

2005-2006 RECRUITING TRENDS

Career Services and Placement
Collegiate Employment Research Institute

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EXECUTIVE SUMMARY

Almost 900 employers responded to this year's *Recruiting Trends* survey, the largest response in the history of this project.

Hiring of college graduates is expected to increase by single digits minimally, or double digits if certain geographic sectors are excluded (between 6% and 14%). This growth follows a robust 20% increase in hiring reported last year. However, the picture has a complex underside due to shifting factors that stem from differences between certain industrial sectors, among regions of the country, and according to company size. Hiring is poised to go even higher depending on the impact of the Gulf Coast hurricane recovery and how Michigan-based companies handle challenges in the manufacturing sector. MBAs continue to face a sluggish market, pulled down by decreases in manufacturing but buoyed by positive gains in other sectors. While employers still want business and engineering graduates, companies seeking to fill consulting, research, information management, and e-commerce positions—all growing in opportunity—want to talk to all majors, particularly liberal arts graduates who know how to do research.

Key findings from this year's report include:

- Michigan-based companies that recruit nationally are cutting employment significantly. By not including these companies in the calculations, overall hiring would increase 14%.
- A 13% expansion of the labor market by those companies that have set definite hiring targets for 2005-2006.
- Nearly 50% of the reporting companies have sales and marketing positions to offer graduates this year.
- Hot majors include:
 - “All majors”
 - Accounting
 - Nursing
 - Civil and Environmental Engineering
 - Electrical Engineering
 - Pharmacy
- Small employers are hiring more graduates this year; up by 14% to 20%, even though these businesses are facing rising material and energy costs.
- Larger employers are hiring in anticipation of pending retirements. However, the number hired this year is no different than last year.
- The MBA market is growing outside the manufacturing sector. This sector is cutting back significantly on MBA hiring.
- Salary increases will be modest this year; 2% to 3% higher than last year.
- An emerging skill is geographic awareness and a global understanding of events as they pertain to the company and industrial sector.

This year's Recruiting Trends report presents a rich set of information provided by 878 employers. The best image that comes to mind to describe the market is a doughnut hole. Not the most professional description! Not a solid economic concept! But a doughnut hole, nonetheless, with a crispy, firm outside; yet, when opened, the pastry is undercooked, still a gooey, runny mess without shape or form. Similarly, the college labor market can be described as having an outer crust, that is solid and defined: a significant number of employers are definitely going to hire new graduates, increasing opportunities by 12% to 15%. However, an equally sizeable piece of the sample pool—the employers caught in the goo—have poorly defined hiring targets and are taking a "wait and see" approach. Those in the shapeless center who are willing to project hiring plans will be down sharply from last year.

Put simply, the picture is more complex underneath than it appears on the surface. The data are layered in multiple contexts. Readers from college campuses will need to spend time thinking through the various configurations and nuances to see how the results generalize to local and regional economic conditions, your students, and employers who visit your campus. Employers will find helpful information in the breakout tables based on industrial sector. Still caution should be taken in interpreting small sample sets because of regional influences.

We have attempted to make this material more reader friendly without reducing the amount of information available to you. Tables have been placed in the appendices for further perusal. If information is missing that you would like to see, please contact the Collegiate Employment Research Institute at Michigan State University.

APPROACH TO COLLECTING INFORMATION

This year the Collegiate Employment Research Institute benefited from partnership with MonsterTrak and Experience in contacting employers. MonsterTrak and Experience sent messages on two occasions to employers who had listed a position with them within the previous twelve months. The Institute sent surveys through the mail to all respondents who participated in 2004-05, which was approximately 700 companies. An additional mailing was made to approximately 3000 companies. Special mailings went to targeted sectors that we wanted more information from employers on their college hiring: arts, entertainment, and creative organizations; environmental consulting and planning; and health service providers.

Several attempts were made to contact companies that have participated in the survey over the past five years. Approximately 20% of the respondents participated last year and an additional 10% had participated at some time within the past five years.

Approximately 60% of the respondents used our online survey. The remainder completed paper surveys.

PROFILE OF RESPONDENTS

This year the 878 respondents have been actively involved in recruiting college graduates for an average of 8 years.

Approximately 60% of the respondents were female. Surveys were returned from 48 states and the District of Columbia. While 31% of the respondents were from the Great Lakes region, the response distribution provided the best geographic representation we have had in over 35 years. Even though the number of manufacturing companies has declined, new companies in professional and scientific

services, financial institutions, insurance, retail operations, and educational services have increased. Respondents are seeking a variety of majors, primarily business and engineering. We feel that this group of employers is the best reflection of the general economy that we have been able to obtain.

COLLEGE LABOR MARKET PERCEPTIONS

In the form of an open-ended question, respondents were asked to identify the economic factors that were shaping their hiring decisions for this year. The “general condition of the economy” was cited frequently from different viewpoints. Some shared that the economy was continuing to perform strongly, particularly in their sector, thus creating more opportunities for job growth. Other observers felt that their industrial sectors were slowing or that regional factors were negatively impacting job growth. Respondents from both the East and West coasts were more enthusiastic about the improved conditions in their areas. Across the U.S., those affiliated with manufacturing were more discouraged; and those in mortgage and construction were more guarded and cautious about the long-term job climate despite the immediate positive signs in their industries.

When respondents identified specific key conditions that appeared to be critical to job growth this year, they included:

Cost of doing business. Material costs and expenses are increasing causing inflationary pressures particularly on small business owners. Energy costs, which were extremely high at the time the survey was administered and have since abated somewhat, were clearly the material expense that most concerned respondents. Even with oil prices easing, many comments in this section suggest that higher energy costs were a long-term problem. Businesses were also pressured by

increasing costs for health insurance and other cost of living adjusted (COLA) benefits. Health care costs continue to dampen employers’ enthusiasm for hiring. Summarizing for many respondents, one observer contributed, “*because of rising fuel and raw material costs, some companies may look towards hiring new talent at lower salary levels.*”

Uncertainty. The impact of Katrina has been immediate for some companies while others are only anticipating the impact as the recovery gets underway. Katrina has disrupted regional labor markets, skewed resource allocation, and been a psychological blow. As this report is written in the fall, Katrina has had little impact on the college labor market so far. However, by spring, this natural disaster could possibly affect hiring in certain industries. Even non-profit organizations will be pressed by the magnitude of Katrina. As one seasoned NPO employee commented:

Economics will be a major factor facing all non-profit organizations this year. Our ability to raise funds will greatly impact the number of college students to fill job openings. For the most part these jobs will go unfilled. The unfortunate recent string of tragedies has reduced the amount of donations available to NPOs. This makes the competition for other limited funding resources even more important ... what this means, unfortunately, for the recent college grad is that NPOs will look for new hires with a proven track records of fundraising, before they can look to fill other much needed positions.

Retirements. Retirements of the boomers should not be a surprise to any company. Even though boomers are working longer than expected because of their lost retirement funds and rising health insurance, they now are beginning to prepare to leave the workforce. One respondent observed that

companies may now just be recognizing the need to plan for these retirements. *“Many companies are starting to realize their voluntary attrition rates will be going up due to retirements. There are many companies that are just starting to recruit college students for the first time because of the fear of a workforce shortage.”* Large companies lead the parade in hiring to replace aging employees. Closely associated with this factor is concern over the increasing competition for graduates in technical fields where fewer students are graduating than ten years ago. One respondent was worried about *“the misalignment between needs of the workplace and what students choose to study.”* For example, pharmacy and the physical sciences were frequently mentioned as fields that could suffer from shortages in the near future.

Globalization. Companies continue to consolidate and adjust to global integration by downsizing and shifting employment to cheaper markets. In some cases, U.S.-based companies are choosing to create jobs abroad depriving the U.S. job market. Some observers were alarmed by the under-appreciation of many Americans for the impact China and India and other low cost, high performing countries were having on the U.S. economy. As one respondent observed,

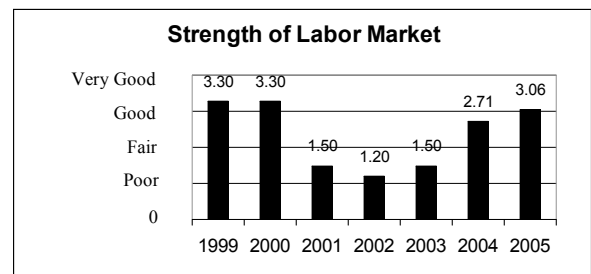
“We are a company that focuses on [the kind of] technology and manufacturing that fewer and fewer students are interested in; [we have] far more good jobs than good students. This makes starting salaries higher. Because of expensive labor, many companies are looking to manufacturing outside the U.S. in China and Mexico.”

OUTLOOK

Based on their current knowledge of the job market for their industry and the geographic regions in which their company seeks college graduates, employers rated the condition of

the college labor market on a scale from “poor” to “excellent.”

The condition of the **national** labor market was reported a solid “good” by all respondents. Nearly 25% designated a rating of “very good” to “excellent” and 53% rated the market as “good” – levels not seen in these categories since 2000. This point is emphasized by the following chart, which has tracked the average to this question since 1999. Clearly the college labor market has pulled out of the low point experienced in 2002.



Industrial sector labor markets fared even better with respondents rating their own sectors an average of 3.35, where 41% rated markets “very good” to “excellent” and 40% “good.” Some sectors may send conflicting messages on the outlook. Construction, for example, has regions that are very optimistic, while employers in other regions see the sector slowing down. You will see several shifts like this one as the information unfolds. Which sectors are most optimistic about this year’s labor market, the following numbers indicate the percentage of respondents’ views of the labor market:

Construction	55%	Very good - Excellent
Government	54%	Very good - Excellent
Health services	54%	Very good - Excellent
Education	54%	Very good - Excellent
Transportation	50%	Very good - Excellent

Transportation respondents qualified their response with the caveat that energy prices could change their picture if price adjustments are not made soon. Another group of sectors clustered just below 50% in the “very good”

to “excellent” category, which included retail; finance; insurance and real estate; professional and scientific services; and non-profit organizations. The following sectors are not as optimistic entering this recruiting year: manufacturing, wholesale, information services, administrative services, and accommodations.

The same level of enthusiasm was not repeated across **regional** labor markets. The ratings settled back around “good” or the 3.0 range. The Southwest and Southeast regions garnered the highest ratings of 3.2 followed by a cluster between 3.08 and 3.16. Two regions, the Great Lakes and the Upper Plains, were just below the “good” level. After examining the patterns among regions across the industrial sectors, the evidence suggests the following trends:

- The Northeast, Southwest and Northwest were enjoying especially strong labor markets, with Boston, California, and Coastal Oregon/Washington recovering from several years of sluggish markets.
- The Southeast continues to display strong job activity. This region simply did not dominate like in the past two years.
- The Mid-Atlantic region is being strongly supported by defense and homeland security needs, which are straining local labor market capabilities specifically in the Washington, D.C. metropolitan area.
- The Southcentral region remains guardedly optimistic after the Katrina and Rita hurricanes. The oil, energy, and chemical manufacturing sectors are generating jobs that should spread confidence to other sectors within this region.
- The Midwest respondents, comprised of the Great Lakes and Upper Plains, are surprisingly upbeat despite problems in the manufacturing sector. Remove the automobile related companies and the rather disappointing situation in Michigan, and the region’s employers are much more positive about hiring. Companies

around Chicago appear to be energized by the economic diversity of the area, which might spread to the Twin Cities, where very active markets in the past two years appear to be tempered somewhat this year.

Company size was examined to determine if small, medium, and large employers differed on their views of the condition of the college labor market. Size did not appear to be an issue with the overall **national** job market ratings as the four groups’ averages clustered around “good” or “3.” Ratings for the industrial sector rating were significantly different ($F = 3.097$, $p = .026$) with the largest companies rating their market 3.52, compared to only 3.19 for the smallest companies.

A **regional** profile by company size identified stronger and weaker regions within each group based on the combined percentages of “good,” “very good,” and “excellent.”

Companies <53 employees	<u>Strongest regions:</u> Southeast, Northwest, Northeast, Southcentral <u>Weakest regions:</u> Great Lakes and Upper Plains
Companies with 54-260 employees	<u>Strongest regions:</u> Northwest, Southeast, Southwest <u>Weakest regions:</u> Upper Plains and Southcentral
Companies with 261-3,000 employees	<u>Strongest regions:</u> Southeast, Southwest, Mid-Atlantic <u>Weakest regions:</u> Great Lakes and Upper Plains
Companies >3,001 employees	<u>Strongest regions:</u> Southwest, Northwest, Southeast <u>Weakest regions:</u> Great Lakes and Upper Plains

HIRING INTENTIONS

At the time the respondents completed the survey, we wanted to know their companies' commitments to hiring new college graduates over the next ten months. They were presented with four statements about their hiring intentions and asked to select the statement that best reflects their current hiring status.

1. We will **definitely** hire new college graduates this year.
2. We have set **preliminary** hiring targets that could include new college graduates.
3. We are **uncertain** about our hiring situation because of the current economic climate.
4. We will **not** be hiring new college graduates this year.

The number of employers **not** hiring this year comprised only 3% of the sample continuing the decrease in this category that began two years ago. This figure may be understated in that several companies who have contributed to this survey for a number of years elected not to respond. When contacted, their representatives felt that since they were not hiring, they had little to contribute to the survey. We suspect that other companies who find themselves where they will not be hiring opted not to complete the survey.

After several years of improving rates of **definitely** hiring, this year witnessed a decrease of 6%, or 41% of the sample. A similar decrease of 5% was experienced in those having **preliminary** targets, which comprised 21% of the sample. Those employers **uncertain** about their hiring increased by 12% to 34% reaching a level not seen since 2003. Essentially the sample has two groups of employers: those who are definite about hiring, 41%, and those whose intentions remain uncertain, about 55%.

Respondents' Hiring Intentions by Percent

	2002 -2003	2003- 2004	2004- 2005	2005- 2006
Not hiring	10	9	5	3
Uncertain	31	27	22	34
Preliminary	23	22	26	21
Definite hires	36	41	47	41

What industrial sectors held more definite plans for their hiring intentions?

- Construction (62%)
- Finance/Insurance/Real Estate (53%)
- Education (49%)
- Information Services (48%)
- Transportation (46%)

What industrial sectors held the least definite plans in their hiring intentions?

- Public Agencies (36%)
- Manufacturing (33%)
- Non-Profit Organizations (32%)
- Administrative Services (26%)
- Wholesale (24%)

When we examined intentions by recruiting area, companies that recruit globally showed one of the strongest shifts from definite (a decline from 59% last year to 32% this year) to uncertain. A similar pattern appeared for companies recruiting across the United States – an increase of 20% in uncertainty in hiring intentions. These patterns lead to a big question: why would such vibrant employers from last year leave the market this year? Here are some possibilities:

- Labor costs are too expensive to remain globally competitive and alternative labor markets are being tapped.
- Rising costs of materials, energy, and health insurance have dampened hiring this year, or at least presently.
- Continued consolidation, streamlining, and integration of functions.

Regional labor markets were more positive about intentions. Regions where definite intentions were high included:

- Northwest (50%)
- Southcentral (47%)
- Northeast (45%)

These regions, however, had lower definite intentions to hire:

- Southwest (37%)
- Upper Plains (36%)

Finally, company size helps to partially explain the shifts in hiring intentions. Fifty-three percent (53%) of the largest companies, influenced by pending retirements, have definite intentions to hire new college graduates. Smaller companies, those with less than 260 employees, are evenly spread between definitely hiring and uncertain about their targets.

WILL EMPLOYERS INCREASE OR DECREASE HIRING?

Intentions reveal nothing about the number of hires being made and whether that number will exceed the number hired last year. This section looks at the direction hiring will likely take this year. By comparing this year's reported hiring levels with last year's levels, we can identify the number of firms increasing their hiring, decreasing their hiring, or hiring the same number of new graduates. This section does not address the actual number of hires to be made this year. If you can't wait, you can skip to the next section for that information.

In total hiring (all degree levels), 45% of those companies providing figures (approximately 602) will **increase** their hiring. Thirty-two percent (32%) will **decrease** their hiring. The breakdown differs by degree level with bachelors and MBAs seeing slightly higher level of increased hiring (44% and 42%) compared to only 29% for

professional degrees and PhDs. All degrees experienced comparable levels of those decreasing hiring of approximately 30%.

Hiring Directions by Percent

	Al l	Assoc .	BA / BS	MBA s	MA / MS	PhD / Prof
Decreasing	32	28	29	26	30	35
Same level	23	32	27	32	32	36
Increasing	45	40	44	42	38	29

An examination of the historical table, found in Appendix 5, captures the relapse of the market from its robust peak that had been grudgingly earned by 2005. Last year 49% of employers hiring bachelor degrees increased hiring. This year's reported drop of 5% still leaves us better positioned than in previous years.

Reported hiring intentions significantly influence the direction of hiring (Pearson Chi Square = 65.10, $p = .000$).

- For those definitely hiring, 54% of respondents will increase total hiring with only 24% expecting to decrease the number of positions from last year. (All degree levels reported similar distribution with the exception of associate's degrees where only 39% will increase hiring.
- Companies holding preliminary targets reported 42% will increase while 31% will decrease hiring.
- For those who are uncertain, only 21% will increase hiring based on reported figures while 53% will decrease hiring.

By recruiting area, those with the highest percentage of employers indicating they will increase hiring for all graduates and bachelor's graduates include:

- Southcentral Region (60%)
- International (57%)

→ Mid-Atlantic Region (52%)

Recruiting regions reporting the lowest percentages in the increasing group include:

- Northwest (25%)
- Upper Plains (37%)
- Southeast (44%)
- Great Lakes (44%)

Across industrial sectors the percentage increasing hiring varied widely, from a high of 80% among public agencies to a low of 20% in the arts. Based on our calculations, sectors with the highest percentage for increasing hiring include:

- Public Agencies (80%)
- Administrative Services (59%)
- Retail (53%)
- Transportation (50%)

These sectors report the lowest percentages for increasing hiring:

- Arts (20%)
- Non-Profit Organizations (23%)
- Health (30%)
- Information Services (37%)
- Educational Services (37%)

We took a closer look at specific industrial categories to determine who is more likely to hire compared to where cuts are more likely to come.

Increased hiring for all degree level graduates will be lead by:

- computer systems design and related activities
- financial institutions
- administrative support services
- health care providers
- accounting
- insurance
- chemical manufacturing.

Decreases in hiring will be lead by:

- health care providers

- education
- financial institutions
- transportation manufacturing
- accounting
- computer system design
- management consulting services.

At the bachelor's level the only addition to those who plan to decrease hiring would be construction (as noted early, strong diverging regional influences at work). Certain sectors appear on both lists because of regional conditions and different responses to changing economic conditions.

Companies with less than 3,000 employees exhibited similar distributions among increasing, decreasing, and hiring at the same level: approximately 41% increasing, 35% decreasing, and 24% the same. Large companies with more than 3,000 employees disaggregated as follows: 54% will increase hiring, 25% will decrease hiring, and 21% will remain at the same level.

Based on these findings, and additional statistical tests comparing the direction of hiring with company size and industrial sector, we anticipated that these factors will influence the actual number of graduates hired this year and thus hypothesize that:

Larger companies. Larger companies will have positive actual hiring rates compared to smaller companies, especially those with 54 to 260 employees (Pearson Chi Square, 12.827, $p = .046$).

Finance, professional and scientific services, and administrative services sectors. These sectors will show the strongest gains in employment, while the manufacturing, information services, education, health services, and non-profits will lower hiring (Pearson Chi Square, 52.064, $p = .014$).

ACTUAL HIRING FOR 2005-2006

For this year's report, 602 employers provided complete hiring information. The remaining 276 respondents did not know or were unable to reveal their hiring targets. Characteristics that describe companies not providing data are described at the conclusion of this section.

In providing hiring figures, several companies provided information for total anticipated hires only, not disaggregating into degree levels. While the total average hires and percentages may track comparably with bachelor's figures, because BA/BS is the largest reported subgroup, this may not always be true. The total for all graduate figures does provide the best statistical stability in generalizing to the broader population.

Hiring figures provided by these employers indicate that they will hire 28,701 college graduates during 2005-06, compared to 27,728 actual hires in 2004-2005. In comparison to *Recruiting Trends 2004-2005*, employers at that time indicated that they anticipated hiring 24,767 graduates.

This section reports actual hiring numbers and the job growth for 2005-2006. Comparisons will be made on key company descriptors. Highlights will be presented in this section and all supporting tables can be found in Appendix 6.

Hiring is expected to increase by 6% this year for all graduates according to the figures provided in the next table.

Hiring Changes Between 2005 and 2006 All Responses

All responses	n	04-05 average hired	n	05-06 average expected hires	Percent change
All grads	599	46.3	590	48.6	+ 6
Associates	201	11.6	204	12.3	+ 4
Bachelors	564	32.7	565	34.2	+ 5
MBAs	144	13.5	133	12.1	-10
Masters	182	22.1	174	25.0	+13
PhD/Prof	79	12.7	77	13.0	+ 3

- The average hires per company are expected to be 48.6, which is comparable to last year's average of 49.9.
- Bachelor hiring is expected to increase by 5% and the number hired will average 34.2, an improvement of six positions over last year.
- MBA hiring will decline by 10%, negating the positive growth in opportunities reported last year.
- Masters hiring will be up 13% (driven largely by need for accountants).

Let's start by examining hiring levels by the intentions employers had entering this year's hiring cycle. A dramatic difference was found between those who definitely plan to hire and those with preliminary or uncertain targets.

- ***Employers with definite plans indicated they would increase hiring by 14%.*** All degree levels will enjoy increased opportunities ranging from 13% for bachelor's degrees to 19% for MBAs and 21% for associates.
- ***Preliminary employers, hiring under current expectations, will decrease by 11%.*** In recent years this group has usually signaled positive hiring levels though smaller than the definite group.

- ***Employers who face uncertainty, plan to decrease hiring by 70% across the board.***

The difference is even more dramatic when comparing those companies who are increasing hiring and those firms with plans to decrease hiring.

- ***For the 261 employers increasing their hiring, the expansion will be 35%*** for all graduates with an average number of hires per firm of 71.6.
- For the 187 employers decreasing their hiring, their shrinkage will be 36% for all graduates with an average number of hires per firm of 34.9.
- Fortunately there are more firms increasing their hiring than the number of companies decreasing opportunities; plus those increasing hires are hiring slightly more than twice the number of graduates than those declining.

Company size. Company size was anticipated to influence actual numbers hired. We expected to find smaller employers contracting positions compared to larger firms. When the numbers were tabulated, small employers are actually expanding hiring opportunities while larger employers will not increase hiring over last year.

- **Employers with fewer than 53 employees plan to grow by 26%.**
- **Employers with 54-260 employees will expand by 14%.**
- **Medium size firms of 261 to 3,000 will grow by 12%.** These firms will be hiring fewer MBAs, however, (down 5%).
- **Firms with over 3,000 employees plan to hire 130 graduates this year, which is the same as last year.**

However, these firms plan to cut MBA hiring by 17%.

Hiring will vary across the United States depending on the scope of their recruiting assignments.

- ***Employers who recruit internationally will increase hiring 10% to 14% and a robust 8% for MBAs.***
- ***Employers who recruit across the United States will decrease hiring by a modest 1% to 2%, but a significant 23% for MBAs.***
- Region employers are positive for all graduates including the Midwest:
 - Northeast up 32%
 - Mid-Atlantic up 11%
 - Southeast up 10%
 - Great Lakes up 6% (thanks Chicago!)
 - Southcentral up 6%
 - Southwest up 5%
 - Upper Plains up 5%
 - Northwest down 2%
- Bachelor hiring is expanding between 10% to 12% in most regions.

MICHIGAN EFFECT

Companies from the State of Michigan comprise 13% of the respondents who provided hiring information. While 42% of these companies will be increasing their hiring and 26% will hold steady, the 32% that will be decreasing their hiring have a profound impact on hiring in the State and around the country. This group will be decreasing hiring to such an extent that overall hiring by State companies will be down 43%. Statistically these figures also strongly influence the total hiring picture for the entire sample. Nevertheless, if the State of Michigan companies are excluded from the calculations, leaving approximately 525

companies reporting hiring figures, the hiring picture looks like this:

Associates	Up	15%
Bachelors	Up	13%
Masters	Up	13%
MBAs	Up	14%
PhD/Prof.	Up	6%

The surveyed companies are only a slice of the companies operating in Michigan and may not represent the total hiring picture within the State. Clearly smaller employers, those with fewer than 260 employees, are actively hiring. They represent a variety of economic sectors. Even large employers from the State, in health services, retail, and financial services, expect to increase hiring; but do not offset the losses in manufacturing, professional services, and construction. Firms between 260 and 3,000 in size appear to be struggling the hardest to maintain hiring levels comparable to last year. Many are Tier I suppliers who are under pressure to reduce costs and have seen orders decline.

Hiring by industrial sector varies

noticeably this year. Since the number of employers reporting can be small, the focus on these sector briefs will be on bachelor hiring.

- Oil and Energy. Oil exploration activities have expanded in response to energy prices. Utilities report sluggish hiring. Up 10%.
- Construction. Strong regional differences appear with firms in hot housing markets expanding employment and worried about possible labor shortages. Firms in regions where the housing market has slowed anticipate further slowdown. Katrina aftermath is the wild card going into next year. Down 17%.
- Manufacturing. Except for chemicals, medical devices, and some electronics firms, the manufacturing sector continues to contract. All eyes will turn toward Detroit and the fate of GM and Delphi. Down 12%.
- Wholesale. Remain guardedly optimistic as consumer goods (durable) keep selling. Up 12%.
- Retail. Market has cooled from rapid growth witnessed the past two years. Still very positive. Up 19%.
- Transportation. Faced with higher energy costs challenging this sector; but creative logistics management and grouping of key functions increases opportunities. Up 18%.
- Information Services. The cell phone business still working out of painful mergers, over capacity; and publishing remains steady. Down 2%.
- Finance/Insurance/Real Estate. Presents the best opportunities for graduating students. Finance institutions are either expanding opportunities or are anticipating a slowdown in mortgages that may temper hiring at some institutions slightly. Real estate remains on cloud nine. Up 24%.
- Professional and Scientific Services. Accounting is still hot, but consulting, scientific services, taking a wait and see approach. Expansion slow. Up 3%.
- Administrative Services. If you need a job? Here is the place to go. Up 51%.
- Education. Retirements and new educational services expand opportunities. Up 5%.
- Health Services. Shortages abound in nursing and in some technical support areas, as well as pharmacy. Rising costs and pressure to contain them slows hiring. Up 5%.

- Accommodation Services. Always in need of new management trainees, especially in food services. Up 34% (though numbers hired per firm is small).
- Non-Profits. Stretched to the max, short on money. More efforts into fundraising rather than staffing. Down 26%.
- Government. Defense and homeland security have jobs; but other agencies expect to see funds cut to pay for Katrina. Up 17%.

Comparisons based on the **job functions** will be looking for over the course of the academic, interesting patterns emerged. Traditional job functions that have long been the meat and potatoes of college recruiting are fading to be replaced by more knowledge management functions.

- For companies whose hiring levels will decrease by 4% to 5%, they are still filling positions for sales and marketing functions. This relationship suggests that as companies cut other functions, they are hiring in the sales area. Instead of manufacturing engineers, the company wants sales staff with engineering expertise.
- Functions where companies expect to hire more graduates—percentages based on bachelor hiring—includes:
 - Administrative services 23%
 - Research 35%
 - Hospitality 26%
 - E-commerce 28%
 - Information management 14%
 - Management training 11%
 - Consulting 9%
- Functions where companies expect to hire fewer graduates.
 - Human resources –32%
 - Design (all) –16%
 - Manufacturing –9%

ACADEMIC MAJOR HIRING SITUATION

The hiring situation by academic major appears confusing because of how the companies mix majors together. We do not ask them hiring intention by specific academic majors; rather we group companies by the majors that they will be seeking. A company could reasonably recruit business, engineering and social science graduates at the same time. This matching makes for some interesting bed fellows and conflicting statistics. We include these figures so that a complete analysis is presented. However, we are still wrestling with this section and will post updates on our website.

For those employers seeking **all majors** (115 companies) the hiring situations is:

- Associates up 33%
- Bachelors up 20%
- MBAs up 18%
- Masters up 5%
- Total (all) up 19%

For those employers seeking **business majors** (305 companies) the hiring situation is:

- Associates up 3%
- Bachelors down 3%
- MBAs down 21%
- Masters up 13%
- PhD/Professional no change
- Total (all) no change

For employers seeking **engineering majors** and “all technical” (204 companies) the hiring situation is:

- Associates down 8%
- Bachelors down 8%
- MBAs down 41%
- Masters up 14%
- Total (all) down 8%

For employers seeking **computer science majors** (64 companies) the hiring situation is:

- Associates down 3%
- Masters up 4%
- Total down 3%

For employers seeking **social science majors** (24 companies) the hiring situation is:

- Bachelors up 37%
- Total up 24%

For employers seeking **communication majors** (29 companies) the hiring situation is:
Bachelors down 30%

- Total down 20%

For employers seeking **health science majors** (35 organizations) the hiring situation is:

- Bachelors up 25%
- Total up 10%

For employers seeking **all liberal arts and humanities majors** (84 companies) the hiring situation is:

- Bachelors down 3%
- Total down 1%

For employers seeking **physical and biological science majors** (38 companies) the hiring situation is:

- Bachelors no change

For employers seeking **construction and agricultural majors** (23 companies) the hiring situation is:

- Bachelors down 10%

For employers seeking **social service majors** (28 companies) the hiring situation is:

- Bachelors up 7%

What methods in recruiting new talent are associated with expanding job opportunities? One strategy clearly comes out ahead – employee referrals. The comparisons show:

- Employee referrals – everyone is a winner! Employers who use this method (460) expect to increase hiring by 10% for bachelors and 16% for MBAs, while those who do not use referrals (127) will decrease hiring by 27%.

- Working through the college career center should help students as employers interviewing on-campus will be up 4% at the bachelor's level. Employers not visiting will also increase hiring but by 12%. Companies visiting campus, tend to be bigger and have more positions available. The exception will be for MBAs where recruiting is expected to be down 9%.

- Career fairs remain popular. Employers attending fairs will increase hiring by 3%; still non-fair attendees hiring will be up 12%. Accounting majors will benefit the most from fairs compared to other groups.
- Companies requesting resumes from campuses expect to increase hires by 2%.

- Companies that post their positions on their company home page will increase hiring by 2%; those who do not, by 11%.

- Companies who list jobs on national web bases (426 – our sample is skewed this way) will actually decrease hiring by 1% compared to those who do not (up 30%).

- Companies using ads will be down 5%.

- Companies using internships and co-ops will see a slight decline in hiring. Manufacturing sector, a major supporter of co-ops, strongly shapes this strategy. Cuts throughout manufacturing, however, do not necessarily mean that co-ops and internship participants will have difficulty finding job opportunities. In fact, quite the opposite, in a shrinking market that appears to be competitive, those graduates with prior workplace experience will be the first hired. This anomaly in statistics captures the continuing realignment from manufacturing to a “new” economic order.

- Local job boards, a tool used largely by small employers, appear to benefit associate degree graduates and by extension certificate recipients and

tradesmen who are seeking specific types of positions in a specific geographic area.

- MBA's might consider working with a staffing consulting service as employers who contract with these services plan to increase employment of MBAs by 30%. Other degree level graduates should probably use these services with caution, as BA/BS hiring will be down 18% for employers in this group.

So what strategies work best? Active engagement with employers by meeting at career fairs and information nights, actively interviewing on campus, and working with faculty who refer candidates. The best methods are clearly networking.

- Talk to employees in companies of interest.
- Build relationships through alumni networks and events.
- Be active in one's community.
- Consider walking through the door and presenting a resume directly to the employer (think small).

Reflection on last year. Just how well were our projections of 18% to 20% last year? In an examination of hiring data of the 122 companies (out of 153) who participated last year, we believe that the market performed as well as expected. In fact, these companies actually hired more than projected by about 10% at the bachelor's and master's level. This year this group anticipates to increase their hiring by 10% overall (7% for bachelor's, 6% for MBAs, and 14% for masters) compared to 3% for new participants to the study in 2005-2006.

Who did not report hiring figures?

Companies that were not in a position to report their hiring information can be characterized as:

- Being employers from all size categories, but more companies in the 261-3,000 size group appeared than expected.

- Being concentrated in the Great Lakes region (Michigan, Ohio, and Illinois), California, New York, and Pennsylvania.
- Being manufacturers (transportation, chemicals and electrical/computer manufacturing), professional and scientific services (accounting, computer systems design, and management consulting), and administrative services.
- Recruiting throughout the United States and within the Great Lakes.
- Actively engaging in on-campus interviewing, career fairs, and listing positions on national job boards.
- Having only preliminary or uncertain plans (94%).
- Being less optimistic about the overall job market and their own industrial sector job market.

The key to the ultimate success of this year's job market may well rest with those professional services' employers who have not finalized their hiring targets. Last year, this group was the muscle behind the robust employment gains we witnessed. Their entry into the market on the upward side could only strengthen the market this year.

WHAT DO WE SEE SO FAR?

A slight expansion of opportunities (5% to 8%) will build upon the robust market experienced last year. Much of the muted nature of this year's market can be attributed to the continued consolidation of jobs in the manufacturing sector, and the wait and see attitude of the professional services sector. The loss of momentum in the MBA market is troubling. The increased hiring of MBAs by the financial service sector will play well in the top-tiered MBA programs; but for other MBAs the market will be tight unless professional services kicks in to offset the

dramatic drop in hiring among manufacturers. The national based and regionally focused employers from Michigan are strongly shaping the labor market as they are cutting hiring significantly. A rather robust growth of 13% is expected when Michigan companies are not included in the sample.

The type of jobs being created lean heavily toward sales and marketing. Nearly 50% of these employers are seeking graduates to fill sales related positions from engineering and retail to education. The largest gains in opportunities, all be it from a smaller base, will be for consulting, research, information management, and e-commerce.

While all regions of the country are expressing optimism, regional conditions are affecting some sectors. Construction serves as a great example. Further, the Great Lakes, under the gloom of the auto industry, and the Gulf region crippled by storms, may curtail labor market growth depending how the political and social systems respond to the turmoil.

Based on our best read of the information provided by this year's employers, the **top majors** will be:

- All majors (for sales, marketing, management training, finance consulting, information management, and research positions).
- Accounting
- Nursing
- Finance
- Civil and Environmental Engineering
- Electrical Engineering
- Pharmacy
- Marketing
- Logistics/Supply Chain
- All Liberal Arts (for sales, management training, education services, research, media, consulting, finance, and human resources).
- Mechanical Engineering (non-automotive)

STARTING SALARY

With more employers participating in this project last year, we tried to present as much information as possible. Feedback from small employers expressed concern that the salary information failed to reflect what they could offer. Without proper information, graduates were approaching some employers with higher expectation than were warranted. In addition, the small sample sizes, when disaggregated by academic major, were probably misleading as well. This year salary information was aggregated in larger groupings: (1) for employers with more than 76 employees and those with fewer than 76 employees; and (2) by companies that sought selected types of majors. Hopefully, this information can be used appropriately, remembering salaries vary by location, industry, and academic major.

This year starting salaries will range from \$38,600 to \$44,800 for bachelors' degreed graduates. This range, strongly influenced by those seeking business and engineering majors, may be higher than for those outside technical or professional fields. Salaries are expected to increase by 2% to 3.5% this year (2004-2005 starting salary by reporting companies can be found in Appendix 7).

Degree	n	Range (\$)
Associates	154	28,700-35,100
BA/BS	528	38,600-44,800
MA/MS	211	47,000-55,200
MBA	119	58,200-68,300
PhD/Prof.	71	68,800-86,400

Small businesses will start their offers slightly lower for associates, bachelors, and MBA graduates. They may actually pay slightly higher for masters and professional (i.e. pharmacy) and doctoral degrees. Small employers, however, will not be hiring many advanced degreed individuals.

Starting Salary Ranges for Companies Less than 75

Degree	n	Range (\$)
Associates	67	24,700-30,400
BA/BS	192	35,100-41,900
MA/MS	59	47,600-57,600
MBA	35	49,800-56,700
PhD/Prof.	16	74,500-104,000

Using the salary information provided by employers with more than 76 employees, the information was sorted by companies seeking certain types of majors. We only provide starting salary estimates for the degree levels which have sufficient observation to provide stable figures.

For employers seeking these majors, their starting salaries are:

Major	Degree	Range (\$)
All academic majors	BA/BS	35,300-43,900
Business majors	Assoc	29,300-38,200
	BA/BS	38,200-47,100
	MA/MS	48,300-60,400
	PhD/Prof	69,394-97,700
Engineering/ Technical	Assoc	30,800-37,100
	BA/BS	42,400-49,500
	MA/MS	54,500-63,800
	PhD	76,000-100,000
Computer Sciences	BA	43,000-49,200
Social Sciences	BA	33,500-40,400
Communication	BA	25,700-39,400
Liberal Arts/ Humanities	BA	37,400-48,900
Sciences	BA	37,600-44,800
Construction/ Agriculture	BA	25,300-42,000
Social Services	BA	30,600-34,900

Health salaries in the health field have been calculated separately. Nursing salaries fall within a wide range across all degrees which allows for more flexibility in hiring. The average starting salary range for nurses was reported as \$43,700 to \$50,300 with the maximum at \$80,100 and the minimum at \$31,000. Salaries for other specialties ranged from the mid-\$30,000 to high-\$40,000.

Associate salaries depending on specialty area and ranged widely. Master's degree specialties, primarily physical and occupational therapists, averaged \$50,000 to \$60,000.

SKILLS AND COMPETENCIES

Every year we check in some way with employers on their assessment of the skills and competencies that new college graduates bring to the workplace. Using a free-response format, the question lead by recognizing the importance of communication, leadership, teamwork, and computer literacy in today's workplace. Beyond these essentials, what additional skills and competencies are critical for success.

Employers stayed focused on these core skills as well as analytical thinking, personal attributes including work ethic, time management, and adaptability. From all the responses communication (verbal and written) is clearly the most critical factor for success. It is clearly evident that employers are concerned that communication skills are deteriorating. Graduates lack basic skills in grammar, spelling, sentence structure that detract from sensible, and effective written communication. Their speech that connects short phrases sounds like their text messages.

Interested in how new electronic communication devices may be affecting communication skills, we included a companion question concerned with their impact, on writing in particular. Several respondents noted that they have seen little change. The majority, however, even

acknowledging the benefits of speedy instantaneous access to almost anyone, felt that writing skills have been deteriorating noticeably in a very short period of time. The general observation is that young people are struggling in written work. These typical responses offer some insight into these concerns:

“Writing in emails has increased significantly and with it general writing skills have decreased. Less thought is shown in the content.....”

“Inability to clearly and concisely articulate thoughts and points in writing.”

“Email tends to be too informal and full of slang to be good business writing.”

Teamwork stimulated a few concerns from a small group of employers that might be an emerging dilemma, noting that more students are arriving with multiple teamwork experiences from college classes. That is good, right? Well, it may be too much of a good thing. Two issues resonated around teamwork. First, the teamwork experiences are seldom structured to actually create effective team dynamics. Students are coming with a poor understanding of how teams work and their roles on teams. This leads directly to the second issue. Students heavily rely on others to get their work done; some may not know how to do it, while others are not self-reliant. The casual, widespread use of team projects in classes may be undermining a core competency.

So what new competencies may be emerging as critical to future success? Two phrases popped out because they were sighted several times: geographic awareness and a global understanding or perspective on events and how they are related to the company’s business. As businesses become realigned globally, having employees with an awareness of space (where countries, cities, are located at one level), social and cultural

geographic movement, as well as dominant physical assets of a region will be critical to a company’s vitality.

WHAT DO GRADUATES WANT?

From a list of 15 job characteristics frequently considered by graduating students when looking for a job, employers rated the level of importance of each characteristic in students’ decisions in selecting a position. The job ratings revealed three highly important characteristics to students: interesting work, chances for promotion, and opportunity to learn. The rest of the characteristics clustered in these groups.

Relatively High Importance

- High income
- Good benefits
- Geographic location
- Job security
- Prestigious company
- Annual vacations

Moderately Important

- Work independently
- Regular hours
- Flexibility

Somewhat Important

- Limited stress
- Limited overtime
- Travel

Simply providing this list of employer perceptions on student job values adds little to our understanding of the exchange between students and employers without a comparative context. The Collegiate Employment Research Institute will soon release findings, in conjunction with our sponsor, MonsterTrak, on the career maturity, perceptions on work, and attitudes toward employment of nearly 10,000 18 to 25 year olds. The findings will reveal some major differences between what employers perceive and students believe. Students rank income

(barely makes the top ten) and prestigious company (just makes the list) lower than employers while ranking benefits, job security, vacation and flexibility higher. Add to the mix interesting differences by gender, ethnic affiliation, family income, and type of school attended, and there is a real story to tell. A story that we need to read to better understand our students and new college hires in the workforce.

HOW WOULD YOU DESCRIBE TODAY'S COLLEGE GRADUATE?

Not leaving well enough alone, we asked respondents in an open-ended format to comment on the differences between today's college graduate and those who graduated 8 to 10 years ago. Open-ended questions generally provide terse to the point answers, especially from employers. This question opened a gusher of words; you would have thought some folks had returned to college and were submitting their favorite research report. This topic obviously struck a cord with many respondents. Some of the comments were delightful, "I was 12 ten years ago and I really don't know." (It's one of them!). Here are some responses that will set the stage for what we found:

"Generally, today's graduates are wanting employers to give them more before they actually show their commitment and what they can do for the company. They do not want to work overtime. They want more flexible time." (A small employer).

"Social cues from media hype, devices of digital distraction, and lack of corporate leadership and integrity have effectively gutted willingness to sacrifice in advance of rewards. There is a strong resistance to demonstrate competence in advance of financial rewards." (A small employer).

"More able to work in a team. Much better technical/computer skills. Less concerned with tact, i.e. making a good impression when

offered jobs they don't want. They choose to not return job offer calls, instead of calling back to thank employers for the offer and respectfully decline. Demanding specific schedules -- nursing grads are refusing night shift opportunities when ten years ago that was the only way for a nurse to get a job." (Health services).

"Graduates today believe they will be compensated well for just having a degree without having related work experiences. Ten years ago graduates took positions that may have paid less to get the work experience. I think the reason for the shift between recent graduates is that they have more responsibility (student loans, cost of rent, gas prices, health insurance are more costly now)." (Real estate).

"They are very smart but they don't seem as motivated. They don't want to put in the effort to advance. They want instant gratification and are very impatient [and] their writing skills are poor." (Accounting)

"These individuals are more knowledgeable about technology and typically have greater work experience in high school and college. However, recent graduates seem to take longer to develop into professionals (in terms of being committed to doing a good/thorough job) and have displayed an amazing lack of knowledge of history, geography and social sciences." (Monetary Authority).

We can not do the wealth of information in these comments justice in the space allocated here. Employers described the student of today in these terms as compared to a student 8 to 10 years ago. Today's students are:

Well traveled
Technically adept
Team player
Ambitious
Better educated
Learns on own (as dictated by technology)

Holds high expectations for themselves
Relaxed, casual
Seeks quality of life – balance
Freedom to make choices (has a lot)
Highly confident

Their comparisons do not end here. In the same breath, they continue their description with a *seemingly opposite* set of characteristics. You would find it hard to believe that they were describing the same student when characterized as:

Unmotivated
Lacks focus (no long term goals)
Feels entitled, often arrogant
Communicates poorly
Self-centered/self-absorbed
Acts immaturely (poor social skills)
Short attention span
Reacts passively
Avoids risks (won't accept challenges)
Fears failure
Lacks a sense of responsibility
Depends on others
Shows little work ethic

Complicating matters are several characteristics which fell right in between the two profiles described above. These characteristics could be placed on either the positive or the negative side of the ledger.

Money (some can do with less, others want the big bucks)
Skills and abilities (some exaggerate their skills without the experience to back their claims; others are so modest they understate themselves)
Passion (some are excited and eager with something burning inside them; others just pass through)
Parents (some parents let their children fly; others keep influencing them long past graduation)
Success (some are driven; others have not turned on the switch)
Careers (it's all about doing something meaningful; it's all about the

money)

Starting point (the bottom or the top)
Change (comply, don't rock the boat; change procedures as situation dictates)

As one employer added, "*the world has changed so much* [in the last decade] *the work environment has very different expectations.*"

The lingering impression is that maybe older generations are trying to fit a **round peg** into a **flat** economy—that is, students and experienced workers are living in two very different paradigms. And young people are trying to find a shape that compliments *flat*. For those of us who mediate between employers and students, we have a monumental challenge in preparing both parties to meet each other.

May you meet this challenge with success!
Have a great recruiting year.

APPENDIX 1

DEFINITIONS

Key variable definitions that were used in this report are included to clarify the text.

- a. Academic majors: The traditional list of majors used by NACE and MwACE was augmented this year with additions in creative fields and health fields. We listed 125 majors that employers could pick from.
- b. Regions of the United States:
 - Northeast: Maine, Vermont, New Hampshire, Rhode Island, Massachusetts, Connecticut
 - Mid-Atlantic: New York, Delaware, New Jersey, Pennsylvania, Maryland, Virginia, Washington DC, West Virginia
 - Southeast: North Carolina, South Carolina, Georgia, Florida, Alabama, Mississippi, Tennessee, Kentucky
 - Great Lakes: Ohio, Indiana, Michigan, Illinois, Wisconsin
 - Upper Plains: Minnesota, Iowa, Nebraska, North Dakota, South Dakota, Wyoming
 - Southcentral: Oklahoma, Texas, Arkansas, Missouri, Louisiana, Kansas, Colorado
 - Southwest: New Mexico, Arizona, Utah, Nevada, California, Hawaii
 - Northwest: Montana, Idaho, Oregon, Washington, Alaska
- c. North American Industrial Classification (taken from Standard Industrial Classification):
 - Agriculture and Natural Resources Services*: Establishments engaged in agricultural production, agricultural services, mining activities, forestry and logging, and oil and gas extraction.
 - Accommodation and Food Services*: Hotels; motels; food services; drinking establishments.
 - Non Profits*: religious; civic; private households; education.
 - Arts and Entertainment*: Performing arts; museums, amusement and recreation industries.
 - Construction*: Includes contractors and operative builders engaged in construction of residential, industrial, and commercial buildings; heavy construction, such as highways, bridges, etc. are also included; special trade contractors and service providers associated with construction.
 - Health Care*: Hospitals; ambulatory care services; nursing and residential care facilities; social assistance, service providers.
 - Information*: Publishing industry; broadcasting and telecommunication; motion pictures and sound recording; information services and data processing services, and software producers.
 - Administrative support services*: waste management; travel services; investigation and security services; services to buildings/dwellings, travel related services; document printing and preparation; telemarketing.
 - Manufacturing*: Establishments engaged in the mechanical or chemical transformation of materials or substances into new products; also include assembling of component parts and blending of materials.
 - Transportation and Warehousing*: All types of transportation services (air, rail, water, and truck), includes support services for transportation; couriers and messengers; storage services.
 - Wholesale Trade*: Establishments engaged in selling merchandise to retailers, other wholesalers, or business/industrial users.
 - Retail Trade*: Establishments engaged in selling merchandise for personal or household consumption and rendering services incidental to the sale of the goods.
 - Finance*: Establishments operating primarily in the fields of finance, insurance, and real estate.
 - Professional Services, Scientific and Technical Services*: Provide services to businesses and individuals including legal, accounting, architectural, engineering, design (computer systems and specialized), management consultants; marketing research, including public opinion polls; environmental consulting; scientific research; advertising.
 - Government*: Includes activities of federal, state, and local governments, including research by public agencies (space).
 - Utilities*: Electric power generation; national gas distribution; oil and gas drilling and exploration.

- d. Company size. The range was reduced to four groups with each group containing approximately 25% of the sample.

All the analyses were conducted using the SPSS statistical package. Access to the data can be requested from the Director of Research, Dr. Philip Gardner.

APPENDIX 2

BACKGROUND ON RESPONDENTS

The characteristics of the respondents with complete information are provided in this appendix.

Respondents' Gender: 61% female, 39% male

Regional breakdowns based on mailing addresses:

Northeast:	Maine, Vermont, New Hampshire, Rhode Island, Massachusetts, Connecticut
Mid-Atlantic:	New York, Delaware, New Jersey, Pennsylvania, Maryland, Virginia, Washington DC, West Virginia
Southeast:	North Carolina, South Carolina, Georgia, Florida, Alabama, Mississippi, Tennessee, Kentucky
Great Lakes:	Ohio, Indiana, Michigan, Illinois, Wisconsin
Upper Plains:	Minnesota, Iowa, Nebraska, North Dakota, South Dakota, Wyoming
Southcentral:	Oklahoma, Texas, Arkansas, Missouri, Louisiana, Kansas, Colorado
Southwest:	New Mexico, Arizona, Utah, Nevada, California, Hawaii
Northwest:	Montana, Idaho, Oregon, Washington, Alaska

	n	%
Northeast	38	4
Mid-Atlantic	175	20
Southeast	109	13
Great Lakes	267	31
Upper Plains	41	5
Southcentral	88	10
Southwest	103	12
Northwest	25	3

Size of organization or size of unit (number of employees) are grouped by quartiles:

Organizational Size	n	%
<53	216	25
54-260	217	25
261-3,000	221	25
>3,001	214	25

Industrial Sector: For each respondent their major North American Industrial classifications (NAIC) code which, reflected their organizations' products and services was used to assign to industrial sector. Only the first three numerals were utilized. Some companies have more than one NAIC code. This year we chose to only assign the primary or major NAIC code. A computer manufacturer may build components (manufacturing) and sell computers (retail), for example. According to their responses, the group represented these industrial sectors:

Industrial Sector	n	%
Agriculture	5	1
Public Utilities/Oil	9	1
Construction	24	3
Manufacturing	144	17
Wholesale	21	2
Retail	35	4
Transportation	13	2
Information	25	3
Finance, Insurance, Real Estate	128	15
Professional Services	212	25
Business Support Services	56	6
Health	81	9
Education Services	35	4
Entertainment/Arts	7	1
Accommodations/Food Services	23	3
Professional Org./Non prof	19	2
Government	22	3

Recruiting Territory: Respondents were asked which areas of the United States that their organizations recruited candidates. They were allowed to check all the areas that applied.

Recruiting Areas	n	All %	Answered %
International	78	9	11
Entire United States	280	32	39
Northeast	121	14	17
Mid Atlantic	106	12	15
Southeast	106	12	15
Great Lakes	210	24	29
Upper Plains	45	5	6
Northwest	48	6	7
Southcentral	79	9	11
Southwest	91	10	13

Techniques and Strategies Used to Recruit College Graduates.

Respondents were asked to identify their top three recruiting strategies. All the strategies from the list provided appeared in the top three. About half of the respondents indicated on-campus recruiting and job listing services as their primary strategies; on-campus recruiting was listed by 27% as the top strategy. Four other strategies, job fairs, organizational web postings, co-op/internship program, and ads in newspapers or professional journals, elicited more support (referrals was very close). Regardless, the selected strategies were more distributed than in previous years.

Primary Strategy	n	% total listed
On-campus recruiting	516	59
Job fairs	513	59
Organization's Web/Internet posting	623	71
Referrals by current employees	667	76
Co-op/internship program	438	50
Ads in papers, professional journals	491	56
Job listing service (Web)	642	74
Resume referrals (campus)	520	59
Local Internet boards	448	51
External staffing prof./consultants	183	21

Majors Sought: Respondents could identify the top five academic majors they were seeking in 2004-05. Employers identified specific majors, including all majors, all business majors, all technical majors, and all liberal arts. A combined 1650 majors (approximately two per respondent) were identified, which represented approximately 110 individual majors. The top listed majors included:

Individual Majors	n	% of Total
All majors	166	18
All business	184	20
All liberal arts	68	7
All technical	94	10
Accounting	92	10
Mechanical Engineering	39	4
Business Administration	38	4
Electrical Engineering	43	5
Finance	59	6
Marketing	54	6
Computer Science	31	3
Civil Engineering	32	3
Communications	38	4

APPENDIX 3

LABOR MARKET OVERVIEW

**Table 3-1. Job Market Prospects for College Graduates 2005-2006:
Impressions of College Labor Market Reported by all Respondents (%)**

	Mean	Very good to Excellent	Good	Fair to Poor
Overall market	3.06	25	53	22
Industrial sector	3.35	41	40	19
Regional markets				
Northeast	3.15	34	41	25
Mid-Atlantic	3.13	30	47	23
Southeast	3.27	34	47	19
Great Lakes	2.93	25	45	30
Upper Plains	2.82	26	35	39
Southcentral	3.08	27	48	25
Southwest	3.23	36	43	21
Northwest	3.16	29	49	22

1-2 = Poor to Fair, 3 = Good, 4-5 = Very good to Excellent

**Table 3-2. Impressions of College Labor Market by Industrial Sector
Across Recruiting Areas for 2005-2006 (percentages)**

		Overall	Industry.	NE	M-A	G L	UP	SE	SC	SW	NW
*Agric.	Fair-Poor	--	--						--		
	Good	100	50		100	50		100	--	100	100
	VG – Excell.	--	50			50	100		--		
*Util./Oil	Fair-Poor		17	--	33	20	50	33	50	50	50
	Good	83	33	50	--	40	--	33	--	--	--
	VG – Excell.	17	50	50	67	40	50	34	50	50	50
Constru.	Fair-Poor	18	10	60	20	38	50	--	29	12	17
	Good	47	35	40	50	62	37	25	14	25	50
	VG – Excell.	35	55	--	30	--	13	75	57	63	33
Manuf.	Fair-Poor	26	30	39	34	45	56	26	35	35	29
	Good	52	40	39	40	34	22	49	50	46	52
	VG – Excell.	22	30	22	26	21	22	25	15	19	19
Wholes.	Fair-Poor	37	39	50	--	60	50	--	25	20	50
	Good	50	38	50	100	40	50	100	75	60	50
	VG – Excell.	13	23	--	--	--	--	--	--	20	--
Retail	Fair-Poor	24	23	42	40	50	50	22	25	11	20
	Good	48	32	25	30	25	20	33	12	33	50
	VG – Excell.	28	45	33	30	25	30	45	63	56	30
Transpo.	Fair-Poor	37	37	60	50	40	40	50	50	50	50
	Good	50	13	40	50	40	40	50	50	50	50
	VG – Excell.	13	50	--	--	20	20	--	--	--	--
Info.	Fair-Poor	29	39	37	43	27	37	71	29	44	71
	Good	64	50	25	43	64	38	29	71	33	14
	VG – Excell.	7	11	38	14	9	25	--	--	23	15
Fin/Ins	Fair-Poor	13	8	8	18	21	19	14	12	8	11
	Good	62	48	51	41	44	53	54	53	47	51
	VG – Excell.	25	44	49	49	35	28	32	45	45	38
Prof/Sci	Fair-Poor	28	15	14	15	22	24	15	16	13	5
	Good	44	40	38	43	43	36	45	50	36	42
	VG – Excell.	28	45	48	43	35	40	40	34	51	53

		Overall	Yr.	NE	M-A	G L	UP	SE	SC	SW	NW
Admin	Fair-Poor	24	23	22	10	16	50	16	32	17	33
	Good	54	44	39	63	63	37	53	53	61	53
	VG – Excell.	22	33	39	27	21	13	31	15	22	14
Educ.	Fair-Poor	19	14	57	29	50	67	--	12	20	29
	Good	48	32	14	57	30	11	29	63	40	43
	VG – Excell.	33	54	29	14	20	22	71	25	40	28
Health	Fair-Poor	33	15	67	100	20	50	--	--	--	--
	Good	17	31	--	--	60	--	--	100	--	--
	VG – Excell.	50	54	33	--	20	50	--	--	100	100
*Arts	Fair-Poor		40	33	50	50	50	--	--	--	33
	Good	100	60	67	50	50	50	50	50	--	67
	VG – Excell.	--	--	--	--	--	--	50	50	100	--
Accomm	Fair-Poor	12	11	15	22	22	43	12	29	--	29
	Good	76	50	62	67	56	43	50	43	68	57
	VG – Excell.	12	39	23	11	23	14	38	28	32	14
Non-Pro.	Fair-Poor	71	22	--	--	--	--	25	50	60	--
	Good	14	33	40	33	--	--	50	--	20	33
	VG – Excell.	15	45	60	67	100	100	25	50	20	67
Govern.	Fair-Poor	--	13	22	14	18	25	25	27	57	12
	Good	81	33	56	57	73	62	63	57	29	75
	VG – Excell.	19	54	22	29	9	13	12	16	14	13

*Very small samples in these categories: included for completeness.

Table 3-3. Job Prospects for College Graduates 2005-2006 by Company Size (%)

	Mean	Very Good to Excellent	Good	Fair to Poor
Overall market				
<53	2.92	19	52	29
54-260	3.08	25	50	25
261-3,000	3.00	20	59	21
>3,001	3.17			
Industrial sector				
<53	3.19	36	40	24
54-260	3.35	43	38	19
261-3,000	3.30	38	44	18
>3,001	3.52	30	51	19

1-2 = Poor to Fair, 3 = Good, 4-5 = Very good to Excellent

Table 3-4. Job Prospects for College Graduates 2005-2006 by Region/Company Size (%)

Location	Rating	<53	55-261	261-3,000	>3,001
Northeast	Fair-Poor	33	21	23	25
	Good	36	37	45	42
	VG – Excellent	31	42	32	33
Mid-Atlantic	Fair-Poor	38	20	18	24
	Good	39	48	54	41
	VG – Excellent	23	32	28	35
Great Lakes	Fair-Poor	50	20	30	30
	Good	34	46	55	38
	VG – Excellent	16	34	15	32
Upper Plains	Fair-Poor	55	37	32	41
	Good	30	28	46	31
	VG – Excellent	15	35	22	25
Southeast	Fair-Poor	30	14	13	23
	Good	41	51	61	37
	VG – Excellent	29	35	26	40
Southcentral	Fair-Poor	33	26	16	28
	Good	46	49	67	36
	VG – Excellent	21	25	17	36
Southwest	Fair-Poor	37	18	17	21
	Good	37	41	56	36
	VG – Excellent	26	41	27	43
Northwest	Fair-Poor	33	12	21	23
	Good	52	43	60	44
	VG – Excellent	15	45	19	33

APPENDIX 4 HIRING INTENTIONS

Table 4-1. Hiring Intentions by Economic and Manufacturing Sectors (%)

	Definitely	Preliminary	Uncertain	Not
Agriculture	40	40	20	--
Oil/energy/utilities	60	0	30	10
Construction	62	21	13	4
Manufacturing	33	22	40	5
Wholesale	24	43	29	5
Retail	43	23	34	--
Transportation	46	15	39	--
Information	48	8	44	--
Finance/Insurance	53	20	25	2
Real Estate				
Professional services	42	19	37	2
Administrative services	26	14	53	7
Education	49	20	26	6
Health	37	35	26	2
Arts	43	14	43	--
Accommodations	42	21	33	4
Non profit/Profit organizations	32	21	42	5
Public	36	23	41	--

Table 4-2. Hiring Intentions by Recruiting Areas (%)

Location	Definite	Preliminary	Uncertain	None
International	32	23	46	1
Entire U.S.	44	19	35	2
Regions				
Northeast	45	25	30	--
Mid-Atlantic	42	22	34	2
Southeast	41	23	34	2
Great Lakes	40	26	32	2
Upper Plains	36	27	35	2
Southcentral	47	19	30	4
Southwest	37	20	38	4
Northwest	50	15	31	4

Table 4-3. Hiring Intentions by Company Size (%)

Size	Definite	Preliminary	Uncertain	None
<53	32	25	37	6
54-260	37	23	38	3
261-3,000	43	23	32	2
>3,001	53	15	30	1

APPENDIX 5

DIRECTION

Table 5-1. Percentage of Employers Decreasing, Increasing, and Hiring at the Same Level Compared to Last Year (%)

	All Graduates	Associates	Bachelors	MBAs	Masters	PhD/ Prof.
For those definitely hiring						
Decreasing	24	23	20	17	21	16
Same level	22	38	26	35	38	43
Increasing	54	39	54	48	41	41
Preliminary hiring targets						
Decreasing	31	30	27	33	37	50
Same level	27	26	36	25	21	37
Increasing	42	47	38	42	42	13
Uncertain hiring						
Decreasing	53	44	56	59	55	68
Same level	26	19	25	23	24	21
Increasing	21	37	19	18	21	11

Table 5-2. Historical Comparison for Total Hire and Bachelor's Degrees (%)

Total hiring	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06
Decreasing	24	18	16	44	45	40	28	32
Same level	24	21	26	24	17	21	22	23
Increasing	53	61	58	32	38	39	50	45
Bachelors hiring								
Decreasing	27	20	14	39	43	38	27	29
Same level	53	19	27	26	20	24	24	27
Increasing	50	61	59	35	37	38	49	44

Table 5-3. Percentage of Companies by Recruiting Area Decreasing, Increasing, and Hiring at the Same Level, Total Hires and Bachelor's Level (%)

	Increasing		Same		Decreasing	
	Total %	BA/BS %	Total %	BA/BS %	Total %	BA/BS %
International	57	55	17	15	26	30
Entire U.S.	48	47	25	26	26	27
Regions						
Northeast	46	41	25	34	30	25
Mid-Atlantic	52	48	16	25	32	28
Southeast	44	43	24	27	32	30
Great Lakes	44	44	24	26	33	30
Upper Plains	37	42	22	19	41	39
Southcentral	60	60	14	19	25	21
Southwest	46	45	23	26	32	29
Northwest	25	23	34	43	41	33

Table 5-4. Percentage of Companies by Sector Decreasing, Increasing and Hiring at the Same Level, Total Hires and Bachelor's Level (%)

Size	Increasing		Same		Decreasing	
	Total %	BA/BS %	Total %	BA/BS %	Total %	BA/BS %
Oil/energy	--	--	20	20	80	80
Construction	48	45	19	20	33	35
Manufacturing	44	40	21	26	35	33
Wholesale	46	45	36	45	18	9
Retail	52	53	29	32	19	16
Transportation	50	37	12	25	38	39
Information	37	33	19	33	44	33
Finance	47	49	35	32	18	19
Prof. Services	48	46	21	22	31	31
Admin. Services	59	57	22	23	19	20
Health	30	28	20	36	50	36
Accommodation	39	47	39	24	22	29
Entertainment/Arts	20	--	20	40	60	40
Profits	23	31	23	31	54	38
Public	82	75	--	--	18	25
Education Services	37	37	13	25	50	38

Table 5-5. Company Hiring Direction Compared to Last Year – Same, Increase, Decrease by Company Size (%)

Size	All	Assoc	Bachelor	MBA	Master	PhD
<53						
Decreasing	34	22	35	27	36	33
Same	25	30	27	50	33	39
Increasing	41	48	38	23	31	28
54-260						
Decreasing	39	37	35	39	32	50
Same	19	31	24	9	20	36
Increasing	42	32	41	52	48	14
261-3,000						
Decreasing	30	29	23	26	28	33
Same	29	31	33	26	38	40
Increasing	41	40	44	48	34	27
>3,001						
Decreasing	25	22	24	20	24	28
Same	21	39	25	35	39	32
Increasing	54	39	51	45	37	40

APPENDIX 6 ACTUAL HIRING

**Table 6-1. Hiring Changes Between 2004-05 and 2005-06 for:
Those Definitely Expecting to Hire in 2006 Academic Year,
Those with Preliminary Plans for 2006,
And
Those Who are Uncertain About Hiring for 2006**

All Responses	n	2004-05 Average Hired	n	2005-06 Average Expected Hires	Percent Change
Those Definitely Expecting to Hire in 2006 Academic Year					
All graduates	350	65.8	347	75.2	+14
Associates	123	14.7	120	17.8	+21
Bachelors	338	46.4	340	52.6	+13
MBAs	97	12.6	86	15.0	+19
Masters	121	28.8	116	34.0	+18
PhD/Prof.	48	14.7	45	20.4	+18
Those with Preliminary Plans for 2005-2006					
All graduates	124	16.9	122	15.1	-11
Associates	48	5.7	52	5.0	-12
Bachelors	116	9.9	115	8.9	-10
MBAs	27	8.0	27	9.2	+15
Masters	27	13.7	26	10.8	-21
PhD/Prof.	9	8.2	9	5.4	-37
Those Who Are Uncertain About Hiring for 2005-2006					
All graduates	113	22.5	109	6.7	-70
Associates	29	8.5	31	3.7	-56
Bachelors	99	15.7	99	3.9	-75
MBAs	19	25.8	19	4.0	-85
Masters	31	5.0	30	3.9	-20
PhD/Prof.	21	4.5	22	1.6	-50

**TABLE 6-2. Hiring Changes Based on Direction (Decrease, Increase)
Compared to Previous Year**

Decreasing	2004-2005		2005-2006		% Change
	n	%	n	%	
Total	187	54.7	187	34.9	-36
Associates	66	13.6	60	10.4	-23
Bachelors	177	37.6	178	22.0	-41
MBAs	49	21.6	43	15.2	-29
Masters	65	17.0	58	15.4	- 9
PhD/Prof.	29	18.3	27	16.4	-10
Increasing					
Total	261	53.1	261	71.6	+35
Associates	93	11.4	100	15.2	+33
Bachelors	251	36.4	252	50.2	+38
MBAs	70	10.1	67	13.2	+31
Masters	83	33.0	85	38.6	+17
PhD/Prof.	35	6.2	35	8.8	+42

**TABLE 6-3. Hiring Changes Based on Company Size
Compared to Previous Year**

<53	2004-2005		2005-2006		% Change
	n	%	n	%	
Total	154	8.2	149	10.3	+26
Associates	50	3.2	57	4.1	+28
Bachelors	139	4.8	138	6.5	+35
MBAs	30	6.5	27	7.1	+ 9
Masters	40	3.9	43	3.5	-10
PhD/Prof.	21	3.9	19	3.6	- 8
54-260					
Total	150	13.0	149	14.8	+14
Associates	53	3.2	53	3.5	+ 9
Bachelors	141	9.6	140	10.8	+12
MBAs	26	5.0	26	5.8	+16
Masters	52	4.6	45	6.7	+50
PhD/Prof.	16	2.9	16	2.2	-24
261-3,000					
Total	143	36.7	141	41.1	+12
Associates	57	14.5	54	17.3	+19
Bachelors	133	22.6	136	26.1	+15
MBAs	34	10.5	29	10.0	- 5
Masters	37	16.3	34	18.5	+13
PhD/Prof.	17	26.5	17	28.9	+10
>3,001					
Total	147	129.6	146	129.8	NC
Associates	38	30.2	37	30.6	+ 1
Bachelors	146	90.6	146	90.3	NC
MBAs	54	23.3	51	19.2	-17
Masters	52	57.9	51	63.6	+10
PhD/Prof.	25	16.9	25	16.3	- 3

TABLE 6-4. Hiring Changes by Recruiting Region

International	2004-2005		2005-2006		% Change
	n	%	n	%	
Total	43	137.7	42	157.0	+ 14
Associates	9	21.6	10	23.3	+ 8
Bachelors	41	83.0	40	91.7	+ 10
MBAs	18	15.1	18	16.3	+ 8
Masters	23	85.6	22	103.3	+ 21
PhD/Prof.	10	8.4	10	9.6	+ 14
Entire U.S.					
Total	181	95.7	179	95.1	- 1
Associates	47	12.1	45	16.2	- 16
Bachelors	173	69.0	173	67.9	- 2
MBAs	56	18.9	53	14.6	- 23
Masters	62	51.1	61	56.6	+ 11
PhD/Prof.	32	18.1	33	17.1	- 5
Northeast					
Total	78	18.5	77	24.5	+ 32
Associates	21	9.0	17	18.8	+100
Bachelors	73	13.3	75	19.1	+ 44
MBAs	24	6.5	19	2.6	- 60
Masters	28	3.8	26	5.0	+ 32
PhD/Prof.	10	3.5	11	4.0	+ 14
Mid-Atlantic					
Total	71	50.0	69	55.7	+ 11
Associates	29	21.0	29	28.3	+ 35
Bachelors	68	31.9	68	37.6	+ 18
MBAs	23	12.9	21	9.6	- 26
Masters	26	16.0	23	14.6	- 9
PhD/Prof.	10	5.7	11	5.1	-10
Great Lakes					
Total	150	28.8	148	30.4	+ 6
Associates	52	9.5	57	11.0	+16
Bachelors	141	20.0	140	22.3	+11
MBAs	32	6.1	33	3.4	-44
Masters	45	11.4	42	10.1	-11
PhD/Prof.	15	20.9	15	23.4	+12
Upper Plains					
Total	27	49.0	27	51.5	+ 5
Associates	10	20.6	9	34.4	+67
Bachelors	26	31.0	26	34.8	+12
MBAs	3	2.7	4	2.5	- 7
Masters	10	26.7	11	13.1	-51
PhD/Prof.	3	11.3	3	9.7	-14
	n	%	n	%	% Change

Southeast					
Total	76	48.6	75	53.3	+10
Associates	28	26.1	29	31.8	+22
Bachelors	72	31.3	72	34.6	+10
MBA's	22	8.0	18	10.1	+26
Masters	28	16.6	29	11.9	-28
PhD/Prof.	10	6.7	9	6.7	NC
Southcentral					
Total	51	72.5	51	77.2	+ 6
Associates	78	28.1	28	30.0	+ 7
Bachelors	48	43.2	48	49.3	+14
MBA's	15	21.0	16	21.0	NC
Masters	22	21.2	22	14.9	-30
PhD/Prof.	7	8.1	7	7.6	-14
Southwest					
Total	61	32.8	59	34.5	+ 5
Associates	24	10.3	21	16.3	+29
Bachelors	57	23.4	55	25.4	+ 8
MBA's	15	2.7	13	2.4	-11
Masters	25	13.2	23	9.3	-29
PhD/Prof.	9	5.1	10	4.0	-21
Northwest					
Total	33	10.9	32	10.7	- 2
Associates	13	2.1	12	2.3	NC
Bachelors	30	7.9	30	7.6	- 4
MBA's	9	1.8	10	1.7	- 5
Masters	17	2.7	15	2.7	NC
PhD/Prof.	6	5.5	6	5.3	- 4

**TABLE 6-5. Anticipated Hiring by Functions
Employers Seeking Selected Degree Levels**

	2004-2005		2005-2006		% Change
Sales	n	%	n	%	
Total	146	66.3	143	63.1	- 5
BA	141	49.3	143	47.3	- 4
Finance					
Total	131	66.6	130	65.8	- 1
BA	123	48.4	124	49.5	+ 2
Management Training					
Total	114	57.1	114	65.0	+14
BA	110	47.1	111	52.4	+11
Marketing					
Total	96	79.3	93	74.2	- 6
BA	93	53.9	93	52.5	- 3
Consulting					
Total	87	50.2	86	57.9	+15
BA	82	39.7	82	43.2	+ 9
Admin Service					
Total	73	38.9	73	47.1	+21
BA	68	22.5	69	27.6	+23
Manuf. Processes					
Total	60	73.7	68	65.0	-12
BA	64	55.2	64	50.3	- 9
Design (all types)					
Total	70	55.7	70	43.8	-21
BA	67	38.5	67	32.4	-16
Research					
Total	62	48.6	62	58.0	+19
BA	60	27.9	59	37.7	+35
Info Mgt.					
Total	63	93.3	62	105.0	+12
BA	57	64.5	58	73.4	+14
Health Svcs.					
Total	66	56.5	66	61.3	+ 8
BA	60	25.9	62	28.7	+11

	2004-2005		2005-2006		% Change
	n	%	n	%	
Purchasing					
Total	57	102.9	55	98.1	- 5
BA	55	83.2	55	82.8	NC
Human Resources					
Total	40	111.0	40	77.0	-31
BA	40	67.7	40	46.2	-32
Education					
Total	38	166.50	38	183.7	+10
BA	37	75.03	37	86.5	+15
e-commerce					
Total	40	147.1	40	175.2	+19
BA	39	58.1	39	74.2	+28
Consumer Services					
Total	29	147.9	29	156.8	+ 6
BA	29	115.8	29	118.5	+ 2
Hospitality					
Total	21	72.7	21	87.3	+20
BA	19	63.6	19	80.2	+26

Table 6-6. Anticipated Hiring by Industrial Sector

	2004-2005		2005-2006		
	n	%	n	%	% Change
Oil & Energy					
Total	4	7.25	4	5.75	-21
BA	4	5.25	4	5.75	+10
Construction					
Total	21	74.2	21	65.2	-12
Assoc	10	5.5	11	6.7	+22
BA	20	72.3	20	59.7	-17
MBA	3	15.3	4	20.5	+34
MS	6	1.8	6	3.2	+78
Manufacturing					
Total	95	79.9	94	40.6	-17
Assoc	21	9.6	22	3.3	-66
BA	88	39.7	88	35.0	-12
MBA	25	21.3	26	5.6	-74
MS	29	12.9	27	14.8	+15
PhD/Prof.	17	8.8	17	7.2	-18
Wholesale					
Total	12	4.2	11	5.0	+19
BA	11	4.1	11	4.6	+12
Retail					
Total	21	69.0	21	81.6	+18
Assoc	7	2.3	6	3.5	+52
BA	19	70.7	19	84.0	+19
Transportation					
Total	8	43.1	8	53.0	+23
BA	8	41.1	8	49.5	+18
Information Services					
Total	16	71.2	16	70.4	- 1
Assoc	4	79.2	4	77.7	- 2
BA	15	40.3	15	39.9	- 1
MS	3	37.3	4	28.5	-24
Finance/Insurance/ Real Estate					
Total	89	27.1	89	32.9	+21
Assoc	26	9.2	26	9.4	+ 2
BA	88	22.4	88	27.7	+24
MBA	26	4.9	23	6.7	+37
MS/MA	18	2.8	16	3.6	+29
PhD/Prof	6	3.5	5	4.0	+14

Professional & Scientific Services	n	%	n	%	% Change
Total	148	47.7	142	52.5	+10
Assoc	32	2.1	38	3.5	+67
BA	135	30.7	134	31.7	+ 3
MBA	36	12.5	30	13.1	+ 5
MS	62	37.5	55	48.0	+28
PhD/Prof.	19	4.1	19	6.0	+46
Administrative Services					
Total	32	29.9	32	45.9	+53
Assoc	16	15.6	17	24.2	+55
BA	30	19.6	30	29.6	+51
MBA	9	6.1	8	8.6	+41
MS	14	3.4	14	6.2	+82
PhD/Prof	6	2.3	6	2.5	+ 9
Education					
Total	24	127.8	24	125.8	- 1
Assoc	8	33.4	8	29.9	-10
BA	24	69.0	24	72.2	+ 5
MS	14	52.0	15	41.9	-19
Health Services					
Total	64	44.9	64	47.6	+ 6
Assoc	38	16.9	39	16.1	- 5
BA	58	23.6	60	24.8	+ 5
MBA	27	14.1	26	15.4	+ 9
MS	16	13.0	16	14.9	+15
PhD/Prof	14	19.3	14	20.1	+ 4
Accommodation Services					
Total	18	11.0	18	12.9	+17
Assoc	10	9.2	9	9.9	+ 8
BA	17	6.2	17	8.3	+34
Non-Profit Orgs.					
Total	13	29.8	13	24.5	-18
Assoc	6	9.5	3	14.7	+55
BA	13	9.5	13	7.0	-26
MS	4	14.0	5	11.8	-16
Government					
Total	12	41.6	11	63.3	+ 52
Assoc	6	11.5	6	25.2	+100
BA	12	28.7	12	38.7	+ 17
MS	5	9.4	5	8.4	- 11

Table 6-7. Anticipated Hiring by Strategies Used in Recruiting New College Graduates

On-Campus		NO (n = 228)		YES (n = 356)		
Assoc	3.91	3.67	- 6	18.39	20.20	+10
BA	8.52	9.52	+12	47.61	49.65	+ 4
MBA	7.91	6.86	-13	16.07	14.57	- 9
MS	8.79	10.54	+20	30.33	33.07	+ 9
PhD/Prof	14.55	13.08	-10	11.30	12.98	+15
Total	15.44	16.09	+ 4	66.95	70.25	+ 5
Job Postings Com. Home Page		NO (n = 155)		YES (n = 429)		
Assoc	4.7	5.69	+21	13.80	14.70	+ 6
BA	10.36	11.46	+11	38.72	39.70	+ 2
MBA	6.24	7.03	+13	14.01	11.84	-15
MS	6.09	7.53	+23	13.73	14.24	+ 4
PhD/Prof	2.89	2.78	- 4	15.75	16.15	+ 2
Total	13.96	15.81	+13	51.80	52.98	+ 2
Resume Referrals from Campus		NO (n = 237)		YES (n = 349)		
Assoc	9.08	10.94	+20	13.62	13.37	- 2
BA	16.60	19.09	+15	43.41	44.17	+ 2
MBA	6.84	7.78	+14	15.76	13.75	-13
MS	7.59	8.27	+ 9	30.48	34.86	+14
PhD/Prof	9.53	9.36	- 2	15.07	16.14	+ 7
Total	23.26	26.97	+16	62.02	63.35	+ 2
Fairs		NO (n = 246)		YES (n = 339)		
Assoc	3.20	3.57	+12	17.06	18.36	+ 8
BA	10.84	12.11	+12	48.35	49.77	+ 3
MBA	6.33	7.37	+16	17.19	15.10	-12
MS	4.94	6.52	+32	33.11	37.75	+14
PhD/Prof	3.59	2.48	-30	17.92	19.40	+ 8
Total	13.82	15.91	+15	70.95	73.03	+ 3
Listing Service (web based)		NO (n = 157)		YES (n = 426)		
Assoc	7.95	7.67	- 3	12.82	13.91	+ 8
BA	16.09	20.93	+30	36.73	36.46	- 1
MBA	6.92	7.59	+10	14.29	12.13	-15
MS	5.82	6.72	+15	14.48	15.18	+ 5
PhD/Prof	3.50	4.06	+16	15.08	14.91	- 1
Total	21.13	26.57	+26	49.20	49.05	NC
Ads		NO (n = 256)		YES (n = 325)		
Assoc	3.56	5.26	+48	15.46	15.90	+ 3
BA	30.90	25.68	+15	31.56	29.87	- 5
MBA	6.66	8.85	+33	17.56	12.95	-26
MS	9.10	11.52	+27	14.72	14.03	- 5
PhD/Prof	3.20	3.12	- 2	16.79	17.18	+ 2
Total	34.74	41.13	+18	47.23	44.69	- 5

Internships/Co-ops		NO (n = 290)		YES (n = 294)		
Assoc	8.60	10.45	+21	15.71	14.98	- 5
BA	16.60	20.39	+23	47.66	47.19	- 1
MBA	5.50	5.67	+ 3	20.67	17.86	-14
MS	6.94	8.37	+21	37.15	40.74	+10
PhD/Prof	7.88	7.79	- 1	18.53	19.88	+ 7
Total	22.93	28.14	+22	69.44	69.11	NC

Consultants		NO (n = 457)		YES (n = 122)		
Assoc	13.03	13.83	+ 6	5.41	5.53	+ 2
BA	30.29	33.46	+10	34.02	27.89	-18
MBA	13.15	10.50	-20	9.29	12.11	+30
MS	13.51	15.70	+16	8.56	7.11	-17
PhD/Prof	13.72	13.52	- 1	7.33	7.00	- 4
Total	41.56	44.98	+ 8	41.55	35.28	-15

Local Job Boards		NO (n = 302)		YES (n = 278)		
Assoc	8.37	9.88	+18	14.74	14.73	NC
BA	23.12	28.59	+23	39.33	35.94	- 9
MBA	5.55	7.00	+26	19.92	15.34	-23
MS	9.16	11.00	+20	15.05	14.76	- 2
PhD/Prof	3.80	4.63	+21	22.14	20.19	- 9
Total	28.41	35.33	+24	55.78	51.10	- 8

Employee Referrals		NO (n = 127)		YES (n = 460)		
Assoc	8.62	6.29	-27	12.46	13.98	+12
BA	23.59	17.12	-27	35.14	38.77	+10
MBA	19.48	5.48	-72	12.04	13.96	+16
MS	4.97	4.89	- 2	26.52	30.26	+14
PhD/Prof	6.59	3.73	-43	14.32	15.27	+ 6
Total	30.34	20.49	-32	50.98	56.69	+11

APPENDIX 7
SALARY INFORMATION

Table 7-1. Starting Salary Offers 2004-2005 (Companies larger than 76 employees)

Degree	n	Range (\$)
Associate	171	27,800-33,700
BA	603	37,800-43,500
MA	225	46,700-54,400
MBA	123	56,300-66,100
PhD/Professional	74	66,400-82,600

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