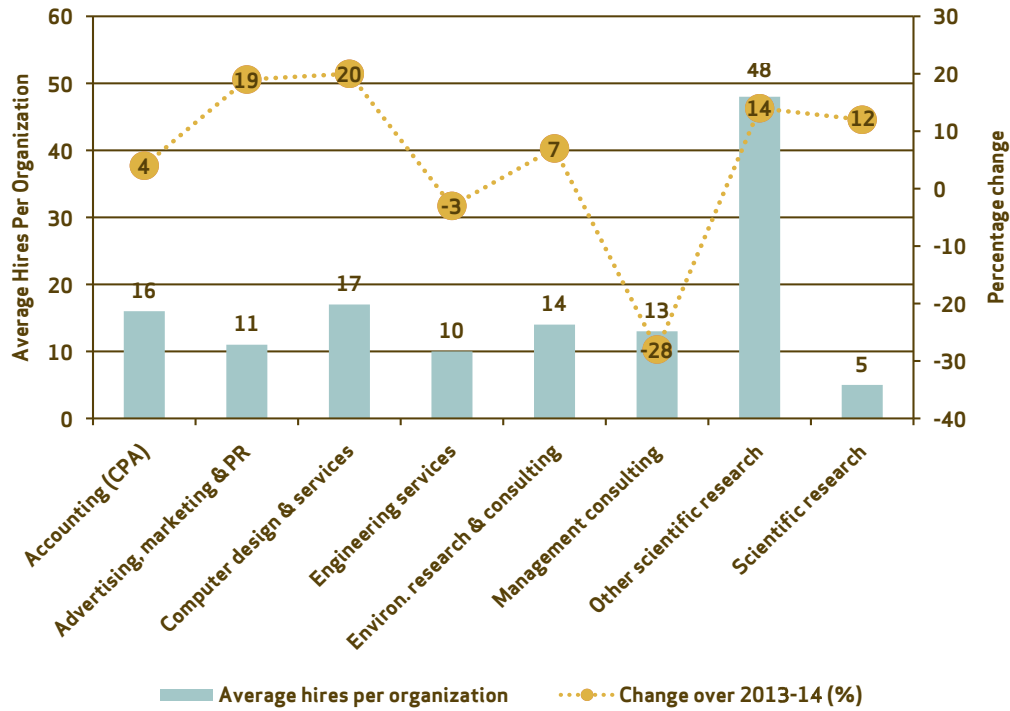
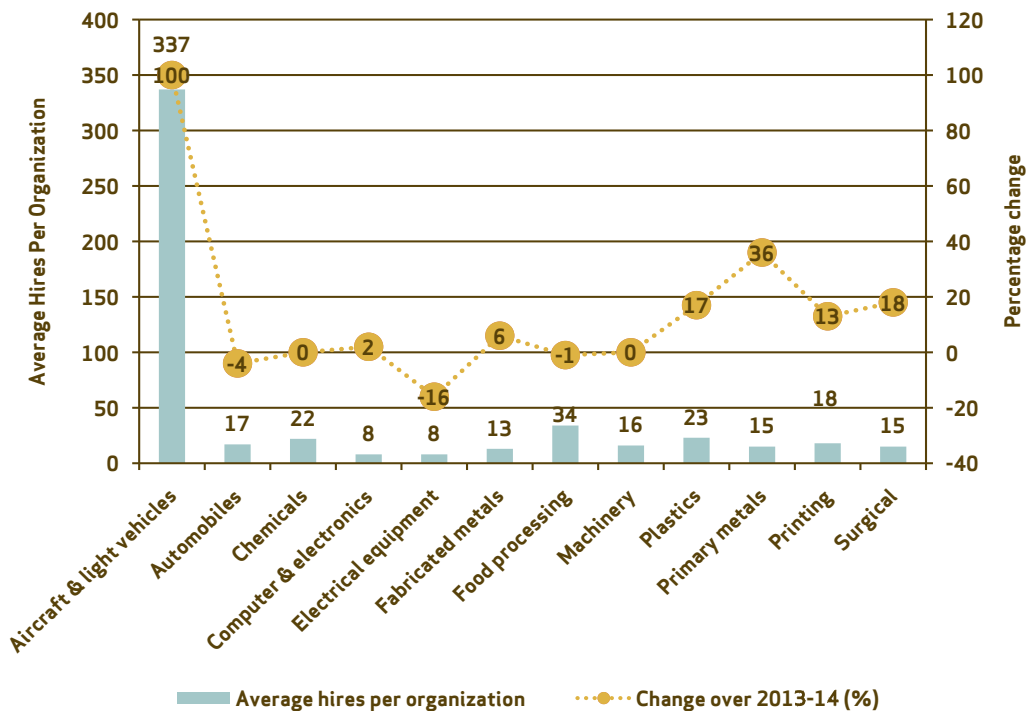


Figure 14. Hiring for Bachelor's degrees in manufacturing subsectors





Hiring by Academic Major

We delve into the majors that employers indicated they most frequently requested when seeking talent from college campuses. Employers still seek candidates with the right combination of skills and experience from all majors. One-third of employers indicated a willingness to vet any major and add them to their talent pool. The number willing to do so increased slightly this year.

Business remains the most frequently requested major. Among business majors, the top three are accounting, finance, and marketing. Computer sciences fields are also prominent among those majors clustered at the top of the list (see box). Other majors, such as communications, public relations, electrical engineering, human resources, and economics, also appear on many employer most wanted lists.

We advise readers to interpret information on hiring by academic major differently from the hiring data presented by sector and academic degree. The average hiring figures here reflect all the hires an organization expects to make that include the major tagged with information in the tables. For example, if an organization expects to hire 50 new college graduates, of which 50 percent will be business majors, the organization will recruit 25 hires from specific business disciplines and draw the remainder from non-business majors.

Another issue stems from the tension between small and large companies. When we break down the data into small groups, large companies can strongly influence the mean, despite our exclusion of several of the largest companies from this set of analyses.

We advise readers to refrain from using absolute numbers and concentrate instead on the hiring patterns across major groups. For example, among organizations seeking all business majors, hiring is expected to be down by 6 percent. Organizations seeking specific business disciplines, such as accounting, e-commerce, economics, finance, and risk management, expect to grow slowly and only by about 4 percent. The rest of business is expanding at more than 10 percent. This pattern suggests the serious contraction in hiring within the financial and insurance sector may dampen the hiring outlook for several of these majors.

MOST REQUESTED BACHELOR'S DEGREES

[REQUESTED BY MORE THAN 10% OF EMPLOYERS, IN DESCENDING ORDER]

All Majors
Accounting
All Technical Majors
Marketing
Finance
All Business Majors
Computer Science
Computer Programming
MIS (Computer Science)
Computer Information Systems
MIS (Business)
Information Sciences
Economics
Communications
Public Relations
Electrical Engineering
Human Resources
Computer Engineering
Information Security
Advertising
Logistics/Supply Chain
International Business
Mechanical Engineering
English
Psychology
Engineering Technicians

Readers can also gain a sense of the types of firms seeking specific majors. **Table 6** shows the percentage of organizations with fewer than 500 employees. When larger organizations are omitted from the mix, a higher representation of smaller firms and establishments will lower the mean. Thus, large companies are shaping hiring opportunities for majors with very high average hiring means. In hospitality, for example, respondents from corporate headquarters, not local franchise owners, provided the hiring information as a total package.

The total number of employers seeking a particular major gives a sense of how broad the employment base is in our sample. Organizations with fewer than 500 employees represent the majority of the sample at 63 percent; the remaining 37 percent employ more (for those reporting hiring information). Larger organizations tend to hire a few major groups, mainly in agriculture and natural resources and science.

We parceled out the hiring data by specific academic majors (see **table 7**). The findings in general suggest that college hiring across nearly all majors will be improving with double-digit growth. Aside from a few majors (advertising and high school education) at the Bachelor's degree level, the most disturbing contraction in the college labor market is occurring for graduates with advanced degrees in finance.

When we examined the results for specific majors, we found organizations that accept all majors in their talent pool expect to hire on average 69 Bachelor's degrees, an improvement of 9 percent over last year. The following examples reveal gains in job opportunities for nearly all majors.

Agriculture and natural resources. Organizations seeking majors in agribusiness, environmental sciences, natural resource management, and environmental sustainability expect job growth of more than 10 percent. Growth for major in plant and crop sciences and food safety may be more modest. Readers should note that the number of organizations seeking these majors ranged from 77 to 148, which injected wider variance into the calculations.

Arts and Humanities and Social Science. Organizations seeking these majors expect to improve hiring by slightly more than 10 percent. Among these, more organizations were likely to accept inquiries from English, political science, psychology, and sociology majors.

Business. Organizations seeking business majors showed wider differences in their hiring intentions. For most majors (building construction, hospitality, human resources, logistics/supply chain, and MIS), employers expect to offer 10-18 percent more opportunities this year. Accounting, economics, and finance majors may experience more competition this year; their opportunities may be increasing by about 4 percent.

Communications. Job opportunities for advertising majors are contracting slightly. Otherwise this group looks very positive. Opportunities for journalism majors may be increasing by 8 percent.

Computer science. Job growth for computer science majors looks positive. Organizations recruiting these majors continue to expand from 10-15 percent.

Engineering. The labor market for engineering majors may have shaken off the doldrums last year, even though it has been weakened by the fiscal situation. Engineering majors may expect positive gains in hiring. However, the number of organizations including some engineering majors in their hiring targets is small. Readers should, therefore, examine the data with caution.

Science. All science majors can expect to see more jobs opportunities in their fields; however, the small number of employers seeking science majors causes wide variations in the data. Chemistry, mathematics, and statistics majors can expect more job opportunities

than other scientists. Healthcare and social services majors can expect modest gains in opportunities. These numbers were gathered before national reports started tracking cutbacks in hospital staffing, especially in some southern states.

Table 6. Bachelor's degrees by major, organization size & distribution across academic disciplines

Major	Total employers seeking (#)	Employers with <500 employees (%)	Average Bachelor's degrees per company (#)	Change year over year (%)	Distribution of hires across academic disciplines	
					None (= 0%)	All (= 100%)
Agriculture & nat. resources (all)	438	58	58	15	64	5
Arts & humanities & social science (all)	732	63	52	11	38	2
Business (all)	1,432	62	39	9	10	16
Communications (all)	834	62	50	11	19	1
Education (all)	351	60	72	NC	53	10
Engineering (all)	1,045	61	35	13	26	17
Health sciences	382	62	58	NC	58	6
Sciences	594	59	68	17	41	3
Social work & counseling	362	65	71	3	n.a.	n.a.
All majors	871	69	9	n.a.	n.a.	n.a.
All technical majors	688	30	4	n.a.	n.a.	n.a.
All business majors	638	29	-6	n.a.	n.a.	n.a.
All liberal arts	294	41	3	n.a.	n.a.	n.a.

NOTE: None and all represent each end of the distribution range.

NC — no change

n.a. — not available

Table 7. Hiring for selected bachelor's degrees

Major	Total employers seeking (#)	Average Bachelor's degrees per company (#)	Change year over year (%)
<i>Agriculture & natural resources</i>			
Agribusiness	132	100	15
Environmental sciences	148	99	19
Environmental sustainability	77	164	14
Food safety	101	95	6
Natural resource management	85	135	17
Plant & crop sciences	96	86	7
<i>Arts & humanities & social science</i>			
Criminal justice	149	89	14
English	289	74	15
Foreign languages	181	86	11
History	178	81	11
International relations	175	79	11
Performing/visual arts	105	102	11
Philosophy/religion	102	112	15
Political science	208	85	17
Psychology	267	72	12
Public administration	155	80	16
Sociology/anthropology	208	81	14
<i>Business</i>			
Accounting	714	46	3
Building construction	163	105	12
E-commerce/entrepreneurship	248	57	4
Economics	483	55	4
Finance	665	48	4
Hospitality	162	115	16
Human resources	421	65	16
International business	314	72	18
Logistics/supply chain	327	76	16
Marketing	686	50	11
MIS	496	59	16
Risk management	242	73	6
<i>Communications</i>			
Advertising	341	41	-2
Communication	482	64	12
Film & video production	121	68	13
Interactive media design	165	59	20
Journalism	224	55	8
Public relations	440	56	14
Telecommunications & broadcasting	180	80	17
<i>Computer science</i>			
CIS	510	53	10
Computer programming	543	46	12
Computer science	649	44	15
Information sciences	462	53	10
Information security	336	66	14
MIS (computer)	505	50	9
Multimedia/graphic design	293	48	2

Table 7. Continued

Major	Total employers seeking (#)	Average Bachelor's degrees per company (#)	Change year over year (%)
Education			
Pre-K & kindergarten	163	97	8
Elementary	174	91	7
MS Math & science	166	103	7
MS Language arts	161	103	6
MS Social science	150	110	7
HS Math & science	177	97	-4
HS Language arts	151	109	7
HS Social science	154	108	-4
Special education	182	88	6
Engineering			
Aerospace/aeronautical	146	92	28
Agriculture/biosystems	85	86	12
Architectural	104	129	27
Bioengineering/biomedicine	114	96	16
Chemical	198	94	25
Civil	241	71	22
Computer	381	54	17
Electrical	462	51	21
Engineering technicians	254	61	22
Engineering technology	291	61	19
Environmental	156	106	31
General engineering	239	73	22
Industrial	253	71	27
Materials	155	93	33
Mechanical	334	57	19
Packaging	99	118	19
Petroleum	69	127	10
Health sciences & social services			
Counseling	175	77	11
Family/community services	151	108	20
Health administration	106	89	14
Health information systems	89	102	13
Nursing	158	76	10
Physical therapy	95	108	9
Social work	217	83	4
Therapists	92	109	6
Sciences			
Actuarial science	90	76	7
Biochemistry	139	83	11
Biology/zoology	152	73	12
Chemistry	202	92	21
Environmental sciences	157	97	14
Geological/earth sciences	115	100	11
Human biology/genetics	100	126	13
Math/applied math	273	77	17
Microbiology	95	86	12
Physics	180	95	20
Statistics	196	84	25



Hiring by Region

This year marks a departure from our historical state alignment into regions because we could not easily aggregate the data into the regional groups we used in previous reports. The result is an expansion in the number of regions and a slight tweaking of the states assigned to each region (see **fig. 15**).

The data presented here are based on all employers who indicated they recruited in the region. Thus, national employers are blended with those who recruit regionally. National employers constitute slightly less than 40 percent of the respondents in each region. The data include total hiring but focus only on hiring for Bachelor's degrees.

The overall hiring data appear to be positive (see **table 8**). Based on the organization's location, international employers expect to increase hiring for Bachelor's degrees by 16 percent; national employers, by 3 percent; and regional employers, by 5 percent. National employers were more likely to recruit from the central Midwest (OH, IL, IN, and MI) and California.

Hiring patterns in the regions are expected to be very similar to last year (see **fig. 16**). Only Mountain West expects to increase total hiring, but the increase may be modest. The remaining regions expect to contract total hiring. Hiring for Bachelor's degrees shows modest gains in most regions. Only the Upper Plains expects a slight decline (1%), and the Southeast expects to hire at the same level as last year. The remaining regions expect to increase hiring for Bachelor's degrees by 1-5 percent.

The Bachelor's labor market continues to improve – that's the good news throughout the regions. The rate of growth, however, remains modest. We need hiring to gain traction and pull forward strongly. At present, none of the regions appear poised to lead the way.

Region	Employers (#)	Total hires (avg.)	Change year over year (%)	Bachelor's degree hires (avg.)	Change year over year (%)
International	110	145	12	72	16
National	524	113	NC	77	3
Regional	1,527	27	-3	19	5
New England (CT, MA, ME, NH, RI, VT)	376	121	-1	85	2
Upper Atlantic (DE, NJ, NY, PA)	494	120	-3	84	2
Mid-Atlantic (DC, MD, VA, WV)	403	130	NC	91	3
Southeast (AL, FL, GA, KY, LA, MS, NC, SC, TN)	667	101	-5	68	NC
Central Midwest (OH, IL, IN, MI)	650	96	-2	66	1
Upper Plains (IA, MN, ND, SD, WI)	488	99	-5	65	-1
Southcentral Plains (AR, KS, MO, NE, OK, TX)	594	116	-2	79	4
Mountain West (AZ, CO, ID, MT, NM, NV, WY, UT)	535	121	1	83	5
Pacific Coast (AK, CA, HI, OR, WA)	617	101	-3	71	3
NC — No change					

Figure 15. Regional changes in total hiring & Bachelor's degree hiring

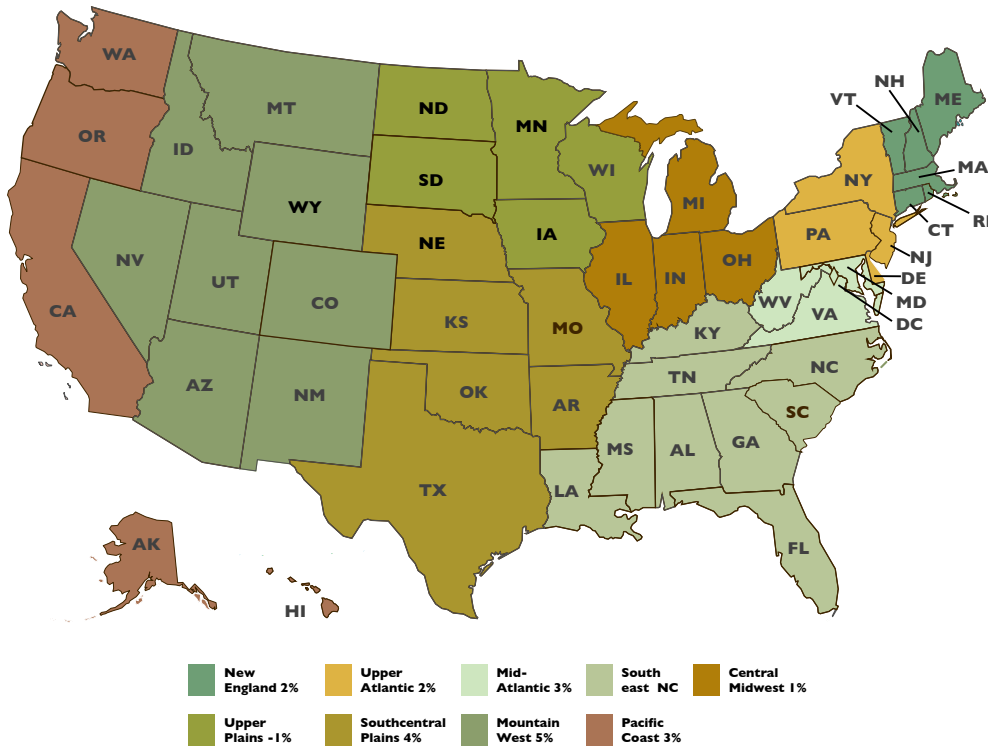
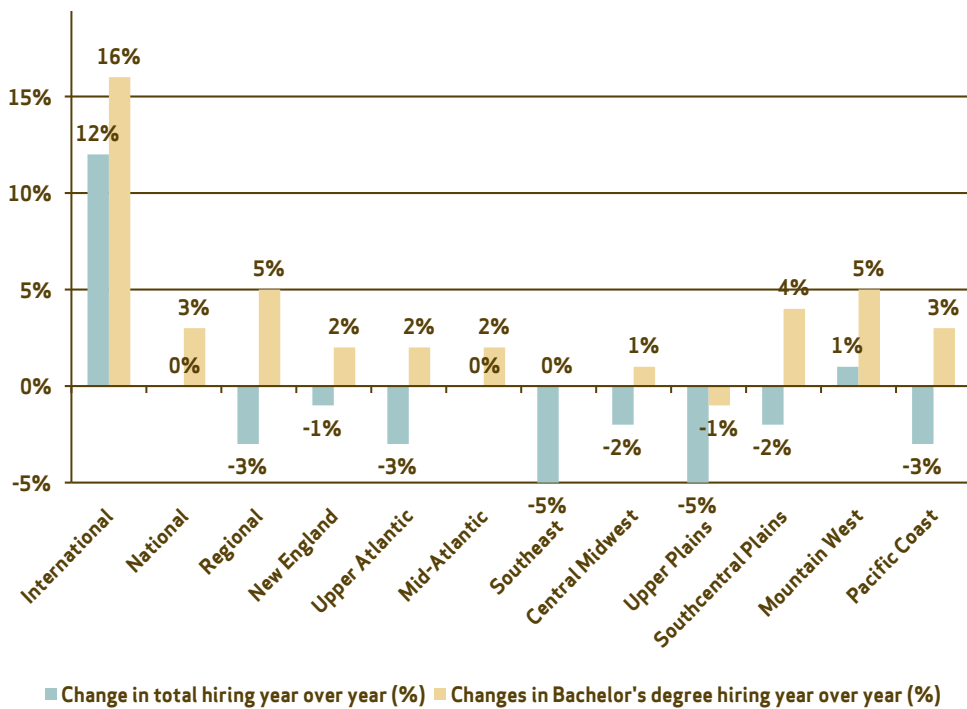


Figure 16. Hiring prospects for Bachelor's degrees by region





Recruiting Strategies

Recruiters select from a toolbox full of strategies to identify, engage, and recruit talent. The basic tool kit contains alumni connections, career fairs, campus information sessions, and internships and co-ops. **Table 9** shows the recruiting strategies survey respondents expected to use throughout the academic year, organized by where and how they are used (campus oriented, organization driven, and external agents). The active strategies organizations expected to use most often were career fairs (63%) and internships and co-ops (58%). The most popular passive methods were posting job announcements in college employment systems (82%) and organization websites (68%).

We wondered if the number of recruiting strategies an employer used influenced their hiring outcomes for the year. We divided the recruiting strategies on our list into four groups: 1-3 strategies; 4-6; 7-10, and 11 or more. Then we assigned respondents to one of the four groups depending on how many recruiting strategies they selected. By mixing respondents from all organization sizes, we discovered which strategies employers expected would be most effective. Seven percent indicated they used none; their information was so sparse that we dropped them from the analysis.

Which strategies did employers use most often?

Group 1 (1-3 strategies)

Posting positions on the college employment system	67%
Attending career fairs	21%
Posting positions on the organization's website	21%

Group 2 (4-6 strategies)

Posting positions on the college employment system	81%
Posting positions on the organization's website	60%
Hiring from the intern and co-op pool	49%
Attending career fairs	45%
Asking for resume referrals	32%
Posting positions with national web aggregators	31%

Group 3 (7-10 strategies used by 50% of this group)

Posting positions on the college employment system	92%
Posting positions on the organization's website	82%
Attending career fairs	78%
Hiring from the intern and co-op pool	71%
Visiting campus for information sessions	58%
Using alumni from target campuses	56%
Posting positions with national web aggregators	50%
NOTE: Social media, an increasingly important strategy, fell just short of the mark (48%).	

Group 4 (11 or more strategies used by 80% of this group)

Posting positions on the college employment system	98%
Posting positions on the organization's website	97%
Attending career fairs	97%
Visiting campus for information sessions	89%
Using alumni from target campuses	88%
Hiring from the intern and co-op pool	87%
Using social media	82%
NOTE: Less than 50 percent of this group used ads, consultants, and state and local job boards.	

A typical employer selected seven or eight strategies to source talent. Organizations with 100 or fewer employees settled on six or fewer (86%). Large organizations selected more than 10. Only 2 percent selected as many as 17 to 18 strategies. In most cases, the smaller the organization, the fewer the strategies. Small organizations with 101 to 500 employees, however, stood out from the others: 25 percent opted for 11 or more strategies.

Recruiting strategies also varied by sector. Sectors that selected a high number of strategies included administrative services, information services, hospitality, retail, transportation and utilities. Sectors that selected the fewest included arts and entertainment, educational services, healthcare, mining and oil, nonprofits, and wholesale.

Hiring projections for the year did not necessarily increase depending on the number of strategies an organization selected. Readers can glean from the average number of hires that smaller organizations selected 1 to 3 strategies, and their hiring projections were up strongly this year. The same is true for organizations that selected 4 to 6 strategies; their targets were 34 percent larger than last year. The projections from organizations that selected 7 to 10 strategies are troubling: hiring appears to be contracting by 5 percent. Overall, the organizations selecting the highest number of strategies expect to increase hiring by 7 percent.

Technological innovation is motivating recruiters, employers, and students to move beyond the basics and capitalize on the connections and job opportunities made through social media and job web sites (LinkedIn, Facebook, Monster, and AfterCollege). Newer intimate platforms (iPads, smart phones, and tablets) connect employers to students without intermediaries.

The most significant change in recruiting strategies has been the dramatic rise of social media – use increased from 25 percent last year to 43 percent this year (see **table 10**). Most notably, the vast majority of group 4 used social media (82%). The share of organizations using technical resources is probably underrepresented here. Respondents often listed social media, telephone or Skype interviews, and virtual career fairs under “other” options.

Some observers of college recruiting are skeptical about the effectiveness of social media for identifying and recruiting talent. We asked respondents to rate how effective social media tools have been for establishing their employment brand among college students and identifying and recruiting the right talent for their organizations. The five-point scale ranged from “not effective at all” to “extremely effective.” We focused on four high profile social media applications: LinkedIn, Facebook, Twitter, and YouTube.

None of these tools received a high effectiveness rating for establishing an organization’s employment brand. LinkedIn received the highest rating at 2.4 (somewhat effective). Nearly 20 percent said that LinkedIn was “very to extremely” effective; the next closest was Facebook at 10 percent. Respondents rated LinkedIn between “somewhat” and “fairly effective” for identifying and recruiting talent, a slight improvement compared to branding effectiveness. They rated Facebook, Twitter, and YouTube “somewhat effective” at best.

We expected and found significant differences in comparisons by organization size, economic sector, and strategy group. Organizations with fewer than 500 employees found social media were “less effective” for both branding and recruiting. Large organizations (more than 25,000 employees) found LinkedIn to be “fairly effective” in both cases. Among economic sectors, agriculture and natural resources and government found social media “less effective;” retail, transportation, and utilities rated them “fairly effective,” especially LinkedIn. Arts and entertainment and nonprofits rated Facebook higher than all the other sectors. Finally, organizations that selected the most strategies rated LinkedIn higher than the other groups but still placed their average at “fairly effective.”

Recruiting by Education Institution

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

We asked organizations to identify the types of schools they actively recruit from for talent (see **table 11**). While the majority focused on public and private institutions, 484 recruited from for-profit institutions for Bachelor’s degrees; approximately 350, from historically black colleges and universities; and 260, from Hispanic serving institutions (assuming the organization was aware of that designation).

Four-year public and private institutions. While recruiting for Bachelor’s degrees is expected to increase by 7 percent this year, hiring for advanced degrees does not look promising. Projections for MBAs indicate a 23 percent decline in the number of opportunities from last year. A comparable increase at advanced degree institutions will not be sufficient to override

SOCIAL MEDIA WEBSITES FOR RECRUITING

Recruiters, employers, and students are connecting through social media, but rating results are mixed.
LinkedIn
Facebook
Monster
AfterCollege

this projected loss. The one bright spot among advanced degrees will be recruiting for PhDs: targets are expected to be 25 percent higher than last year.

Historically black and Hispanic serving institutions. Although recruiting at these institutions tends to occur on a smaller scale than others, organizations expect to improve recruiting by more than 10 percent. The employers tend to be very large organizations (>10,000 employees); each expects to recruit 134 or more new Bachelor's degrees this year. Students at these institutions may experience more robust recruiting than counterparts attending neighboring public and private institutions.

Two- and four-year for-profit institutions. Small organizations (<500 employees) represent nearly 65 percent of employers who recruit talent from for-profit institutions. They tend to be more evenly distributed across economic sectors than all other survey respondents. Finance and insurance, manufacturing, and professional and scientific services are the top sectors expecting to recruit the most new graduates from these institutions. Their talent search focuses clearly on computer science and IT majors, followed by business majors from accounting, finance, and marketing.

Associate's degree institutions. More employers reported hiring for Associate's degrees than reported recruitment activities at two-year colleges. Employers with active recruiting programs appear to be achieving better results than those who use other hiring methods. Recruiting at public two-year institutions is expected to grow solidly at 9 percent, certainly not as spectacular as last year. However, recruiting appears to be contracting at for-profit institutions by 12 percent.

Table 9. Percent of employers using recruiting strategies & average Bachelor's degree hires per strategy

Recruiting strategy	Number of employers selecting	Employers using strategy (%)	Bachelor's degree hires per organization (avg.)	Change year over year (%)
<i>Campus oriented</i>				
Post positions in employment system	1,854	82	41	7
Career fairs	1,416	63	57	7
Internship/co-ops	1,342	58	45	7
Information sessions	1,111	49	66	6
Resume referrals	1,030	44	48	4
Faculty connections	990	42	55	5
On-campus interviews	915	40	71	6
Alumni organizations	431	18	80	4
<i>Organization driven</i>				
Post positions on company website	1,534	68	50	6
Alumni from target colleges	1,112	47	52	NC
Social media	994	43	61	8
Employee referrals	836	35	53	6
<i>External agents</i>				
National web aggregators	1,023	45	54	5
Targeted job fairs (off campus)	661	30	83	7
General job fairs (off campus)	594	28	92	3
Local and state job boards	515	23	64	5
Ads (professional outlets)	452	22	54	1
Consultants	430	18	20	-6
NC — No change				

Table 10. Effectiveness of social media for branding & talent acquisition

Source	Mean	Not at all	Somewhat	Fairly	Very to extremely
Branding					
LinkedIn	2.4	37	30	24	19
Facebook	1.9	43	29	18	10
Twitter	1.7	58	23	13	6
YouTube	1.5	71	15	9	4
Talent acquisition					
LinkedIn	2.5	27	28	22	23
Facebook	1.8	52	27	14	6
Twitter	1.5	69	21	9	3
YouTube	1.3	79	13	6	2

Table 11. Hiring projections for education institutions

Institution	Employers actively recruiting (#)	Average hires per company (#)	Change in hiring year over year (%)
Two-year public institutions			
Certificate	330	19	10
Associate's degree	472	17	9
Four-year public & private institutions			
Private (Bachelor's degrees only)	1,474	48	9
Public (Bachelor's degrees only)	1,183	50	3
Two- & four-year for-profit institutions			
Associates degree	295	25	-12
Bachelor's degree	484	60	6
Universities (public and private)			
Bachelor's degree	1,788	45	7
MBA	602	10	-23
Master's degree	696	15	-4
PhD	290	12	25
Professional	139	15	-7
Advanced-degree institutions only			
MBA	99	11	23
Master's degree	128	20	19
PhD	81	12	98
Professional	44	22	3
Historically black colleges & universities (Bachelor's degrees only)	342	134	11
Hispanic serving institutions (Bachelor's degrees only)	259	159	13



Starting Salaries

We are finally seeing the recession's grip on starting salaries ease for the first time since 2008. More organizations (32%) expect to increase starting salaries this year. Only 67 percent of respondents expect to hold the line on salaries; although they represent the majority, a 6 percentage point drop from last year confirms our assertion. Only 1 percent planned to make lower salary offers than they did last year. The salary increases employers expect to offer are inching upward to 6 percent (1 percentage point higher than last year). Seventy-nine percent expect to offer increases of 6 percent or less; 48 percent expect to limit increases to 3 percent or less. Twenty-one percent expect to provide increases that exceed 7 percent.

The average starting salary offers for Bachelor's degrees range from a low of \$37,349 for social work majors to a high of \$57,123 for electrical engineering majors (see **fig. 17**). Looking at the data across all majors, offers for annual starting salaries will range between \$40,000 and \$45,000.

Across all degree levels, engineering majors can expect the highest salary offers, followed by computer science, information technology, and selected business majors (see **table 12**). MBA offers will come in around \$60,000, but the range is wide, running from around \$30,000 for a small nonprofit to \$175,000 for a large financial service organization. Among PhDs, engineering, computer science, and science PhDs will receive the highest starting salaries.

A few organizations expect to add to their basic salary package by offering bonuses. Only 6 percent are offering signing bonuses, but the numbers are slowly inching upward. More organizations expect to award performance bonuses, often paid at the end of the first year of employment. Nearly 25 percent of respondents expect to offer starting salaries near the industry average or keep them low and add strong performance incentives after employees complete 12 months of employment.

Commission based salary offers are on the rise. Creeping up 3 percentage points to 13 percent, organizations expect to offer two types of salaries: commission only or a basic salary plus commissions. This year 3 percent expect to offer commission based packages; another 10 percent expect to offer a basic salary augmented with commissions.

In reviewing the starting salaries organizations expect to offer this year, readers should understand:

- The average salaries account for a base salary only and do not include signing bonuses, estimated commissions, or other salary incentives.
- The lower end of the salary range is truncated and omits stipends, short-term assignments, and part-time salaries.
- The top end of the salary range has not been adjusted at this time.
- The salaries are not adjusted by industry, location, or organizational size. (We will address the comparisons and adjustments in a detailed report in March, 2014).

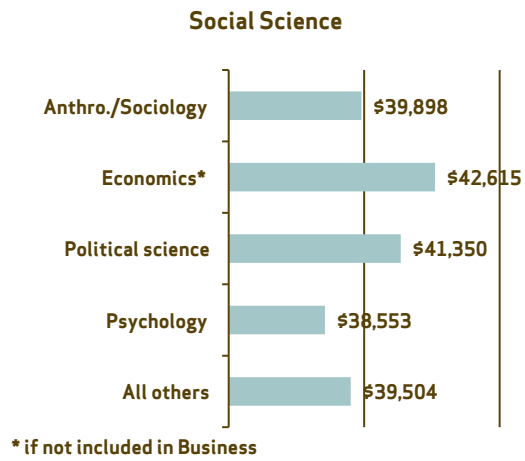
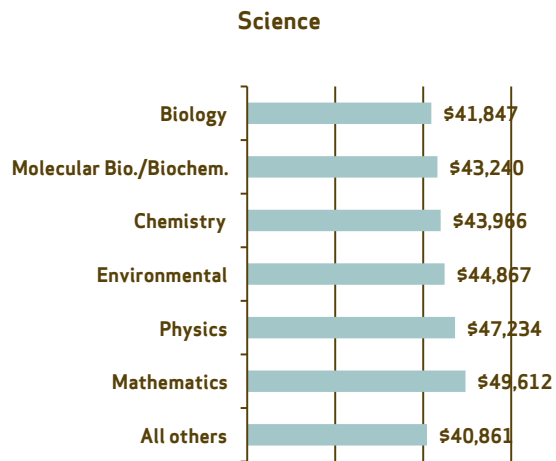
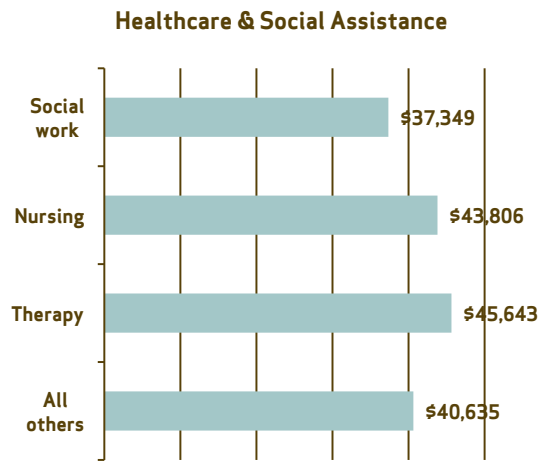
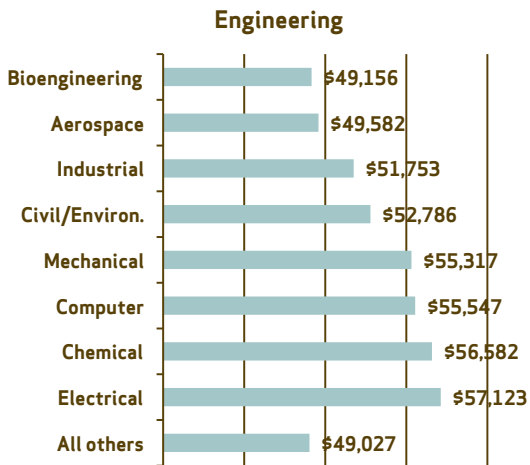
Although we report starting salaries as averages, many organizations expect to work within ranges. (We advise students to research the starting salaries for a specific organization before they submit resumes or applications. We also remind students that those with less work experience start at the lower, not the top, end of the salary ranges companies offer.)

Table 12. Average starting salaries for Associate's & advanced degrees	
Degree	Annual salary (\$)
Associate's	
Business (all majors)	39,134
Computer science (all majors)	46,992
Engineering/technical (all majors)	46,266
Health services/technicians/technologists (all)	34,878
Nursing	38,121
All other Associate Degrees	34,065
Master's	
MBA	59,491
Accounting	54,968
Computer science	65,431
Engineering	63,957
Health services	61,978
Labor industrial relations/HR	51,522
Physical and biological sciences	46,902
Social sciences	42,874
All other Master's degrees	48,411
PhD and Professional	
Business PhD	57,744
Engineering/computer science PhD	78,860
Law JD	61,165
Physical and biological sciences PhD	63,033
Social sciences and humanities PhD	54,955

Figure 17. Average starting salaries for Bachelor's degrees



Figure 17. Continued





Forces Shaping the College Hiring Season

Under the surface, the college labor market appears to be ready to take off with some force. This year's rather modest increase of 7 percent is dampened by the retrenchment within the finance and insurance sector. If financial services expected to hire as many people as they did last year, hiring for Bachelor's degrees would be up more than 10 percent overall. The real wet blanket having a chilling effect on the college labor market for the past two years has been the political brinkmanship in Washington, DC. Congressional action or inaction probably has limited growth in the college market by 3-5 percent for each of the past two years. Without it, the market would have been performing with double-digit growth. The outlook remains promising because economists still favor modest economic growth into 2014; however, no one can predict whether the growth will translate into more jobs.

Organizations face other obstacles this recruiting season. Since the pace of recruiting has picked up during the past several years, we wondered how that might influence the timing for recruiting activities. We see organizations trying to cram most of their recruiting into the early months of the academic year. Can this intense, short recruiting season be sustained?

While a job candidate's ability to use smart technology will certainly influence many occupations, training in basic business and organizational skills seems to be the main focus for many employers. Employers want their candidates to know how to manage a budget, conduct a meeting, provide customer service, sell a product, etc.

Recruiters face daily challenges both in the office and on the road. We often do not see these challenges up close, but some representatives were willing to share the everyday obstacles affecting their hiring targets.

Timing Recruiting to Meet Hiring Goals

Over the past several years, recruiters have expressed a sense of urgency to meet hiring goals by the end of fall term, leaving the spring term open for recruiting interns and co-ops. This year approximately 44 percent of organizations recruiting for full-time positions expected to complete hiring by the end of December. This corresponds to a 6 percentage point drop from the past two years and may suggest that employers are resuming activities that place them on campus consistently throughout the year. The rest of the data, however, suggest their increased presence on campus is more a matter of coping with uncertainty. Twenty-seven percent expect to recruit on campus during the spring term and possibly during the summer, the same as last year. Twenty-two percent indicate they are not sure when they will start hiring but expect to do so sometime before the middle of 2014. Fewer employers are deferring hiring decisions; only 6 percent report they are unlikely begin hiring until early 2015.

All organizations regardless of size expect to time their recruiting activities in much the same way. Large organizations will probably be the most active throughout the entire academic year. The real question is when the unsure employers recruiting on campus expect to make offers.

Many organizations plan their recruiting activities according to their sector's production or service schedule:

- **Fall 2013.** Many organizations in these sectors expect to complete on-campus recruiting by the end of the fall term: agriculture and natural resources (53%), finance and insurance services (53%), professional and scientific services (51%), retail (61%), and utilities (58%). Sectors less likely to be pressured to complete hiring this fall include arts and entertainment (28%), government (32%), and nonprofits (30%). The delay in the arts and entertainment sector may have more to do with seasonal hiring activity than other concerns.
- **Spring and summer 2014.** Education organizations invariably concentrate their hiring in the late spring and summer (42%). Other sectors expect to be active during this period: accommodations (38%), the remainder of agriculture and natural resources (30%), construction (38%), and wholesale (38%).
- **Uncertain 2014.** Despite aggressive fall recruiting, 41 percent of mining and oil companies are not sure when they will actually be hiring this year. Other sectors where hiring remains uncertain include government (42%), healthcare and social assistance (27%), manufacturing (27%), and nonprofits (43%).

While only 6 percent of organizations expect to delay hiring until 2015, some sectors may be more likely to do so than others. Sectors with the highest concentration of organizations delaying hires include accommodations (12%), information services (10%), and utilities (8%).

Coping with Skill Shortages

We asked organizations which talent management strategies they were likely to incorporate during the next five years to circumvent skill shortages. We included the six options presented in last year's survey. This year we added a seventh option — We will not change our current strategy on talent development.

We will move our operations because of talent availability. Only 5 percent of respondents selected this strategy to tap into a larger talent pool. Finance and insurance companies and mining and oil companies were more likely to consider this option (10%), as were larger organizations.

We will acquire other companies to circumvent skill shortages. Less than 10 percent opted for this strategy. One of the leading sectors using acquisitions was information services (17%). Internet companies frequently acquire other companies solely for their talent. Other sectors likely to use acquisitions included agriculture and natural resources (14%), mining and oil (14%), and utilities (15%). Organizations involved in acquisitions generally have 500 or more employees.

We will partner with other organizations to gain access to talent. Nearly one-fifth of respondents expected to pursue this strategy. Sectors favoring this strategy included agriculture and natural resources (24%), mining and oil (24%), and utilities (37%). Three sectors were less likely to opt for partnerships: construction (13%), finance and insurance (11%), and wholesale (9%). Small organizations with fewer than 100 employees were more likely to seek partnerships.

We will make significant technology investments. Less than one-quarter (23%) of respondents expected to make significant investments in smart technology to offset skill shortages. While the percentage incorporating technology increased slightly with organization size, all organizations used technology substitution as a key component of their talent management strategy. Sectors more likely to seek technology applications included information services (29%), real estate and leasing (32%), retail (28%), and wholesale (37%). Sectors less likely to

employ a technology strategy included accommodations (16%), arts and entertainment (16%), educational services (18%), and nonprofits (18%).

We will aggressively participate in early talent development programs on college campuses and sharply focus recruiting efforts. Thirty percent of respondents expected to adopt strategies to identify emerging talent on college campuses earlier than they currently do and conduct more focused and strategic recruiting activities. Organizations with more than 500 employees expected to begin working with younger students (37% to nearly 50% depending on organization size) if they were not already doing so. Organizations with fewer than 500 employees most often lacked the resources for year-round, on-campus recruiting programs and were less likely to engage in either of these activities. Sectors expecting to begin targeted programs earlier this year than last included agriculture and natural resources (38%), manufacturing (37%), real estate and leasing (37%), information services, retail, and wholesale (all at 35%). Sectors less likely to venture into early engagement included arts and entertainment (14%), government (16%), healthcare and social assistance (21%), and nonprofits (17%).

We will significantly increase the amount of training available to employees. Nearly 45 percent of organizations expected to expand training as their major thrust for meeting skills deficiencies. Although size did not seem to determine whether an organization expected to increase training, the smallest organizations were less likely to devote more time and effort in this area. Half of the organizations with 500 to 4,000 employees expected to ramp up training. The top sectors expecting to use this strategy included retail (53%), wholesale (59%), and utilities (52%). Trailing only slightly behind at 49%, professional and scientific services, a major sector for new college hires, also expected to expand training activities.

We will not change our current strategy on talent development. Just over one-fifth (22%) indicated that their current talent development program was doing the job or at least did not need alteration. Organizations with fewer than 100 employees were more likely to maintain their current strategy; large organizations were noticeably absent from this category. The sectors most likely to maintain their current programs included arts and entertainment (31%), government (34%), and nonprofits (26%). Government recruiting strategies are fairly well defined and specified, making alterations difficult but necessary if government agencies wish to stay in the talent hunt. Sectors less likely to stand pat with current practices included information services (14%) and retail (only 16%). Construction, transportation, and utilities each came in at 16 percent.

Obstacles to Achieving Hiring Goals

Nearly 3,000 employer representatives provided insight about the problems they face with recruiting. We did not complete a detailed classification of all the comments. Instead, we identified several important themes and included respondents' written comments under each theme.

Competition. By far the biggest problem is competition. Since the economy is expanding modestly, labor needs are beginning to increase. More companies are returning to campus, increasing competition for the available talent pool. Increased competition also requires organizations to maintain a certain amount of employment brand recognition so that they attract the best job candidates. All organizations perceive a real shortage in the labor supply. Sometimes the shortages pertain to individuals who know specific software programs or engineering applications. More often, however, the talent shortage arises because college students lack the experience, skills, and competencies organizations desire.

- We are being outbid by bigger companies for scarce talent.

- Competition is increasing as other companies are now bouncing back from economic struggles in prior years and are hiring more people.
- We have open positions, but there is a talent gap or at least difficulty in finding enough of these highly skilled people for our organization. We could grow at a faster rate if there were enough talented people available.

Preparation for work. Every year we document employers' concerns that students are not prepared to enter the workforce, concerns that do not change year after year. Employers consistently question a new graduate's skills, maturity, professional demeanor, and ability to communicate with diverse colleagues.

- We have a hard time finding the right match (organizational fit) with the culture and values of our company.
- We have a hard time finding candidates with the correct work ethic, individuals who are coachable and disciplined. We want college graduates who have challenged themselves in academics, current employment, and involvement in their community.
- We want flexible, well-rounded individuals who fit our values based on culture. They can't just be super smart. Interpersonal skills, internship experience, the abilities to be creative and think outside the box, and the willingness to get their feet wet and be open minded to learning are important. The more somebody has been involved in organizations, the more confidence they have. They tend to present themselves better during interviews.
- Colleges and universities often provide unfair salary expectations to students with no prior experience. Working hard, growing, developing key skills and experiences, along with being mobile are the key factors for continual upward mobility with many companies that students should realize are important.
- We want to hire motivated individuals with that "can do" attitude. Soft skills sell, and few candidates know how to highlight these talents in an interview.
- Degrees and performance within academic programs mean less and less every year. The best performer might be the student who did not do that great, and the best school performers sometimes have a very poor perception of working in the real world.
- Lack of experience is hard to overcome. You can teach someone, but they need practical hands-on experience in the workplace. Work ethic is way different today.
- Experience mixed with education is a plus, even if it is limited exposure to a work environment via internships (paid/unpaid), volunteerism, or part-time work. Many organizations do not want to spend an excessive amount of time training; they prefer a candidate who can "hit the ground running" as soon as possible for continuity.

Shift in the marketplace. College recruitment is beginning to shift to a "candidate's" market rather than an "employer's" market. The unemployment rate for college grads is down.

- Students are being pursued in unique ways and are looking to be "courted!"
- We have a hard time attracting and keeping talented employees. Our salaries are behind market due to the fact that we did not give our employees any type of increase from 2008 to 2012.
- Our obstacles are going to be gaining student's interest in our company and making the candidate feel special.

Student expectations. Students come to the workplace with unrealistic expectations about salary, job assignments, and immediate advancement opportunities. These

unhealthy expectations lead to disillusionment: those who cannot adjust quit and find another job. Throughout the recruiting process and into their early career, young adults fail to demonstrate appropriate dress, communication, and motivation in their work environment.

- Many students come in with the illogical assumption that because they have a degree they will get paid a certain amount.
- Candidates have misconstrued ideas about the working world, including how much work is expected.
- Graduates have to learn how to make their own opportunities or show their value beyond just putting in their hours.
- College allows students to major in liberal arts, which do support career-focused degrees but do not prepare students for the job market. We have hundreds who apply with degrees in history, English, psychology, etc. but are unable to perform a job.
- Candidates are not dressed or groomed appropriately and do not conduct themselves in ways that would make us interested in hiring them.
- Right now we have two active postings on university systems, both of which ask in at least three places in the posting for a cover letter and resume to be submitted; 30% or more still do not submit a cover letter. Of the remaining 70%, only 25% actually included our company name or any other indication they did anything more than send a canned letter.
- Many undergraduates are trending towards going straight on to a Master's program, rather than taking the time to work before considering an advanced degree. We encourage work experience after undergraduate study to better inform professional development.
- The biggest challenges we see are students lacking the drive and motivation to move forward in an unfamiliar field.

Economy. While the Affordable Care Act has received lots of attention — you either love it or hate it — it is not the main problem facing most organizations. Instability in the economy caused primarily by Congressional action or inaction has unsettled a segment of employers who have essentially put hiring on hold. Guess what? They have learned that they can do with fewer employees and can reduce their number of new hires.

- Our main concerns are business stability and belief in stability throughout the world. As small as we are, we feel the impact of business nervousness.
- Customers are tightening spending. ROI must occur within 12 to 18 months when it used to be 3 to 5 years. The main reasons are economic uncertainty, the Affordable Care Act, and the potential devaluation of the dollar.
- The major hurdles for us are (a) spending cuts by Congress and (b) spending uncertainty from the agencies because of no budget approval and not knowing what the continuing resolutions will contain. These are killers for contractors.

Internal issues. Internal issues sometimes prevent college hiring managers from carrying out robust and consistent recruiting programs. Budgets slashed several years ago have not been restored, resulting in lean recruiting staffs. Recruiters may have other responsibilities and thus are not available to cover as many campuses as they did before the recession. The lack of clear corporate hiring decisions means that some organizations are scrambling at the last minute to recruit.

- We have budget constraints related to sequestration.

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- Our budget constraints prevent us from offering competitive pay or opportunities for advancement.
- Our budget for travel has been reduced by 90%; we are unable to travel to areas where highly qualified candidates reside.
- The delay in our internal communication system is often too long, allowing potential recruits to accept another offer.
- New executives reviewing the organization are instituting workforce realignment initiatives and staff reductions as a result of budget constraints.
- We lack the staff time to actually do recruiting.

Recruiting Strategies. Not all organizations have effective recruiting strategies. Some follow processes that require too much time between interviews and hiring decisions; the lag time often delivers poor results. Some use poorly designed branding efforts, or none at all, to attract students to their organization. Others fail to nurture relationships with student organizations and contacts in education institutions who can place them in front of students.

- We are unable to make timely offers to students before they accept another offer for two reasons: they settle on their second choice because we weren't timely in getting an offer out to the individual and they thought they were not going to receive one from us. They choose another offer because they didn't understand and gain knowledge of our company and know what a great fit it would be for them.
- We try to keep candidates warm while we make decisions from the initial contact to the offer. Sometimes the process takes longer than the candidates want, so we lose candidates because we want to make the right hiring decisions.
- We need to advertise adequately so that we reach the ears and eyes of those willing to take the risk needed to be successful in our industry. We have a hard time finding people with "gusto."
- Lack of responses to job postings on social media such as LinkedIn or at career/job fairs may cause students to miss the window of a hire. Many times students are focused (rightly so) on course projects when employers are looking for candidates in the spring.
- Our industry, which is dominated by mostly small businesses with less than 25 employees, has no organized recruiting efforts. Individuals may not even know a career in our industry exists.

Career Services. Some employers are unhappy with the career services office they deal with on campuses they visit or approach to assist with their recruiting events.

- Some are better than others. Professors sometimes do not allow companies into their classrooms or do not take an active role in helping their students find jobs.
- We have a hard time figuring out where college grads are looking for jobs since they do not seem to use the tools provided by career services.
- Career services does not seem interested in sending our position announcements to the right students. They just put them out to the entire student body with very poor results for us.
- Career services is not always effective in helping us organize events that attract soon-to-be graduates to learn more about the opportunities we have. We have some schools that can attract 100 plus students to an event and some schools that just send out an e-mail and attract fewer than 10 individuals.



Internships & Co-ops

Nearly 2,300 full-time recruiters and internship program representatives reported their plans to engage college students in pre-professional practices. Only 7 percent do not expect to provide any this year. Approximately 54 percent expect to award internships and 23 percent expect to hire students during the school year or summer in positions related to their field of study. Twelve percent expect to offer co-operative education opportunities; these respondents largely represent the construction, manufacturing, mining and oil, and utilities sectors. The remaining respondents expect to offer clinical, apprenticeship, practicum, or professional practice (e.g., student teaching).

We asked respondents to indicate their primary purpose for awarding internships and co-ops. Sixty percent expect to identify and develop talent for full-time employment (60%). Their other major reasons for conducting these programs include supplemental staffing on projects (21%), and talent development for their profession (14%). On the low end of the scale, respondents mention social responsibility (4%). No one mentions using interns and co-ops to cover for absent staff.

The rationale for using internships varies by organization size. Among organizations with more than 4,000 employees, 82-87 percent identify talent development as the primary reason for their programs. Few express any interest in aiding professional development or fulfilling social responsibility. Larger midsize organizations (1,500-4,000 employees) not only invest in internship programs for talent development (71%) but also leverage interns to supplement staffing on special projects (14%).

Among smaller organizations, the rationale was more diffuse. Organizations with 101 to 1,500 employees choose talent development (62%). Sixteen percent employ interns to supplement staffing, and 18 percent indicate they are developing talent for the profession. The smallest organizations indicate they are developing full-time talent for possible employment in their organization (44%), supplementing staff on projects (32%), developing talent for the profession (17%), and fulfilling social responsibility (6%).

Nearly 80 percent of employers who hire interns and co-ops expect to seek new ones during this academic year. A group of respondents indicate their internship targets have not been set for the year and will not be known until early 2014 when they award the majority of their internships. Thirty-seven percent expect to increase hiring for interns and co-ops; only 5 percent expect to decrease. The majority expects to keep intern and co-op hires at the same level as last year.

Respondents expect to hire an average of 30 interns and co-ops per organization (see **table 13**). However, the variation is wide: many organizations expect to hire only one or two; several expect to hire several thousand. The average number of hires by organization size is more insightful, but even some small

PRIMARY PURPOSE FOR INTERNSHIPS & CO-OPS

Identify & develop talent	60%
Supplement staffing for special projects & targeted assignments	21%
Aid profession by developing talent	14%
Fulfill social responsibility	4%

organizations expect to hire a large number of interns compared to their number of full-time paid employees.

Several economic sectors expect to hire large numbers of interns and co-ops. Mining and oil tops the list and expects to hire an average 186 interns and co-ops per organization. Retail expects to hire an average of 78. Manufacturing (an average of 49) and finance and insurance (an average of 43) expect to hire more modestly. Sectors where organizations expect to recruit 15 or fewer interns and co-ops per organization include business, construction, government, professional and scientific services, and wholesale.

The mix of paid and unpaid internships has not changed for the past several years. About 67 percent of organizations expect to offer paid internships (see **fig. 18**). The largest organizations expect to pay more than 87 percent of their interns (up 7 percentage points from last year); only 37 percent (still more than last year) of very small organizations expect to pay. Among smaller organizations, more expect to offer unpaid or a mix of paid and unpaid internships depending on the specific skills they seek.

Education services, healthcare and social assistance, and nonprofits – the three sectors primarily motivated to develop a profession and fulfill social responsibility – are more likely to offer unpaid or mix of paid and unpaid internships. Unpaid internships comprise 38 percent of the total internships for education; 46 percent for healthcare services; and 50 percent for nonprofits. Arts and entertainment, at 51 percent, expects to award the highest number of unpaid internships; this sector includes museums, zoos, and similar venues. Other pockets of unpaid internships are found in government (35%) and information services (primarily broadcasting, film, and print media) (26%). Several sectors exclusively offer paid internships, including agriculture and natural resources, construction, manufacturing, and mining and oil.

Internships awarded in exchange for academic credit give some organizations pause. About 25 percent do not want to deal with them. The requirements for pairing with and reporting student performance to education institutions sometimes appear to be too onerous, although the number of organizations willing to participate is growing. Larger organizations are slightly more willing to participate than smaller ones. An additional 18 percent will award academic credit if the education institution requires the experience as part the student's academic program. The good news is that the majority (53%) have no problem working with interns who elect to receive academic credit.

Organizations have several methods for sourcing their internship and co-op pipeline, from national web aggregators that specialize in internships to referrals from past interns or current employees. When we asked respondents to select from a list of options which source was the most effective for finding qualified candidates, 66 percent selected direct contact with college and university career centers. An additional 12 percent selected referrals from current employees. Respondents indicated modest support from other on-campus options: through academic units (7%), student organizations (5%), and referrals from past interns (4%). A minority used niche web aggregators (2%) and large web aggregators (4%).

We also asked respondents to report the hourly wages paid to interns and co-ops (see **table 14**). Hourly wages do not include stipends, bonuses, commissions, or housing allowances. (We did not convert annual salaries to an hourly wage.) The range of wages shows low dollar amounts because several respondents reported participation in work-study programs. The average wage for interns and co-ops ranges between \$12 and \$17, depending on the student's academic major.

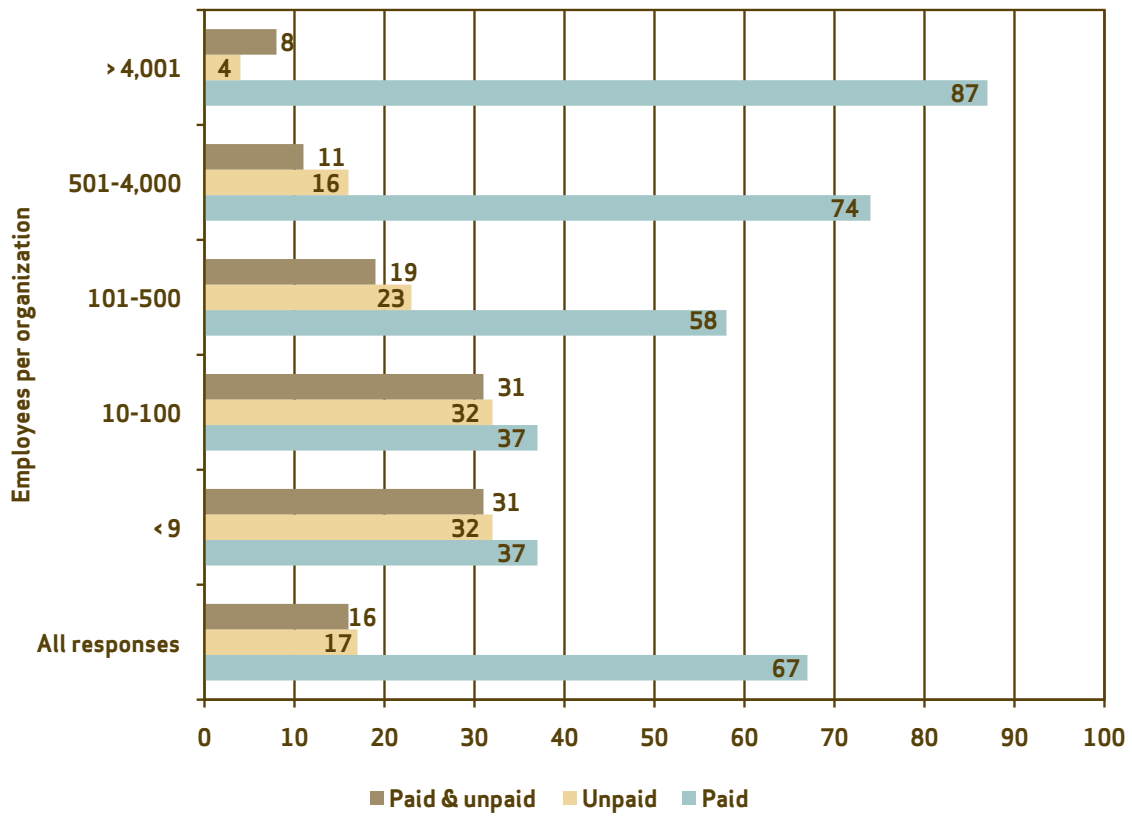
Table 13. Hiring for interns & co-ops, 2013-14

Employees per organization	Average hires per organization (#)
< 9	7
10-100	9
101-500	16
501-1,500	22
1,501-4,000	34
4,001-10,000	82
10,000-25,000	60
> 25,000	142

Table 14. Hourly wages for interns & co-ops in selected sectors

	Employers reporting hourly wage (#)	Average hourly wage	Hourly wage range
Engineering	771	\$16.56	\$6.25–\$50
Accounting	407	\$14.77	\$6.50–\$32
Physical & biological sciences	137	\$14.54	\$5.00–\$35
Health sciences	95	\$14.28	\$6.50–\$50
Business	578	\$13.81	\$4.00–\$48
Agriculture & natural resources	104	\$13.41	\$6.50–\$30
Social science, humanities, communications & media	259	\$12.43	\$6.50–\$30

Figure 18. Mix of payments for internships and co-ops





Focus of Recruiting & College Initiatives

Since 2007 we have included several survey questions probing the vulnerability of certain groups ranging from older graduates with more than 20 years of experience who are re-entering the labor market or trying to find a new job in very tight conditions to new graduates entering the labor market straight out of college with no professional experience. The vulnerability ratings for new college hires remained stubbornly high through 2010. Over the past two years the ratings have shrunk; new graduates are encountering a much more inviting situation. In our most recent iteration of this question, we made the question less ambiguous by asking organizations how serious they were about extending their recruiting activities to certain groups.

We asked respondents to rate how serious their organization was about recruiting six categories of job candidates: early career candidates (new graduates with no professional experience and those with no more than two years of experience); early career candidates with three to five years experience since graduation or that level of experience; returning veterans; job candidates with disabilities; international undergraduates; and international graduate students (see **table 15**). The rating scale ranged from “will make no serious effort” to “will make a very serious effort.”

This year’s results show that organizations are more serious than last year about recruiting early career candidates in both groups and returning veterans. Last year 59 percent were “serious” to “very serious” about hiring early career candidates with less than two years experience; this year 65 percent reported this level of seriousness. Employers expect to be slightly more serious about hiring veterans than last year. We included candidates with disabilities for the first time this year and employers report they will be “modestly serious” about recruiting them. Seventy-five percent of respondents expect to make “no effort” or “opportunistic effort” recruiting international students (no difference from last year).

Organization size plays a significant role in determining how serious an employer will be. The larger the organization, the more serious their recruiting becomes. For early career candidates with two years experience or less ($F=19.64, .000$), the largest organizations expect to be “very serious” (mean 4.21). The smallest firms were only making a “modest to serious” effort (mean 3.54). The pattern was similar for early career candidates with three to five years experience ($F=26.26, .000$), veterans ($F=28.43, .000$), and candidates with disabilities ($F=22.67, .000$). The largest organizations expect to make a “modest to serious” effort to recruit international graduate students.

The organization’s economic sector also produced some interesting differences.

- Arts and entertainment expects to be “modestly serious” about recruiting early career candidates with fewer than two years experience, a rating significantly lower than all other sectors ($F=2.40, .001$).
- Educational services expect to be “serious” about recruiting early career candidates with three to five years experience, a rating significantly higher than manufacturing and information services ($F=1.94, .009$).

- Arts and entertainment, business, nonprofits, and professional and scientific services organizations expect to be less than “modestly serious” about recruiting veterans (F=3.96, .000).
- Arts and entertainment, business, information services, professional and scientific services, real estate and leasing, and wholesale expect to recruit candidates with disabilities only if the opportunity arises (F=2.35, .001)

Table 15. Effort employers expect to expend recruiting various groups

Group	Mean	None to opportunistic effort (%)	Serious to very serious effort (%)
Early career (0-2 years experience)	3.82	16	65
Early career (3 -5 years experience)	3.64	18	61
Veterans	3.05	35	39
Students with disabilities	2.51	53	22
International undergraduate students	1.81	76	9
International graduate students	1.80	76	9



Hitting the Mark: Measuring the Success of College Recruiting Programs

For the past several years we have been collaborating with a small group of employers to measure how well their college recruiting programs are performing. We started with several well-discussed variables: conversion rates from internship and co-op programs, offer acceptance rates, and the contribution of college hires to total annual professional hires. We added these measures to the survey to see if we could obtain broad benchmarks to use as reference points for internal comparisons. In this year's survey, we not only included seven benchmarks but also tried to capture the extent to which organizations measure recruiting performance and identify which measures they use in their evaluations.

Key Performance Measures

A few words about statistics will help readers use these measures appropriately. Common in measures such as these, the distribution is not normal: it tends to cluster at the ends of the ranges or is influenced by a cluster of organizations around a particular value. As a result the average may not actually reflect the midpoint of the range. A better measure may be the median or the true middle of the distribution. We provide the average, the median, the range, and the quartile ranges for comparison.

In the internship and co-op conversion rates, we found a troubling problem with what the zero value actually means. Based on comments from employer representatives, zero could represent a variety of outcomes.

- Employers did not convert eligible interns or co-ops to full-time employment.
- They were unable to hire interns or co-ops last year and therefore could not offer jobs to this group.
- They did not hire interns last year for unspecified reasons (common among responses for MBA and Master's degree conversion calculations).
- They did not hire interns because most continue education (medical fields) or take jobs with others (K-12 education).
- Interns or co-ops were ineligible for employment because they returned to school.
- Respondents returned a zero value without providing a designation or reason.

We accounted for the zeros by looking at the data from two different perspectives – one that includes zeros and one that excludes them.

Percentage of all internships and co-op offers accepted by candidates from colleges and universities

Mean: 76%

Median: 85%

Range: 0-100 percent (3% indicating 0 and 28% indicating 100%)

Quartiles: <69%, 70-84%, 85-99%, 100%

We gave respondents specific instructions on how to calculate the conversion rates: divide the total number of interns and co-ops who accepted full-time employment offers by the total number who were seeking full-time employment and exclude interns and co-ops who were not ready for employment. For example, suppose an organization had 100 interns and co-ops with Bachelor's degrees, of whom 80 were eligible for full-time employment, and the other 20 were sophomores or juniors and not ready for employment. Of the 80 eligible candidates, the organization offered employment to 40 people and 20 accepted. The conversion rate in this example is would be 25 percent. (The offer acceptance rate would be 50% but was not used in this exercise.)

Conversion rate for interns and co-ops with Bachelor's degrees to full-time hires

Mean: 36%	Mean (adjusted): 47%
Median: 25%	Median (adjusted): 50%
Range: 0-100 percent (25% indicating 0 and 9% indicating 100%)	
Quartiles: 0, 1-24%, 25-54%, >55%	
Quartiles (adjusted): <19%, 20-49%, 50-74%, >75%	
NOTE: The adjusted mean and median remove the 0 responses.	

Conversion rate for interns and co-ops with MBAs to full-time hires

Mean: 17%	Mean (adjusted): 47%
Median: 0%	Median (adjusted): 50%
Range: 0-100 percent (65% indicating 0 and 6% indicating 100%)	
Quartiles: 0%, 0%, 1-19%, >20%	
Quartiles (adjusted): <14%, 15-49%, 50-74%, >75%	
NOTE: The adjusted mean and median remove the 0 responses.	

Conversion rate for interns and co-ops with Master's degrees to full-time hire

Mean: 19%	Mean (adjusted): 46%
Median: 0%	Median (adjusted): 50%
Range: 0-100 percent (58% indicating 0 and 8% indicating 100%)	
Quartiles: 0%, 0%, 1-24%, >25%	
Quartiles (adjusted): <19%, 20-49%, 50-74%, >75%	
NOTE: The adjusted mean and median remove the 0 responses.	

Percent of full-time offers accepted from entire intern and co-op pool

Mean: 68%
Median: 80%
Range: 0-100% (3% indicating 0 and 24% indicating 100%)
Quartiles: 0-49%, 50-79%, 80-89%, >90%
NOTE: The adjusted mean and median remove the 0 responses.

Percent of full-time hires from intern and co-op pool

Mean: 27%	Mean (adjusted): 38%
Median: 10%	Mean (adjusted): 25%
Range: 0-100% (30% indicating 0 and 8% indicating 100%)	
NOTE: The adjusted mean and median remove the 0 responses.	

Percent of professional hires recruited from colleges and universities, July 2012–June 2013

Mean: 45%
Median: 40%
Range: 0-100% (11% indicating 0 and 16% indicating 100%)
Quartiles: 0-6%, 7-39%, 40-79%, >80%
NOTE: The adjusted mean and median remove the 0 responses.

Evaluation of College Recruiting Programs

Approximately 40 percent of respondents collected information to evaluate their college recruiting programs. Organization size does make a big difference: only 18 percent of the smallest organizations evaluated their efforts compared with 67 percent of the largest. Sector comparisons were also revealing. Construction (49%), finance and insurance (44%), mining and oil (76%), and retail (44%) were more likely to evaluate their programs. Accommodations (33%), agriculture and natural resources (27%), arts and entertainment (18%), government (30%), healthcare and social assistance (30%), and nonprofits (21%) were less likely to do so.

Commonly Used Measures

Based on our earlier work, we identified 19 different measures an organization could use to evaluate their recruiting program. We asked respondents to indicate which measures they currently used or wished they could use in their evaluations. Respondents chose the following top measures:

- full-time offer acceptance rate (27%)
- retention after one year (27%)
- offer rate (22%)
- retention after 5 years (21%)
- cost per hire (19%)
- intern/co-op conversion rate (17%)
- compensation data (17%)

The commonality of usage was surprising. While the largest organizations used more measures, including diversity hires and internship and co-op acceptance offers, all organizations consistently used the most important measures.

Less than 15 percent of respondents selected the remaining options. Only 7 percent selected the one measure that examined financial comparison by sourcing method. This measure could be one of the more important markers to follow because it addresses the effectiveness of money spent on different recruiting activities.



Final Thoughts

As I penned these final lines, the Federal government released the job figures for October and the revised numbers for September. Both months provided impressive, unexpected job gains. These figures belie the undercurrents in the labor market swirling with uncertainty. Fundamental economic data, not drama in Washington, DC, appear to be framing organizations' decisions. Some economic observers are now positing that organizational leadership has adjusted to the recurring political breakdowns and is discounting these disruptions in planning.

Uncertainty still plays a central role in shaping hiring projects this year. It could provide the means to delay setting annual hiring targets until solid economic growth projections are reported during the third quarter. Or organizations simply wish to recruit early in September under the aegis of uncertainty and then solidify their hiring plans at the beginning of winter/spring term — a practice in recent years that has become a habit. As uncertainty ebbs, we can expect hiring to continue into the spring. It is too early to say how much the labor market will strengthen in spring 2014, but evidence suggests the college hiring period may be longer than last year.

Probably the more troubling aspect of this year's college recruiting outlook is the situation in the finance. Right up to the release of this report, banks were announcing large cuts in positions as they dropped derivative operations and reduced their mortgage units. These reductions will ripple into underwriting, real estate, and related functions, but the effect on the rest of the labor market is unknown at this time. The college labor market, however, is beginning to heat up with double-digit expansion — enough to cover these banking sector losses and still remain competitive for new graduates seeking employment.

Several years of potential double-digit expansion are in our immediate future. Does this mean students can coast through their upper class years knowing a job awaits them? Not if they want a good job. Employers still want college students with experience and the ability to show promise beyond their academic work.

The October 2013 issue of *Fortune* contains timely guidance for employers, recruiters, and students entering the college recruiting season. In his "Insights" column, Geoff Colvin echoes the sentiments of Michigan State University's President Simon, who believes that vital content knowledge such as accounting, supply chain, and engineering will be taught by the organization itself or learned online by individuals. What surrounds the content, not the content itself, then becomes essential for success. Colvin interviewed Anand Mahindra, managing director of Mahindra Group, and Harish Manwani, chief operating officer of Unilever. Both of them had much to say about leadership development — lessons Colvin says we "ignore at our peril." Mahindra said people must be inspirational and have global sensibilities. Manwani said people must be "value-led and purpose driven." In other words, soft skills are the hard stuff of which great employees are made.

In the same issue, Adam Lashinsky quoted Deep Nishar of LinkedIn: “A great product manager has the brain of an engineer, the heart of a designer, and the speech of a diplomat.” Nishar is talking about T-shaped professionals! Even with a robust, supply-side friendly market, graduates will still need to show what they bring to the table.

Young people have much to offer the world in whatever ways inspire them. They are eager to take on issues that make their life and the future better. All students need the capability to meet these challenges – the capability they can best learn during their college years. Their academic experience must integrate disciplinary, interdisciplinary, and experiential learning. It should be part of the education institution’s mission to give students these challenges beginning the day they walk on campus as first-year students.

Our challenge remains: we must embrace our responsibility to align students with emerging opportunities and not leave them wandering lost, just hoping something good happens. So make sure each student is

Focused, Directed & Connected

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

A handwritten signature in brown ink, reading "Phil Lashinsky". The signature is written in a cursive style with a large initial "P".



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Recruiting Trends 2013—2014

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Table 1. Factors shaping organization recruiting activities

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

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

Table 2. Comparison of hiring targets, 2013 & 2014

Degree	Employers hiring	Average hires 2013	Average hires 2014	Change year over year (%)
Associate's	740	18.7	17.2	-8
Bachelor's	2,074	37.8	40.6	7
MBA	655	12.1	9.2	-24
Master's	731	14.7	14.2	-4
PhD	303	9	11.4	26
Professional	151	17	15.7	-8
Total hires	2,204	52.8	53.9	2

Table 3. Changes in employer hiring projections & jobs, 2013-14

Degree	Change in direction of hiring projections	Available positions per degree	Change from 2012-13 (%)
Associate's	↑	18	67
	↓	9	-57
	NC	33	
Bachelor's	↑	64	37
	↓	16	-49
	NC	27	
MBA	↑	13	60
	↓	7	-66
	NC	10	
Master's	↑	22	58
	↓	6	-57
	NC	14	

↑ Increase
 ↓ Decrease
 NC — No change

Table 4. Percentage change in hiring , 2012-13 to 2013-14

Degree	Employees				
	501-1,500	1,501-4,000	4,001-10,000	10,000-25,000	> 25,000
Associate's	-7	17	-53	-9	19
Bachelor's	2	-8	18	-11	19
MBA	-12	-47	-15	-83	-4
Master's	-14	-49	-13	12	37
PhD	10	22	24	10	63
Professional	-30	>100	-5	>100	2
Total	2	-13	3	-16	19

Table 5. Employer outlook v. sector outlook for Bachelor's degrees

Employees	Outlook for the college job market		Direction of hiring 2013-14
	Overall (mean)	Sector (mean)	
< 9	2.95	3.02	↑
10-100	2.66	3.18	↑
101-500	2.83	3.33	↓
501-1,500	2.99	3.41	NC
1,501-4,000	2.87	3.41	↓
4,001-10,000	2.95	3.49	↑
10,001-25,000	3.02	3.6	↓
> 25,000	3.14	3.65	↑

↑ Increase
↓ Decrease
NC — No change

Table 6. Bachelor's degrees by major, organization size & distribution across academic disciplines

Major	Total employers seeking (#)	Employers with <500 employees (%)	Average Bachelor's degrees per company (#)	Change year over year (%)	Distribution of hires across academic disciplines	
					None (= 0%)	All (= 100%)
Agriculture & nat. resources (all)	438	58	58	15	64	5
Arts & humanities & social science (all)	732	63	52	11	38	2
Business (all)	1,432	62	39	9	10	16
Communications (all)	834	62	50	11	19	1
Education (all)	351	60	72	NC	53	10
Engineering (all)	1,045	61	35	13	26	17
Health sciences	382	62	58	NC	58	6
Sciences	594	59	68	17	41	3
Social work & counseling	362	65	71	3	n.a.	n.a.
All majors	871	69	9	n.a.	n.a.	n.a.
All technical majors	688	30	4	n.a.	n.a.	n.a.
All business majors	638	29	-6	n.a.	n.a.	n.a.
All liberal arts	294	41	3	n.a.	n.a.	n.a.

NOTE: None and all represent each end of the distribution range.

NC — no change

n.a. — not available

Table 7. Hiring for selected bachelor's degrees

Major	Total employers seeking (#)	Average Bachelor's degrees per company (#)	Change year over year (%)
<i>Agriculture & natural resources</i>			
Agribusiness	132	100	15
Environmental sciences	148	99	19
Environmental sustainability	77	164	14
Food safety	101	95	6
Natural resource management	85	135	17
Plant & crop sciences	96	86	7
<i>Arts & humanities & social science</i>			
Criminal justice	149	89	14
English	289	74	15
Foreign languages	181	86	11
History	178	81	11
International relations	175	79	11
Performing/visual arts	105	102	11
Philosophy/religion	102	112	15
Political science	208	85	17
Psychology	267	72	12
Public administration	155	80	16
Sociology/anthropology	208	81	14
<i>Business</i>			
Accounting	714	46	3
Building construction	163	105	12
E-commerce/entrepreneurship	248	57	4
Economics	483	55	4
Finance	665	48	4
Hospitality	162	115	16
Human resources	421	65	16
International business	314	72	18
Logistics/supply chain	327	76	16
Marketing	686	50	11
MIS	496	59	16
Risk management	242	73	6
<i>Communications</i>			
Advertising	341	41	-2
Communication	482	64	12
Film & video production	121	68	13
Interactive media design	165	59	20
Journalism	224	55	8
Public relations	440	56	14
Telecommunications & broadcasting	180	80	17
<i>Computer science</i>			
CIS	510	53	10
Computer programming	543	46	12
Computer science	649	44	15
Information sciences	462	53	10
Information security	336	66	14
MIS (computer)	505	50	9
Multimedia/graphic design	293	48	2

Table 7. Continued

Major	Total employers seeking (#)	Average Bachelor's degrees per company (#)	Change year over year (%)
Education			
Pre-K & kindergarten	163	97	8
Elementary	174	91	7
MS Math & science	166	103	7
MS Language arts	161	103	6
MS Social science	150	110	7
HS Math & science	177	97	-4
HS Language arts	151	109	7
HS Social science	154	108	-4
Special education	182	88	6
Engineering			
Aerospace/aeronautical	146	92	28
Agriculture/biosystems	85	86	12
Architectural	104	129	27
Bioengineering/biomedicine	114	96	16
Chemical	198	94	25
Civil	241	71	22
Computer	381	54	17
Electrical	462	51	21
Engineering technicians	254	61	22
Engineering technology	291	61	19
Environmental	156	106	31
General engineering	239	73	22
Industrial	253	71	27
Materials	155	93	33
Mechanical	334	57	19
Packaging	99	118	19
Petroleum	69	127	10
Health sciences & social services			
Counseling	175	77	11
Family/community services	151	108	20
Health administration	106	89	14
Health information systems	89	102	13
Nursing	158	76	10
Physical therapy	95	108	9
Social work	217	83	4
Therapists	92	109	6
Sciences			
Actuarial science	90	76	7
Biochemistry	139	83	11
Biology/zoology	152	73	12
Chemistry	202	92	21
Environmental sciences	157	97	14
Geological/earth sciences	115	100	11
Human biology/genetics	100	126	13
Math/applied math	273	77	17
Microbiology	95	86	12
Physics	180	95	20
Statistics	196	84	25

Table 8. Hiring by employer geographic recruiting area for Bachelor's degrees & total hires

Region	Employers (#)	Total hires (avg.)	Change year over year (%)	Bachelor's degree hires (avg.)	Change year over year (%)
International	110	145	12	72	16
National	524	113	NC	77	3
Regional	1,527	27	-3	19	5
New England (CT, MA, ME, NH, RI, VT)	376	121	-1	85	2
Upper Atlantic (DE, NJ, NY, PA)	494	120	-3	84	2
Mid-Atlantic (DC, MD, VA, WV)	403	130	NC	91	3
Southeast (AL, FL, GA, KY, LA, MS, NC, SC, TN)	667	101	-5	68	NC
Central Midwest (OH, IL, IN, MI)	650	96	-2	66	1
Upper Plains (IA, MN, ND, SD, WI)	488	99	-5	65	-1
Southcentral Plains (AR, KS, MO, NE, OK, TX)	594	116	-2	79	4
Mountain West (AZ, CO, ID, MT, NM, NV, WY, UT)	535	121	1	83	5
Pacific Coast (AK, CA, HI, OR, WA)	617	101	-3	71	3
NC — No change					

Table 9. Percent of employers using recruiting strategies & average Bachelor's degree hires per strategy

Recruiting strategy	Number of employers selecting	Employers using strategy (%)	Bachelor's degree hires per organization (avg.)	Change year over year (%)
<i>Campus oriented</i>				
Post positions in employment system	1,854	82	41	7
Career fairs	1,416	63	57	7
Internship/co-ops	1,342	58	45	7
Information sessions	1,111	49	66	6
Resume referrals	1,030	44	48	4
Faculty connections	990	42	55	5
On-campus interviews	915	40	71	6
Alumni organizations	431	18	80	4
<i>Organization driven</i>				
Post positions on company website	1,534	68	50	6
Alumni from target colleges	1,112	47	52	NC
Social media	994	43	61	8
Employee referrals	836	35	53	6
<i>External agents</i>				
National web aggregators	1,023	45	54	5
Targeted job fairs (off campus)	661	30	83	7
General job fairs (off campus)	594	28	92	3
Local and state job boards	515	23	64	5
Ads (professional outlets)	452	22	54	1
Consultants	430	18	20	-6
NC — No change				

Table 10. Effectiveness of social media for branding & talent acquisition

Source	Mean	Not at all	Somewhat	Fairly	Very to extremely
<i>Branding</i>					
LinkedIn	2.4	37	30	24	19
Facebook	1.9	43	29	18	10
Twitter	1.7	58	23	13	6
YouTube	1.5	71	15	9	4
<i>Talent acquisition</i>					
LinkedIn	2.5	27	28	22	23
Facebook	1.8	52	27	14	6
Twitter	1.5	69	21	9	3
YouTube	1.3	79	13	6	2

Table 11. Hiring projections for education institutions

Institution	Employers actively recruiting (#)	Average hires per company (#)	Change in hiring year over year (%)
<i>Two-year public institutions</i>			
Certificate	330	19	10
Associate's degree	472	17	9
<i>Four-year public & private institutions</i>			
Private (Bachelor's degrees only)	1,474	48	9
Public (Bachelor's degrees only)	1,183	50	3
<i>Two- & four-year for-profit institutions</i>			
Associates degree	295	25	-12
Bachelor's degree	484	60	6
<i>Universities (public and private)</i>			
Bachelor's degree	1,788	45	7
MBA	602	10	-23
Master's degree	696	15	-4
PhD	290	12	25
Professional	139	15	-7
<i>Advanced-degree institutions only</i>			
MBA	99	11	23
Master's degree	128	20	19
PhD	81	12	98
Professional	44	22	3
Historically black colleges & universities (Bachelor's degrees only)	342	134	11
Hispanic serving institutions (Bachelor's degrees only)	259	159	13

Table 12. Average starting salaries for Associate's & advanced degrees

Degree	Annual salary (\$)
Associate's	
Business (all majors)	39,134
Computer science (all majors)	46,992
Engineering/technical (all majors)	46,266
Healthcare services/technicians/ technologists (all) Nursing	34,878
All other Associate Degrees	38,121
	34,065
Master's	
MBA	59,491
Accounting	54,968
Computer science	65,431
Engineering	63,957
Health services	61,978
Labor industrial relations/HR	51,522
Physical and biological sciences	46,902
Social sciences	42,874
All other Master's degrees	48,411
PhD and Professional	
Business PhD	57,744
Engineering/computer science PhD	78,860
Law JD	61,165
Physical and biological sciences PhD	63,033
Social sciences and humanities PhD	54,955

Table 13. Hiring for interns & co-ops, 2013-14

Employees per organization	Average hires per organization (#)
< 9	7
10-100	9
101-500	16
501-1,500	22
1,501-4,000	34
4,001-10,000	82
10,000-25,000	60
> 25,000	142

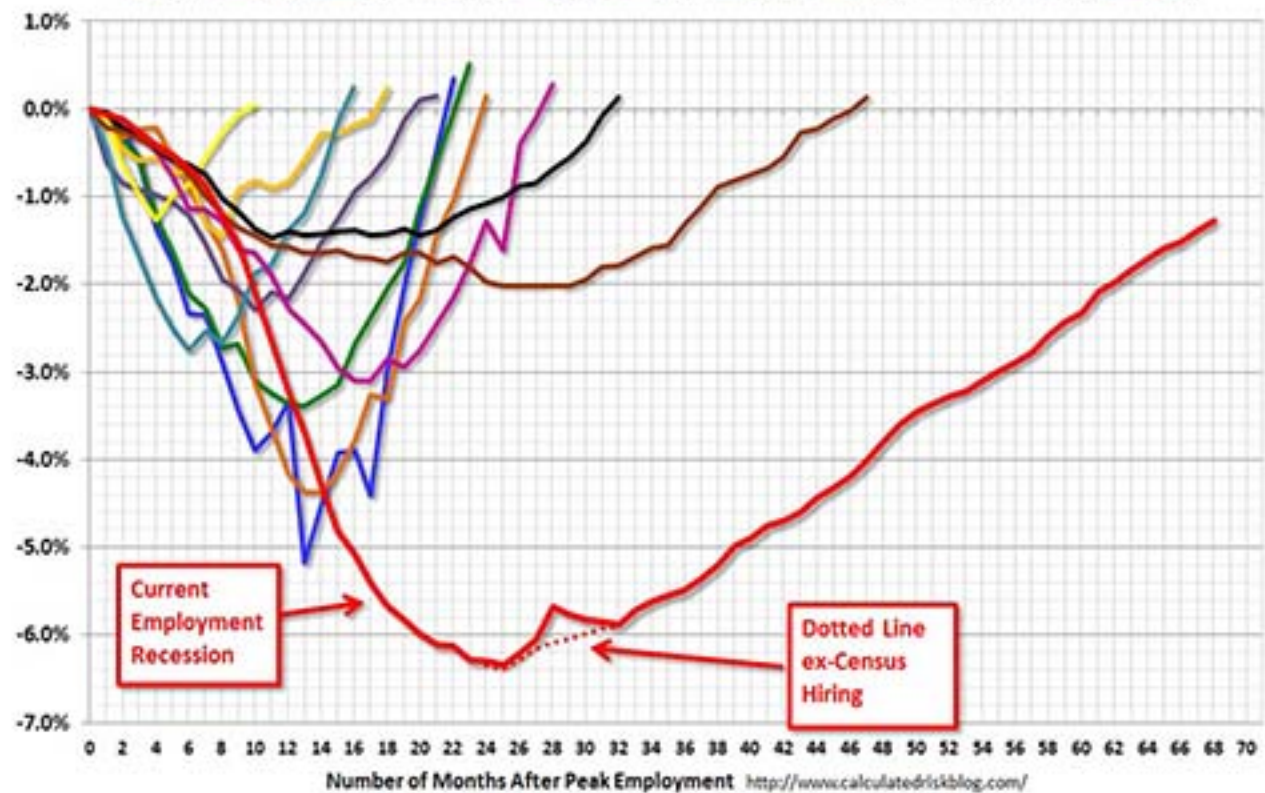
Table 14. Hourly wages for interns & co-ops in selected sectors

	Employers reporting hourly wage (#)	Average hourly wage	Hourly wage range
Engineering	771	\$16.56	\$6.25–\$50
Accounting	407	\$14.77	\$6.50–\$32
Physical & biological sciences	137	\$14.54	\$5.00–\$35
Health sciences	95	\$14.28	\$6.50–\$50
Business	578	\$13.81	\$4.00–\$48
Agriculture & natural resources	104	\$13.41	\$6.50–\$30
Social science, humanities, communications & media	259	\$12.43	\$6.50–\$30

Table 15. Effort employers expect to expend recruiting various groups

Group	Mean	None to opportunistic effort (%)	Serious to very serious effort (%)
Early career (0-2 years experience)	3.82	16	65
Early career (3 -5 years experience)	3.64	18	61
Veterans	3.05	35	39
Students with disabilities	2.51	53	22
International undergraduate students	1.81	76	9
International graduate students	1.80	76	9

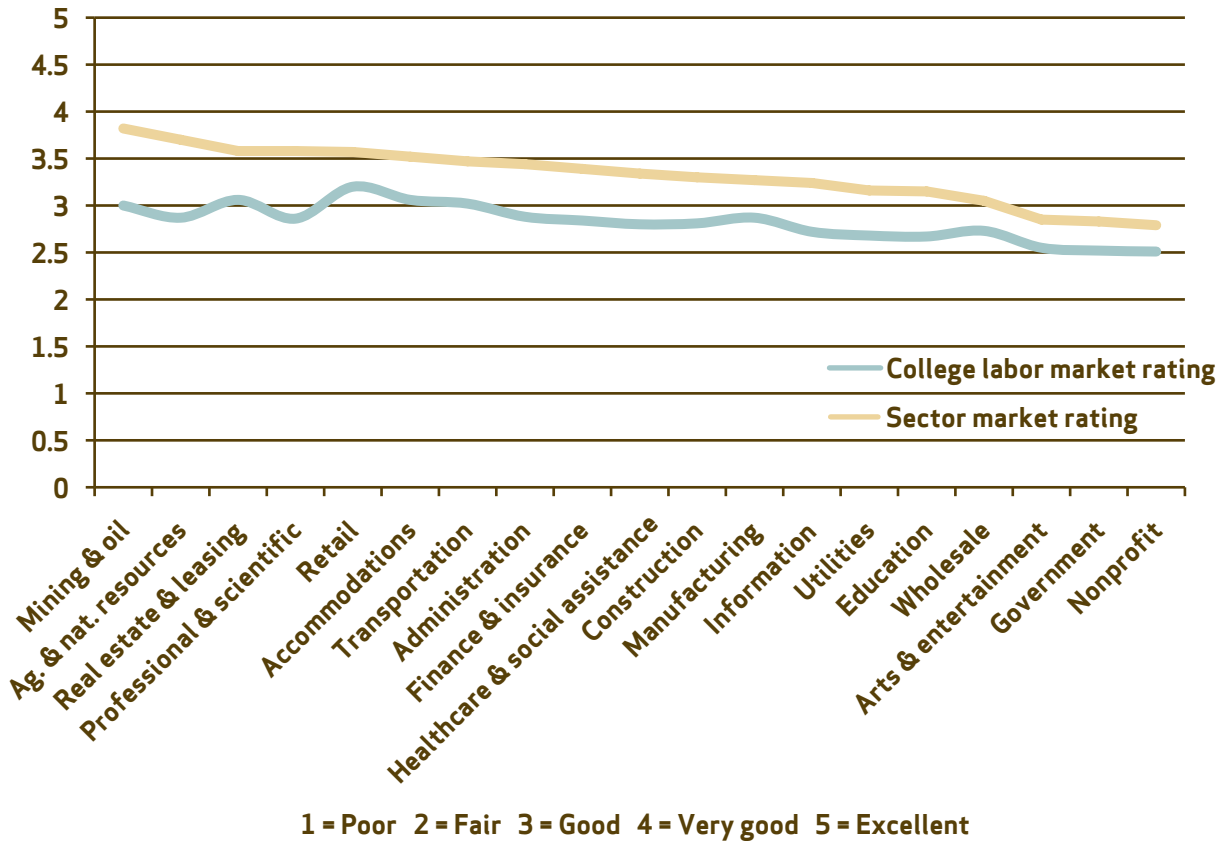
— 1948 — 1953 — 1957 — 1960 — 1969 — 1974 — 1980 — 1981 — 1990 — 2001 — 2007

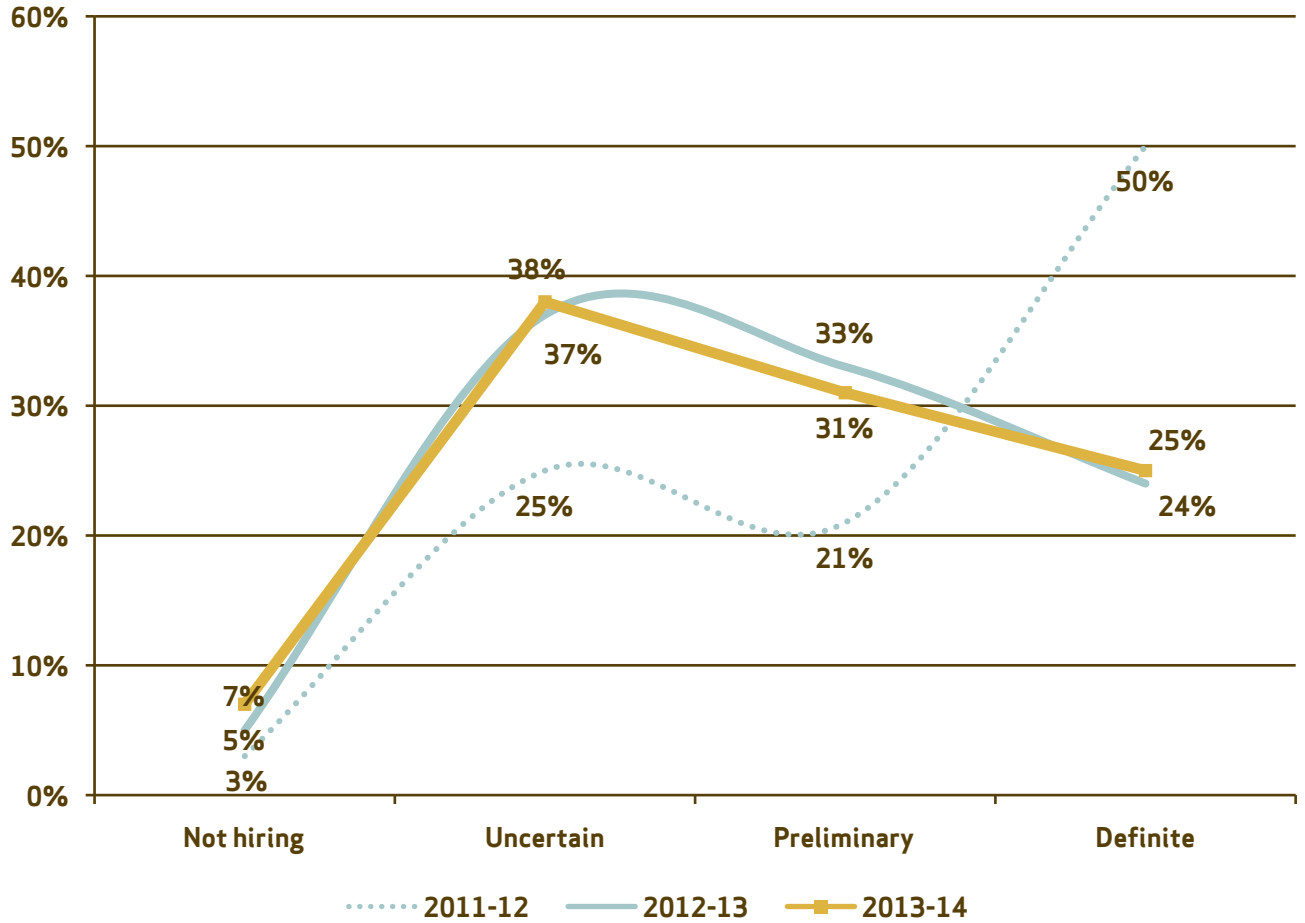


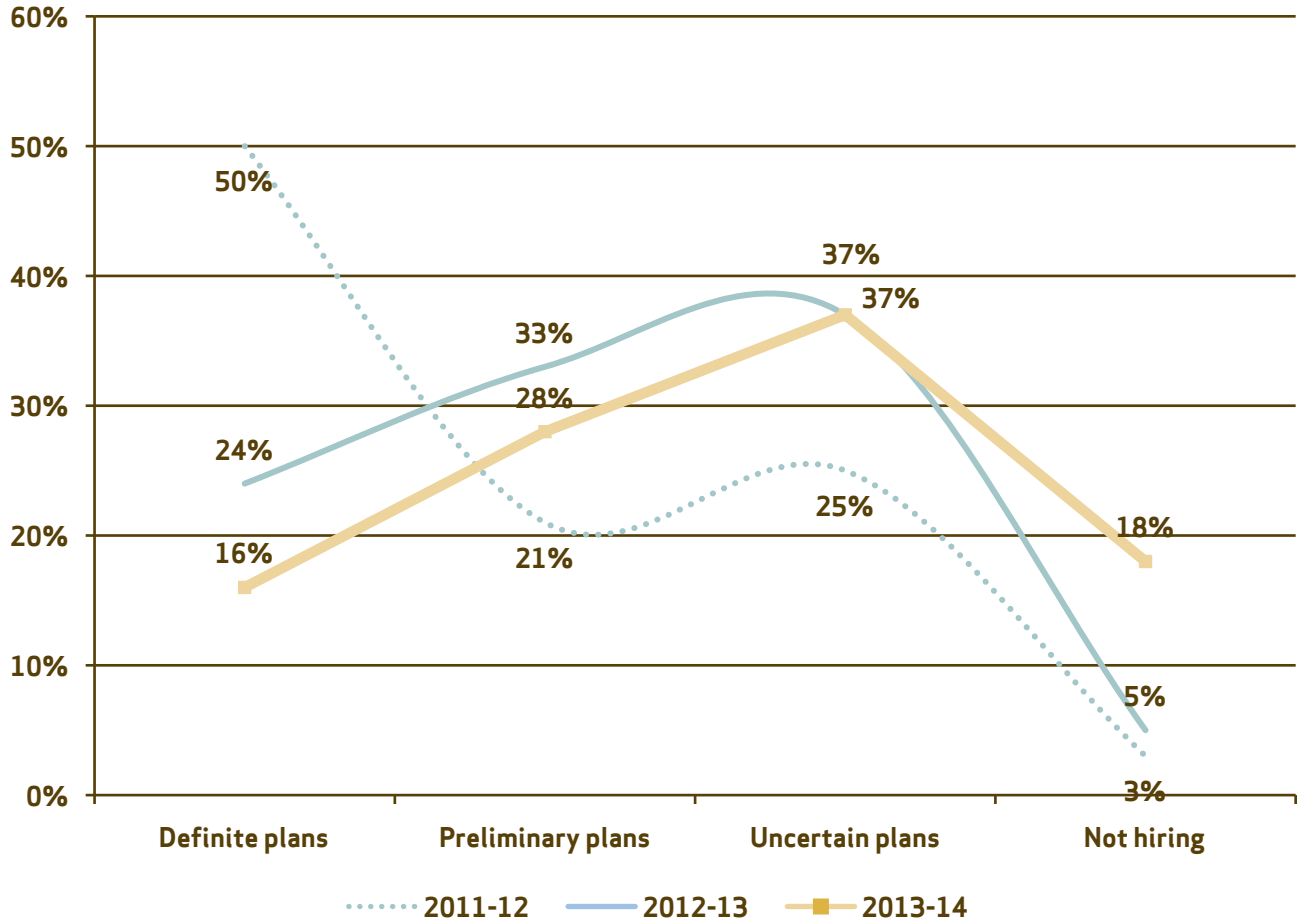
Current Employment Recession

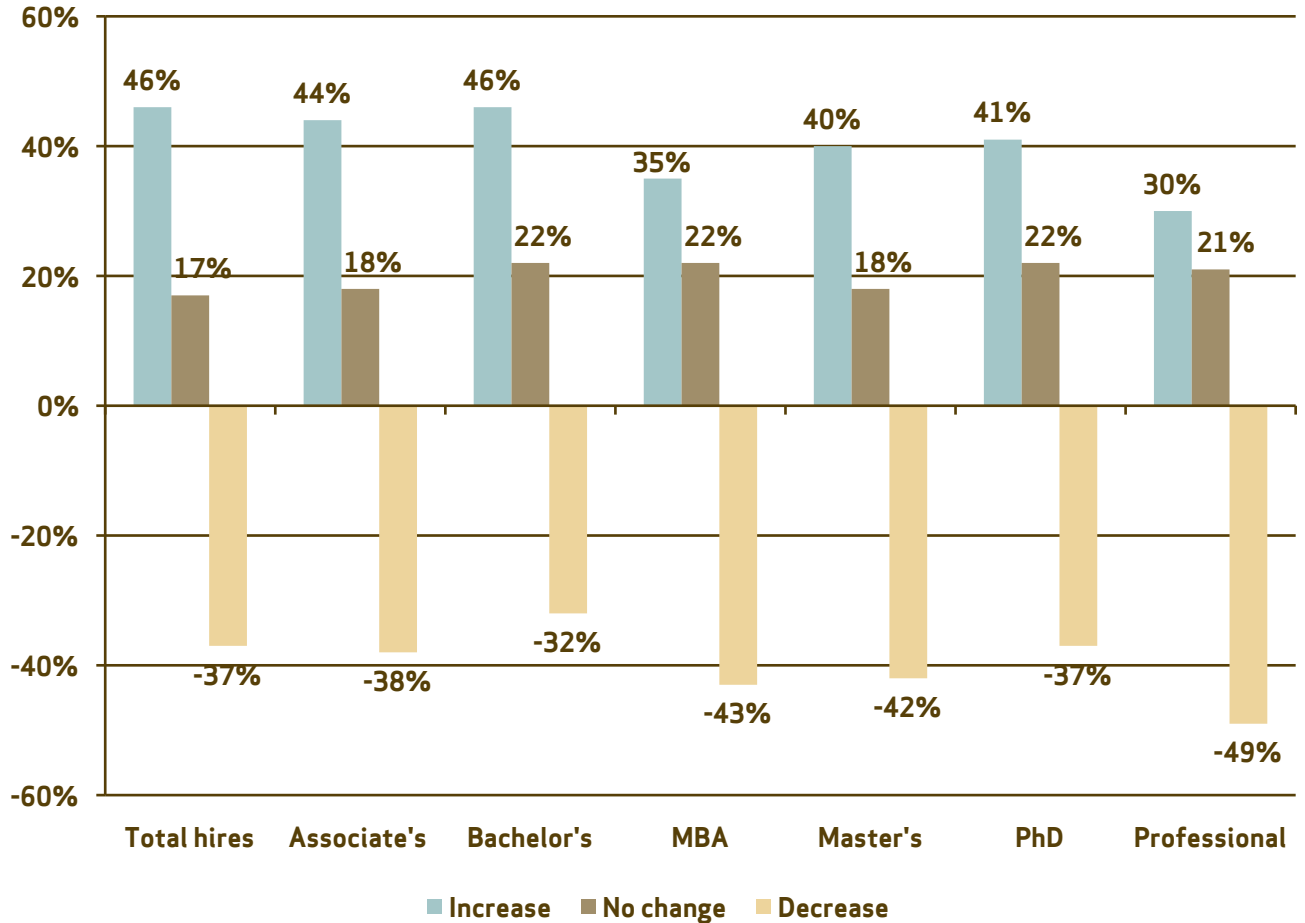
Dotted Line ex-Census Hiring



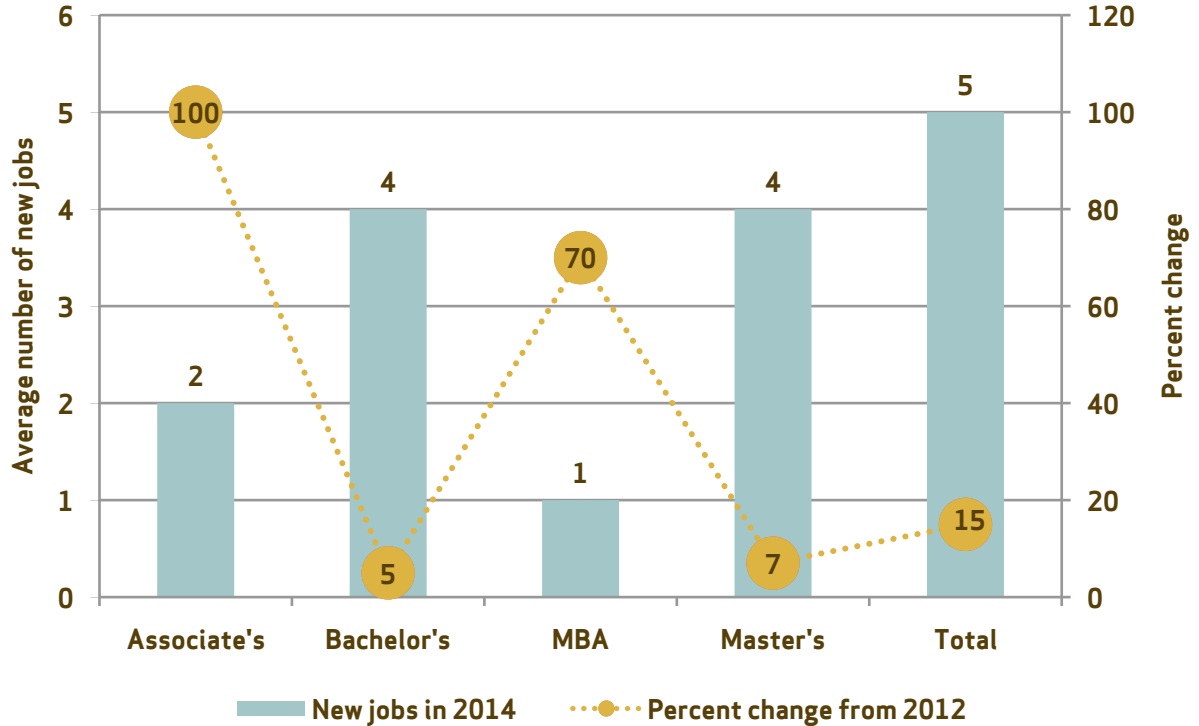




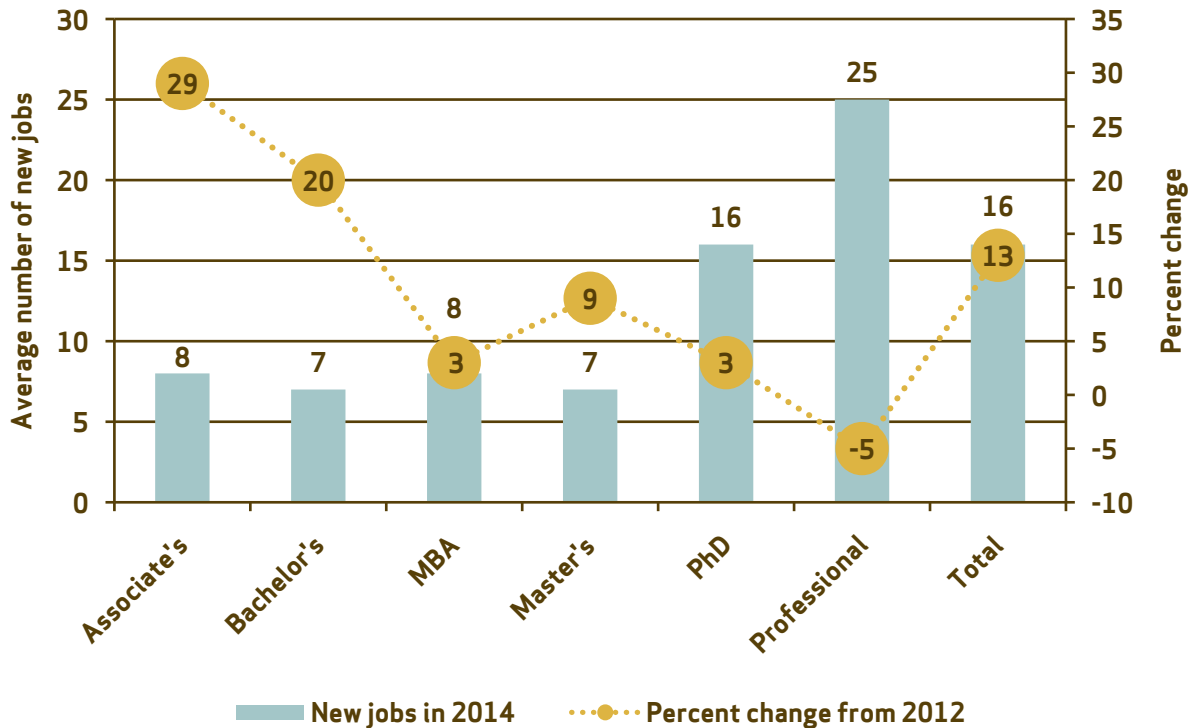




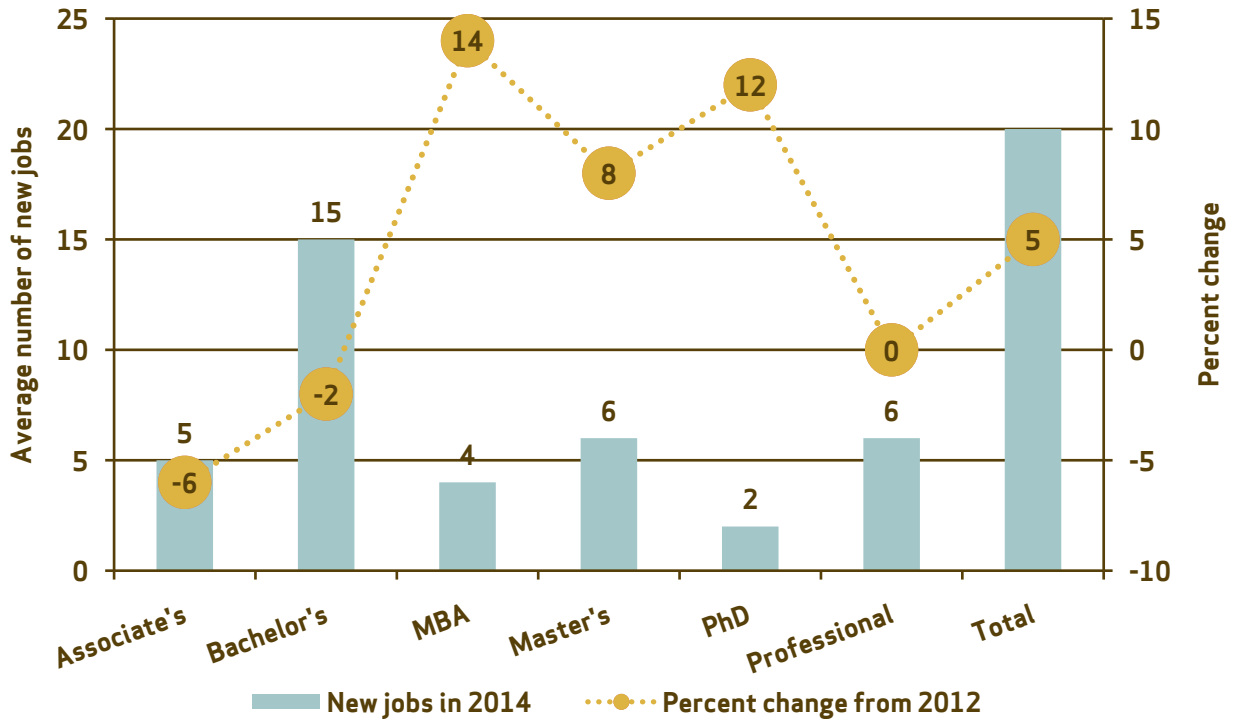
Very Small Organizations (1-9 Employees)



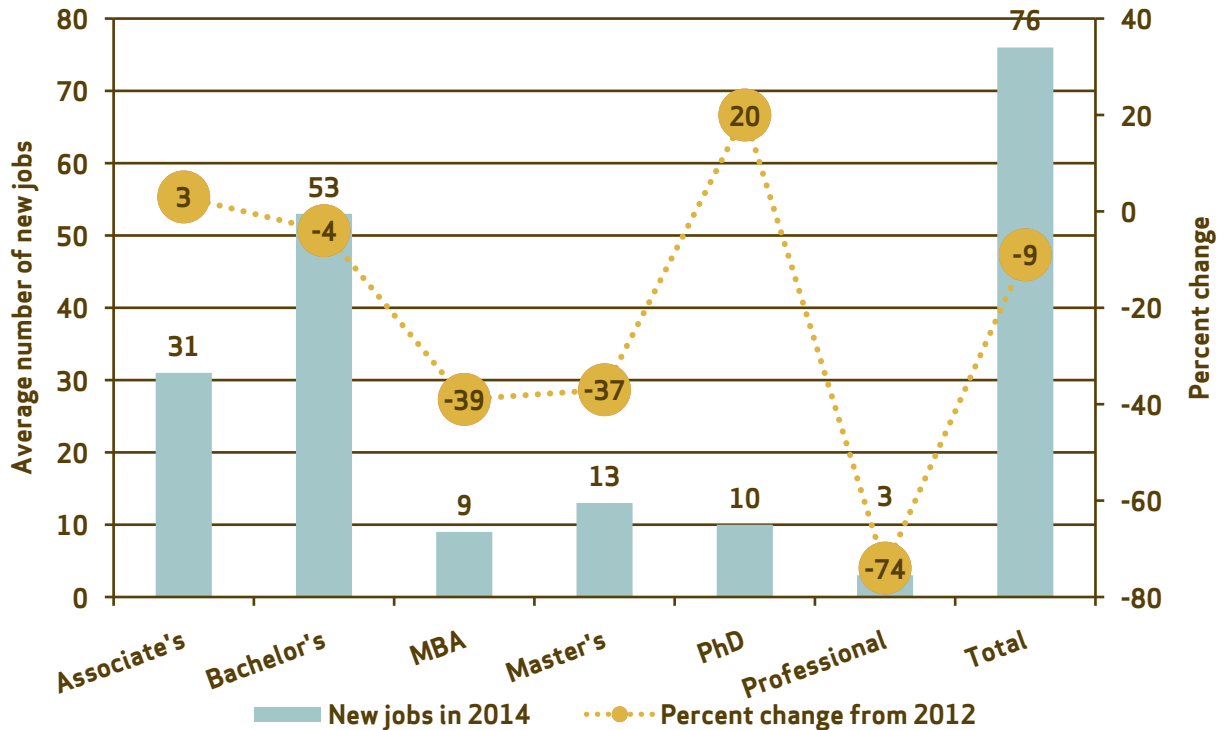
Fast-Growth Organizations (10-100 Employees)



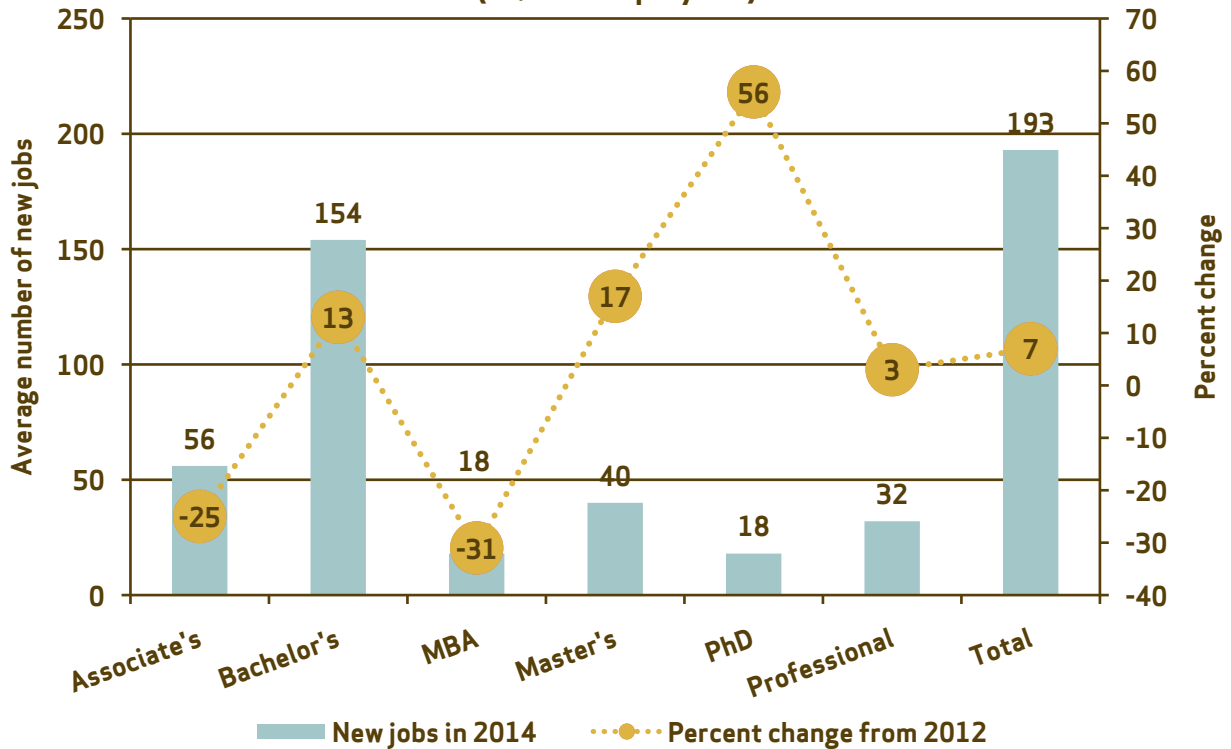
Small Organizations (101-500 employees)

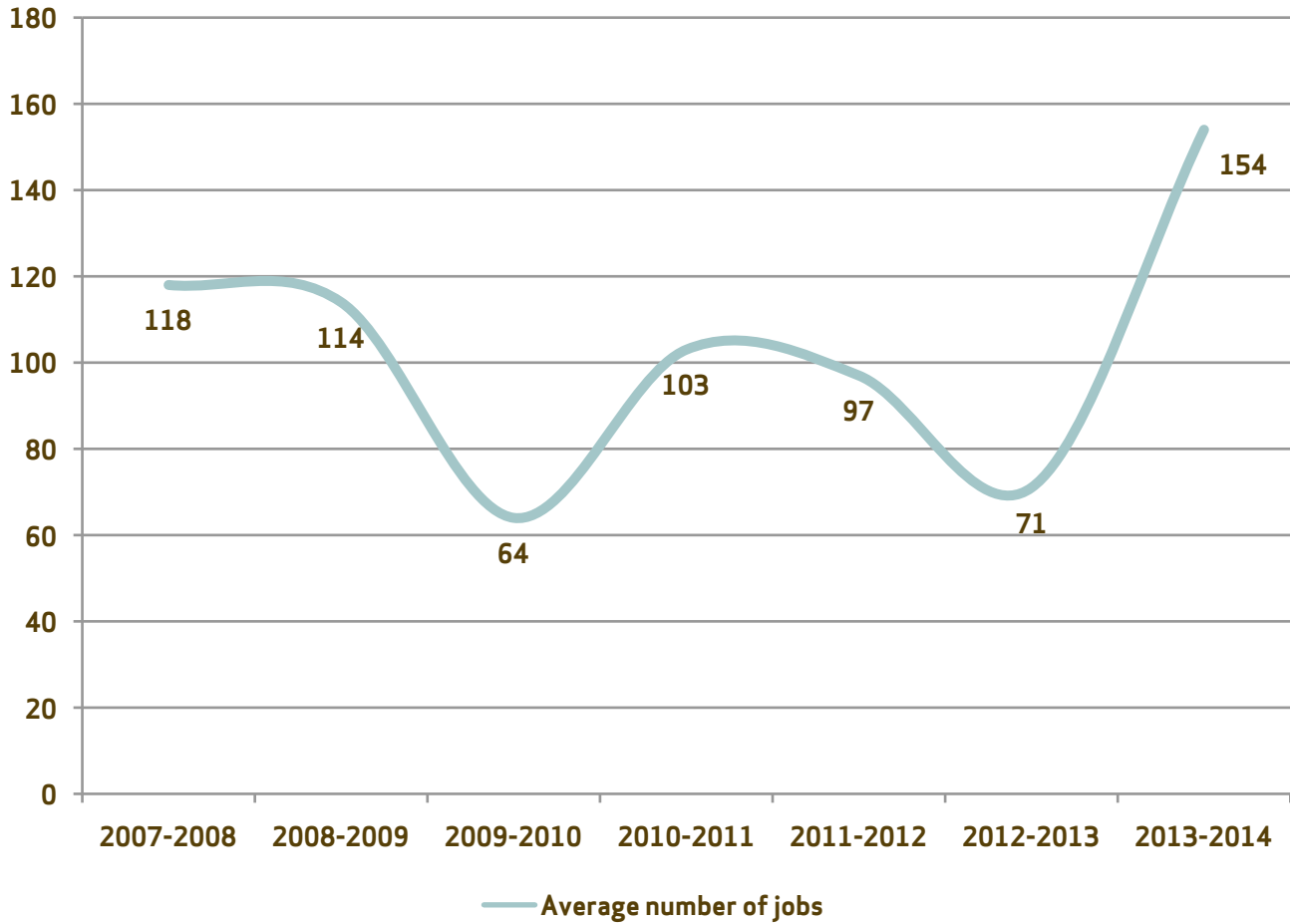


Midsize Organizations (501-3,999 Employees)

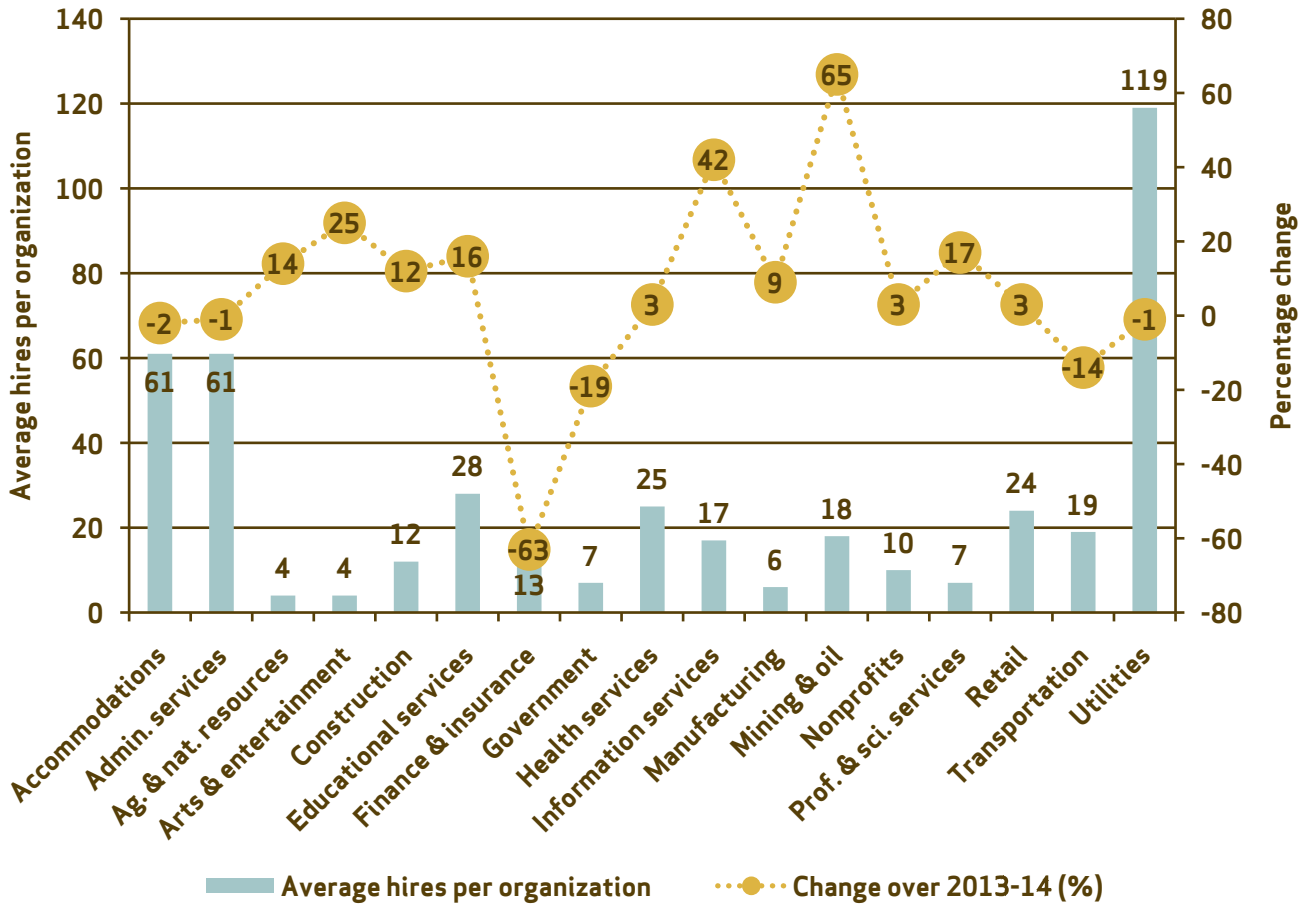


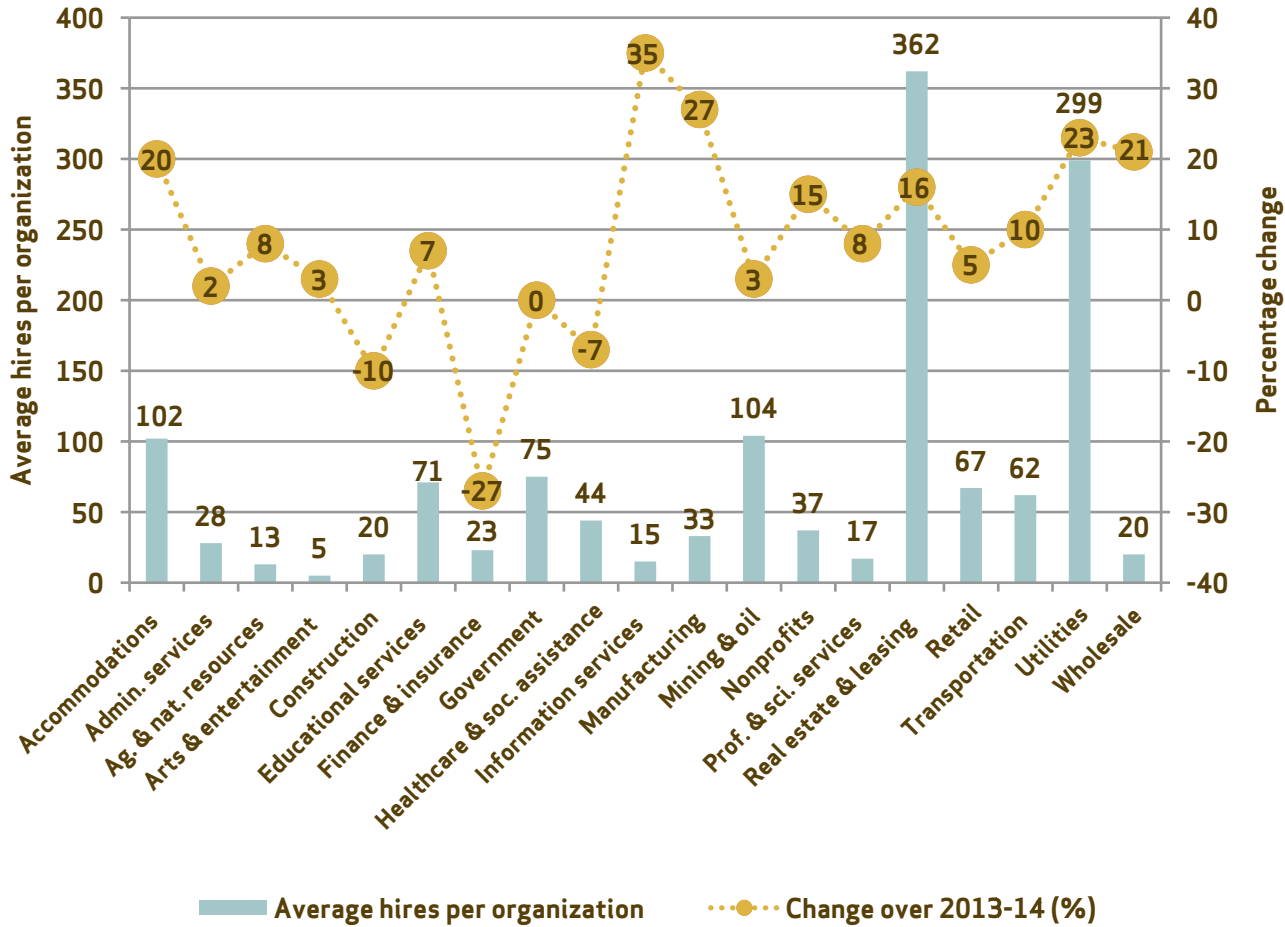
Large Organizations (>4,000 Employees)

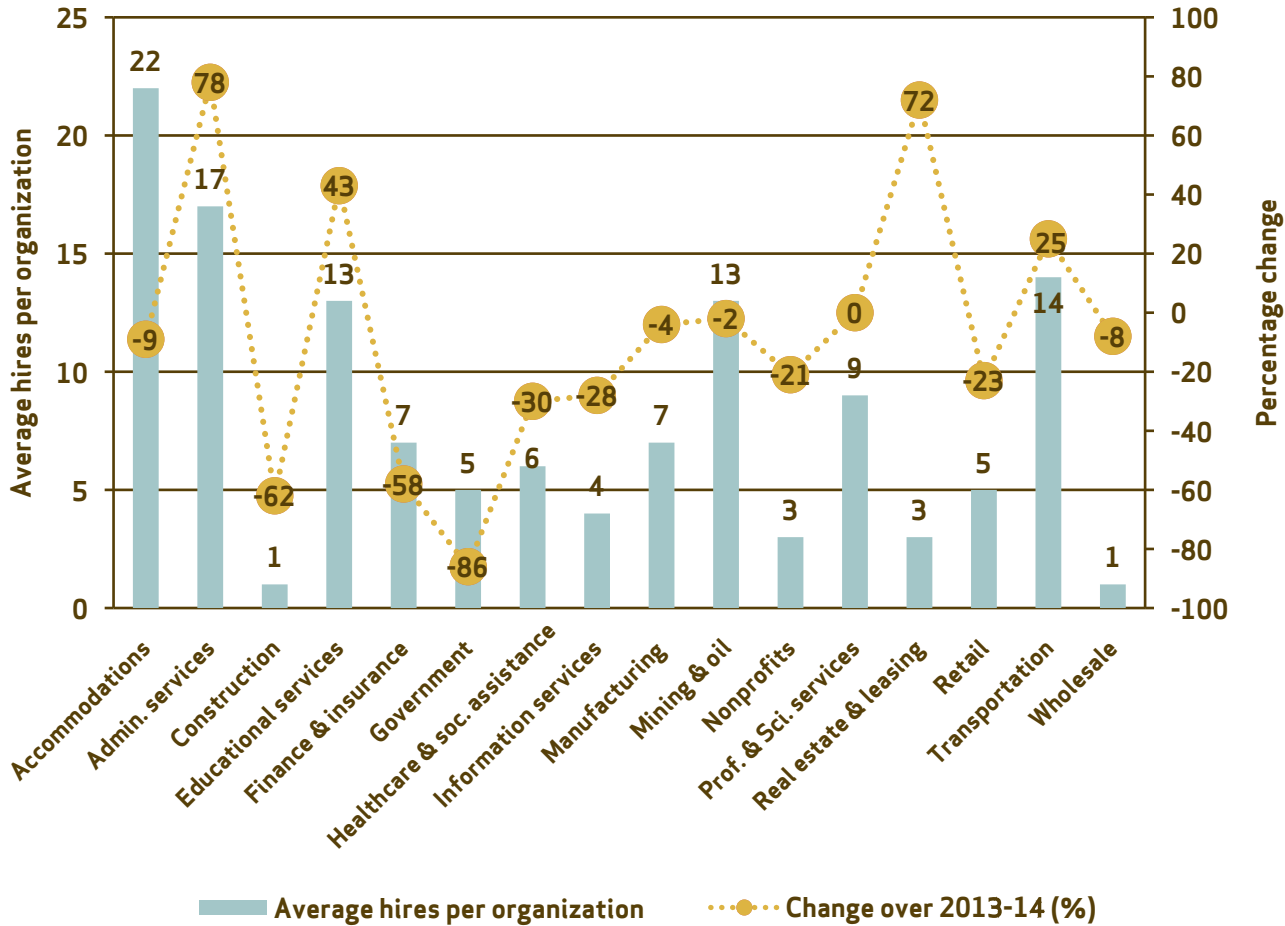


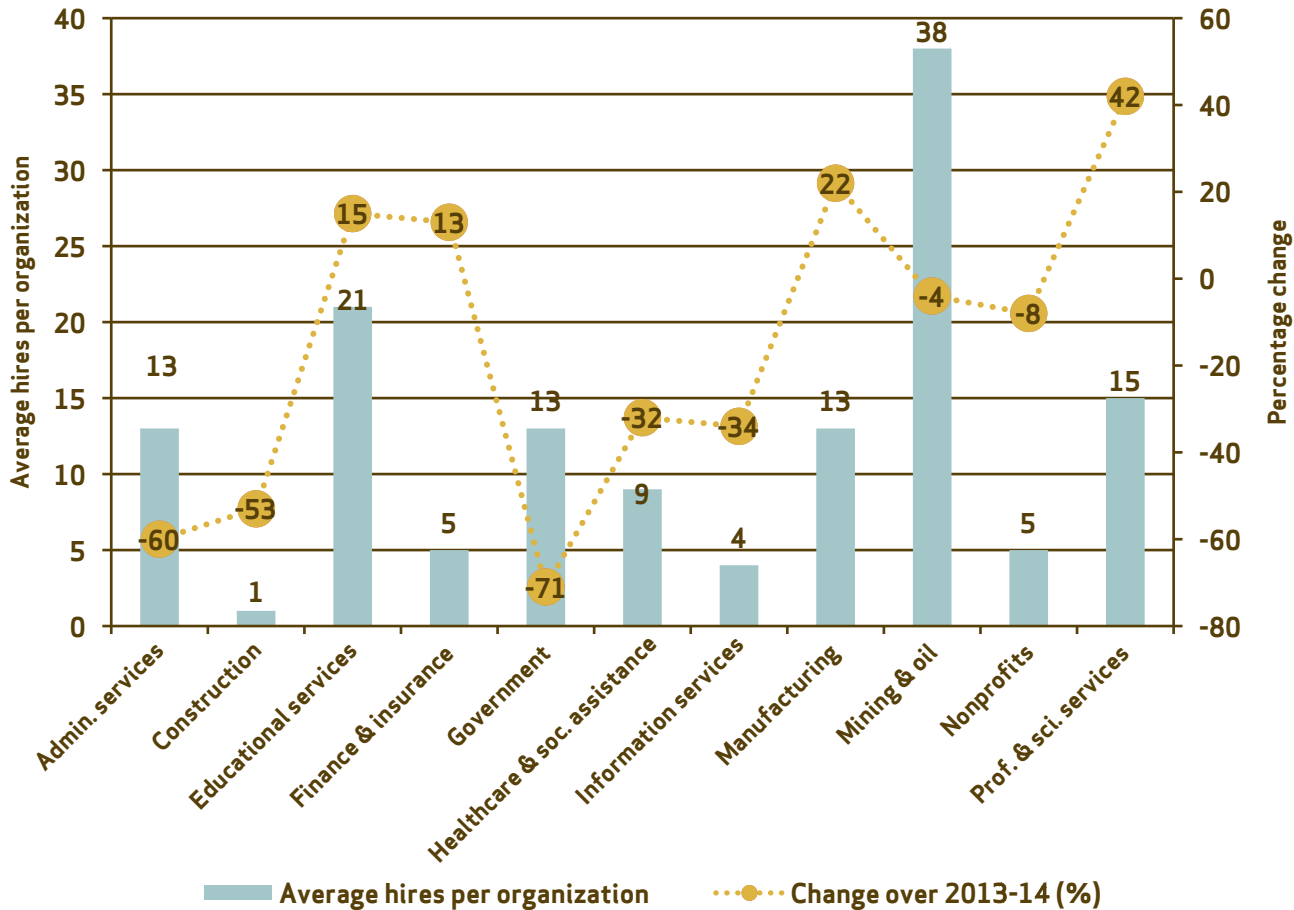


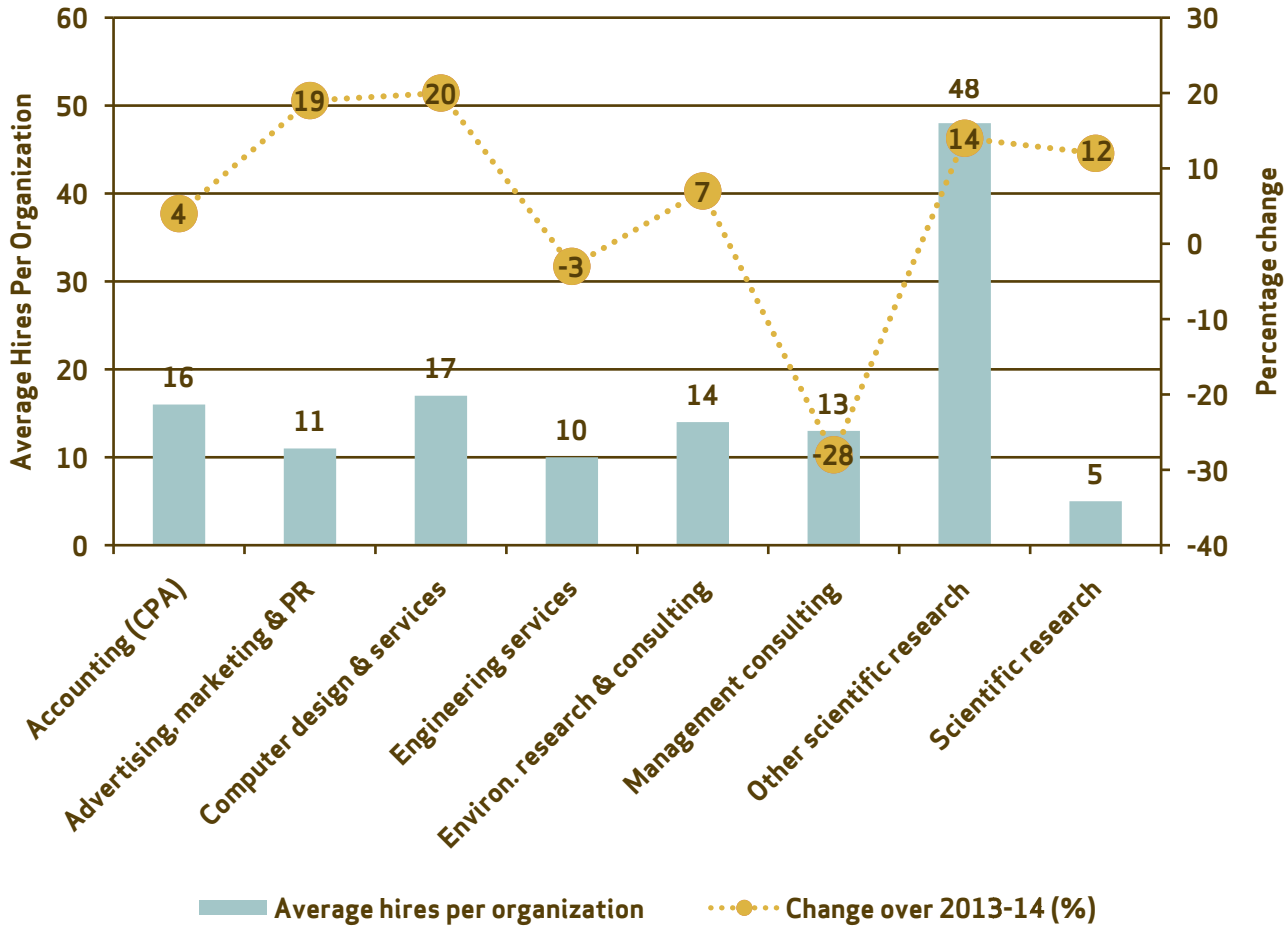
— Average number of jobs

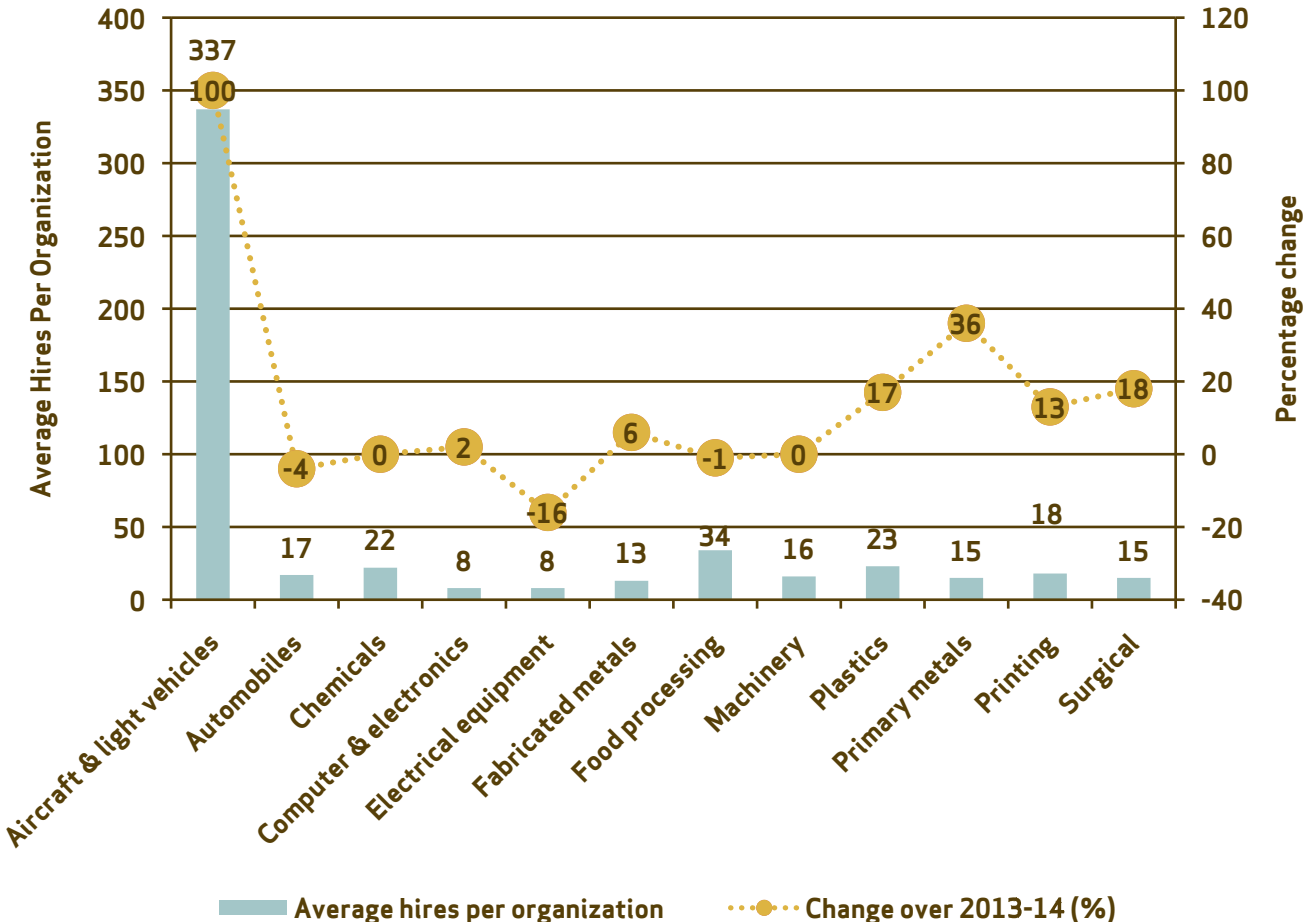


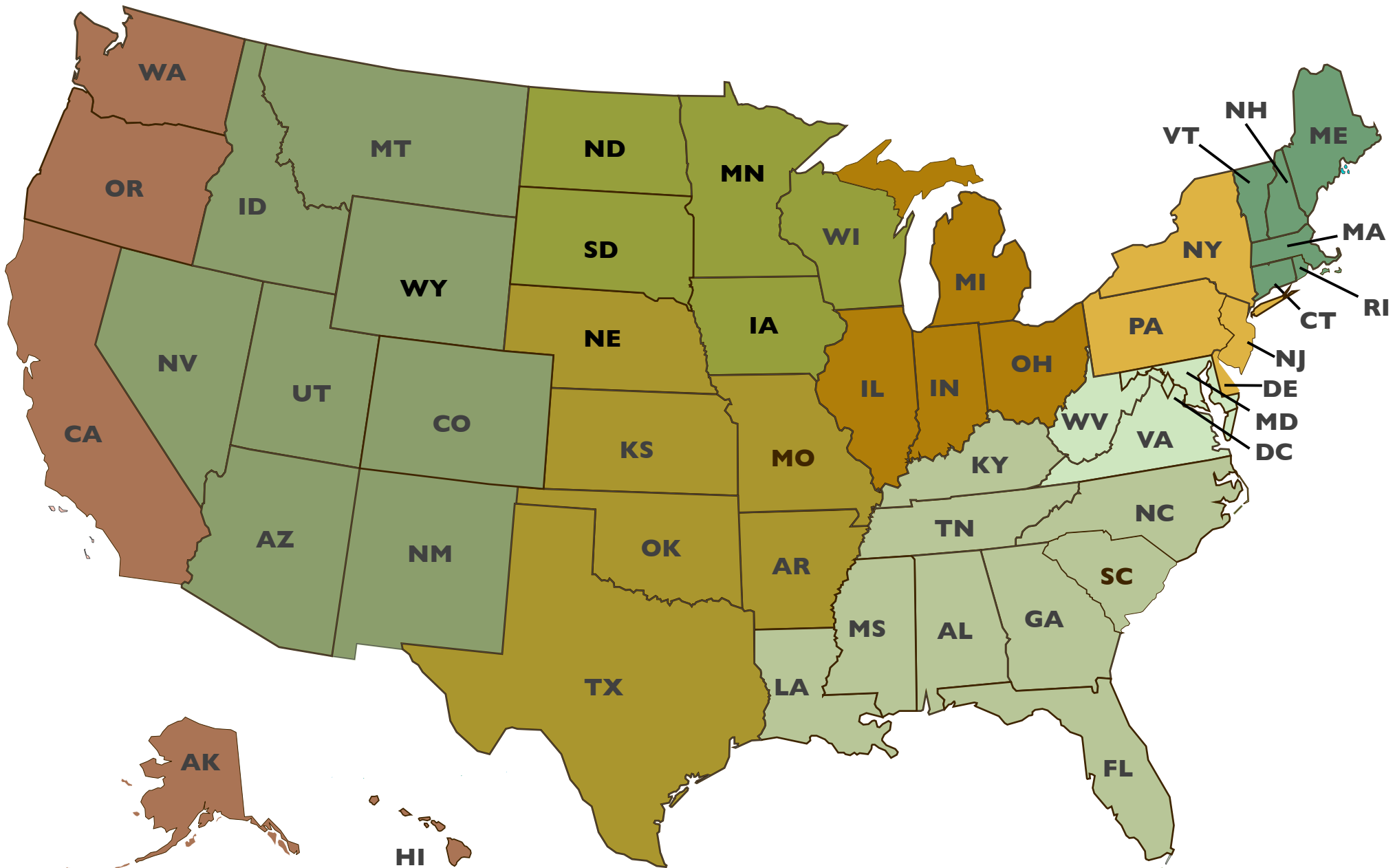


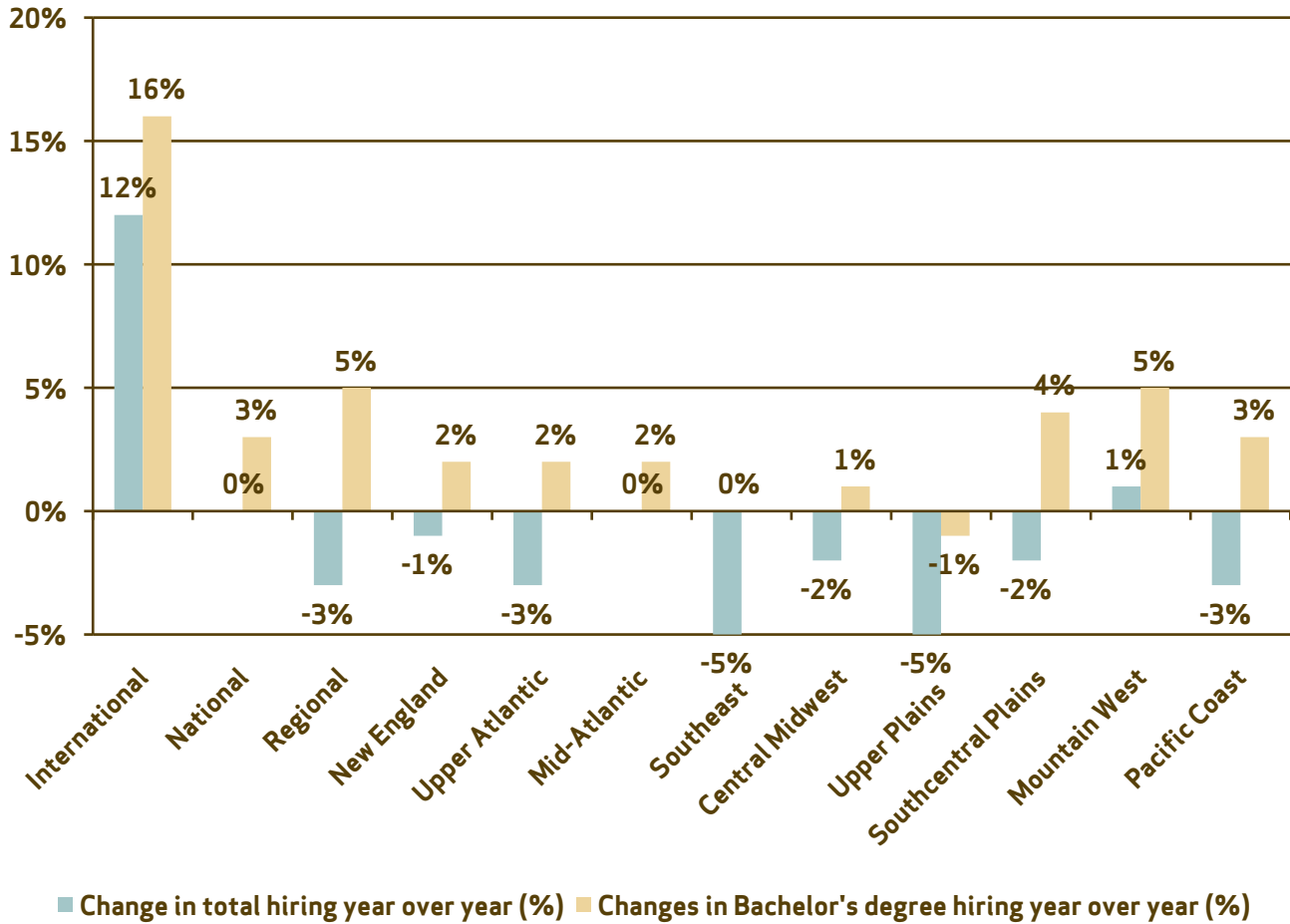






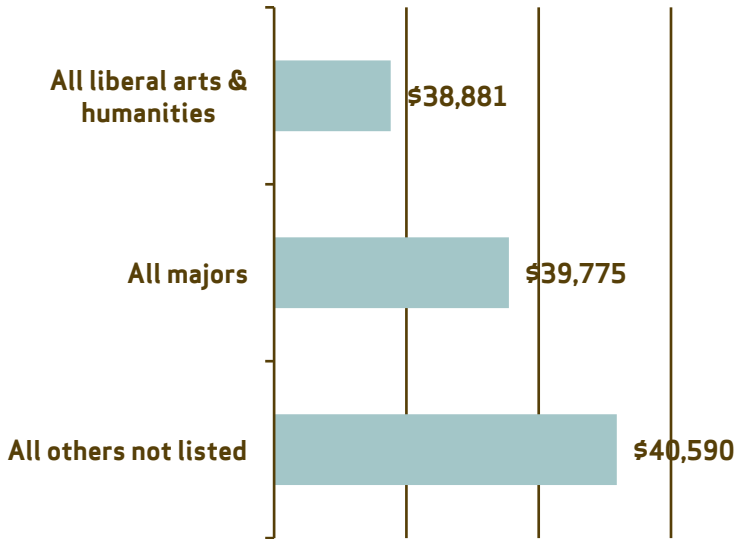




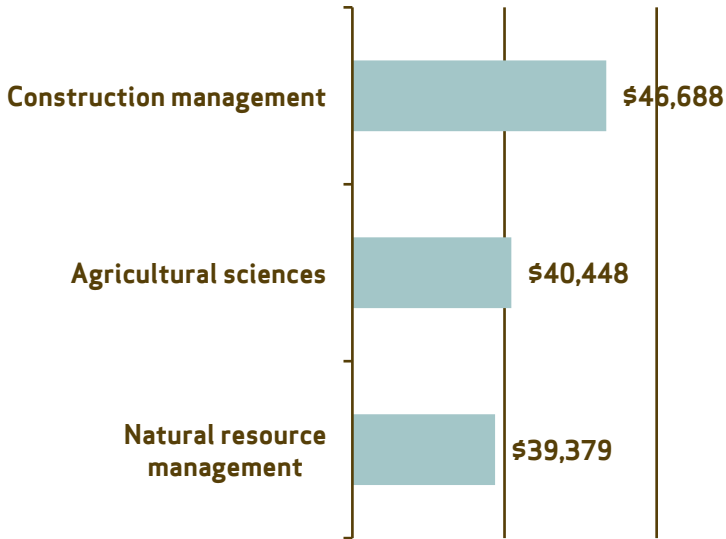


■ Change in total hiring year over year (%) ■ Changes in Bachelor's degree hiring year over year (%)

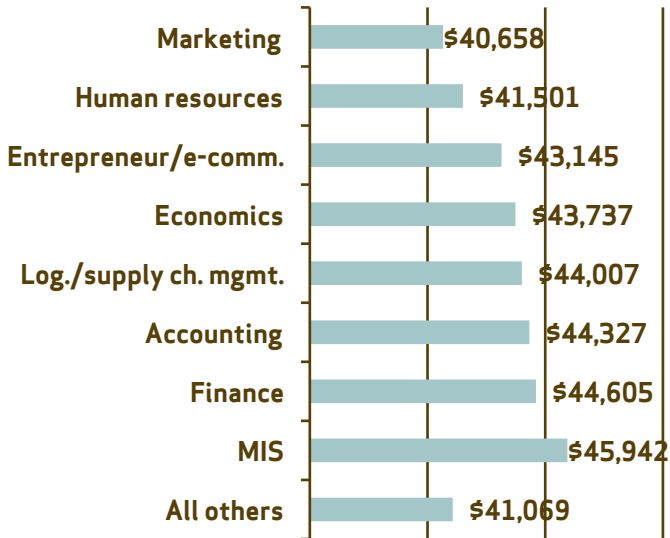
Overall



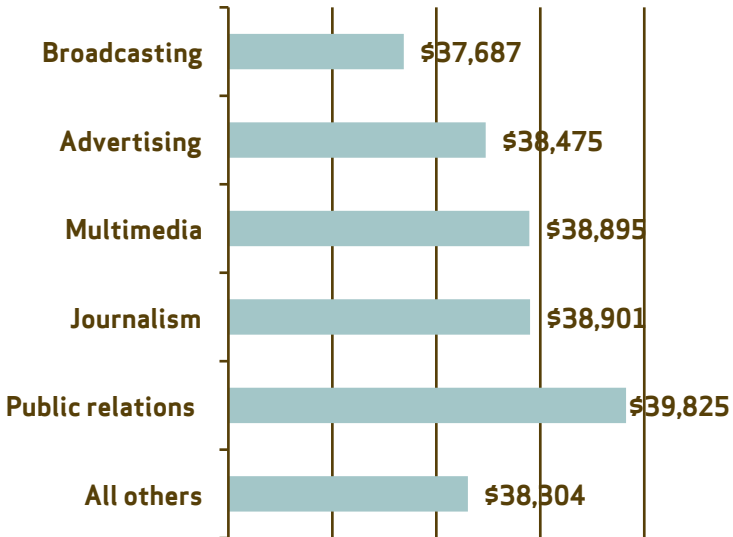
Agriculture & Natural Resources



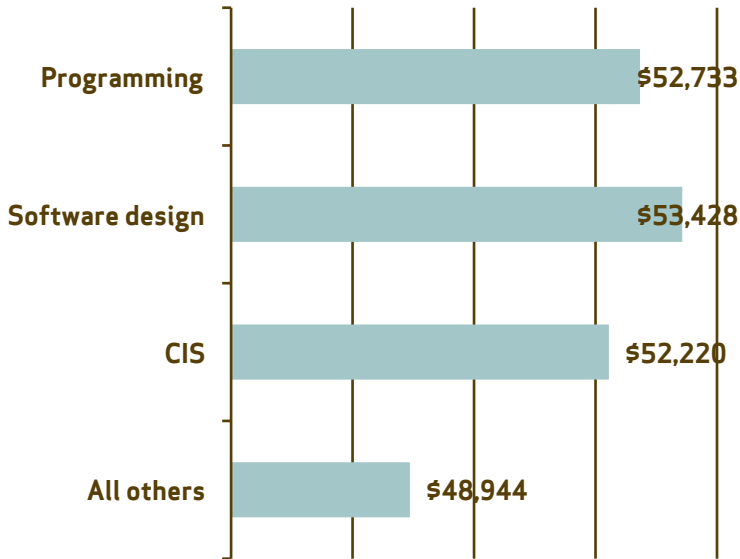
Business



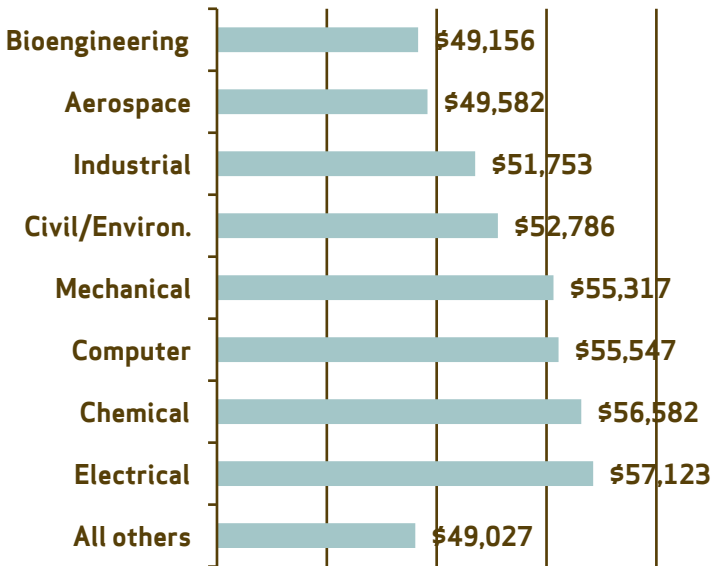
Communications



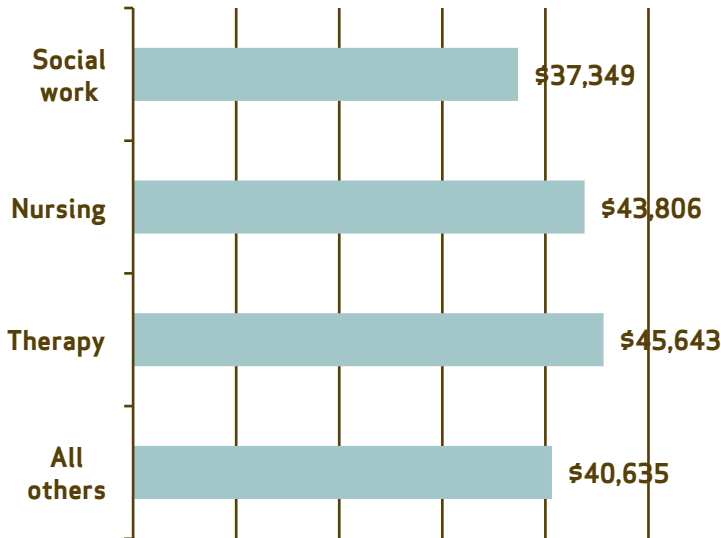
Computer Science



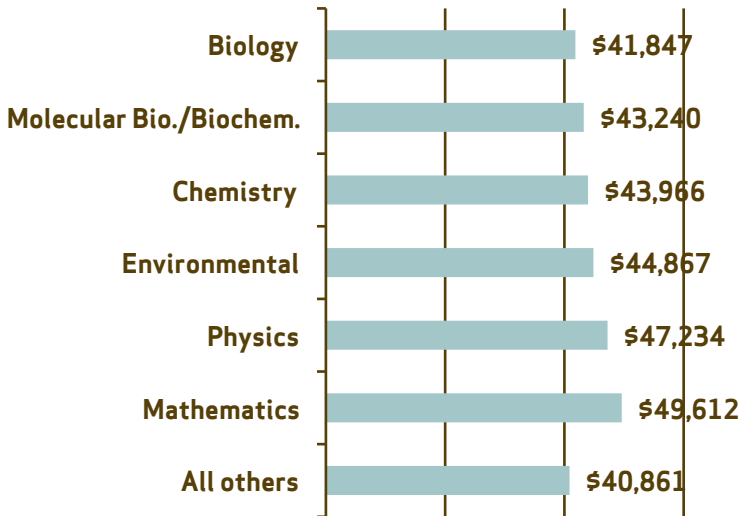
Engineering



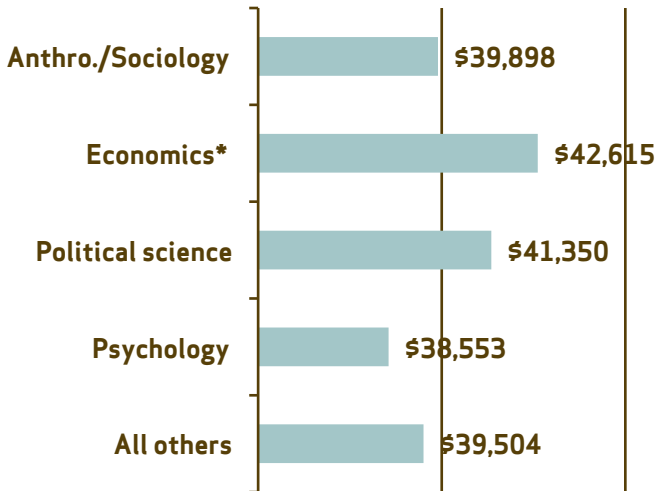
Healthcare & Social Assistance



Science



Social Science



* if not included in Business

