

RECRUITING TRENDS

2015-16

45th Edition



BRIEF I

Hiring Outlook for the Class of 2015-16, including Hiring Plans by Organization Size

Key findings from 2015-16 are presented in this research brief. We have broken the release of employer information into a series of short briefs that will be made available over the next six weeks. You can download the briefs from the [Collegiate Employment Research Institute](#).

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 200 career service centers from around the country invited their employers to participate in this study. More than 4,730 employers provided information useful for understanding recruiting trends and practices. We also included information from respondents recruiting talent for full-time positions, internships, and co-ops. Readers can use the following key sample characteristics to determine how applicable our survey results are for their campus employer base.

Company Size		
Very small	> 9 employees	9%
Fast-growth	10-100 employees	30%
Small	101–500 employees	24%
Midsize	501–3,999 employees	20%
Large	4,000–25,000 employees	10%
Very large	> 25,000 employees	7%

Key Economic Sectors	
Professional & scientific services	22%
Manufacturing	11%
Nonprofits	8%
Finance & insurance	8%
Educational services	13%
Government	7%
Healthcare & social assistance	6%

Key States	
Michigan	8%
Massachusetts	7%
Texas	7%
California	6%
Wisconsin & Florida	5%
Illinois, New York & North Carolina	4%

Role in College Recruiting	
Full-time positions	56%
Internship or co-op positions only	16%
Short-term hiring	8%
Experienced hiring	20%

Institutions Where Companies Recruit Talent	
Two-year public college	26%
Four-year public college	51%
Four-year private college	40%
Two- & four-year for-profit institution	22%
Institution with bachelor's & advanced degree programs	67%
Institution with advanced degrees only	9%
Historically black college & university	17%
Hispanic-serving institution	15%
Asian, Asian-Pacific serving institutions	14%

Active Recruiting by Region	
International	5%
Entire U.S.	23%
Regional recruiting only	72%

ACKNOWLEDGEMENTS

Recruiting Trends 2015-2016 is made possible by the efforts of many dedicated and generous colleagues, friends of the institute, and corporate sponsors. We thank all the colleges and universities who encouraged local, regional, and national organizations to participate in our survey for their confidence in our contribution to research on college recruiting. Please visit our web page, Consortium For Student Transition Studies, for a complete list of participants. We also thank our editor, Stephanie Schlick.

We extend special appreciation to several people whose special insights contribute to CERI's research activities: Jeff Beavers (CEO 3sevenPartners), Duncan Ferguson (Managing Director, Vantage Leadership Consulting), James Spohrer (Director of University Programs Worldwide [and numerous other titles], IBM Almaden Research Center), and Roberto Angulo (Chief Executive Officer, AfterCollege.com).



The college labor market has been rebounding since the depths of the recession between 2009 and 2010. In fact, the slogan “recruit like it’s 1999” accurately describes the explosive growth in the college labor market for the past two years. Recruiting in 2013-14 and 2014-15 began early and continued through the entire academic year, capped by

the largest increase in education hiring in nearly a decade. Signs in the late summer of 2015 point to another explosive year, despite the gloomier forecast from the Federal Reserve at its September meeting. Since 2015-16 is shaping up to be as competitive as last year, we need to be aware of possible drags on the college hiring market.

The broad economic outlook seems to be improving: unemployment is about 5 percent; financial markets show steady overall improvement, and interest rates are still low. A recent [U.S. census report](#), however, shows median household income has steadily eroded, apparently unfazed by these improvements. According to Neil Irwin, who cited a September 2015 population report in his *New York Times* article “[Why Americans Still Think the Economy Is Terrible](#),” a middle income family “makes substantially less money in inflation-adjusted terms than [it] did 15 years ago. And there is no evidence that is reversing. Those families lost ground in 2014.”

Despite the negative news about middle-class wages, the new college labor market is growing: starting salaries are increasing and becoming competitive. The trend to watch is starting salaries for computer science, engineering, and several other academic majors. These offers may be enough to trigger higher salaries for all new graduates. While we would never claim rising tides lift all boats, higher starting salaries will give new graduates a better income level at which to begin their careers.

Placing the new college labor market in context

Employment news has been largely positive throughout 2015. In his USA Today article “[Work Aplenty](#),” Paul Davidson was ecstatic, even borrowing the “like it’s 1999” tagline. If the job gains from late 2014 continue through 2015, businesses might be more confident about economic sustainability. The most job growth was projected for low-wage sectors (restaurant and retail).

The [Manpower Employment Outlook](#) data have all been positive, with the fourth quarter 2015 stronger than a year ago. They report 71 percent of employers plan to keep workforce levels steady, including replacement jobs, and 21 percent plan to hire. The sectors expected to perform well are Hospitality; Wholesale and Retail Trade; Professional, Business, and Scientific Services, and Transportation and Utilities.

Other sectors are struggling: none more than Mining and Oil. According to [Oil and Gas Investor](#), citing a June 2015 Rigzone survey of global oil and gas hiring managers, “... 65% acknowledge that they have decreased their hiring plans. In addition, 54% of global hiring managers surveyed indicate that they think job cuts are more likely in the next six months, and 65% said they expect to experience a loss of budget for personnel for the year.” Since the survey, the September jobs report reveals 10,300 U.S. jobs were cut in Mining, with support activities decreasing by 7,200. Oil and gas extraction lost 1,100 jobs. Moreover, sectors highly involved in commodities and export trade have also reported concerns as the global economy has languished, especially in China.

Mixed reports for small businesses are emerging, with the [National Federation of Independent Business](#) (NFIB) stating that small business optimism was muted throughout much of the

summer. Their good news was that optimism increased (0.5%) from the previous month; at least it did not fall.

Juxtapose NFIB’s concerns against those of Small Business Trends. In his article “[Small Businesses: Bullish on the Economy](#),” David Wallace reported the results of a survey completed by 1,000 employers, of which 38 percent plan to hire more employees and 28 percent plan to expand into new markets.

The most consistent employment figures come from the [Bureau of Labor Statistics](#) monthly employment report. From January through August, monthly job gains exceeded 175,000, and averaged 247,000 per month during the prior twelve months. In August, employment increased in Finance, Healthcare and Social Assistance; Hospitality; and Professional, Business, and Scientific Services. Employment in Manufacturing and Mining showed signs of trouble – none more than Mining and Oil as reflected in Caterpillar’s announcement of layoffs during a cyclical downturn. Manufacturing sectors related to oil (plastics, petroleum, and chemicals/pharmaceuticals) reported lower employment figures, as did export-driven sectors (primary metals, fabricated metals, machinery, and electrical equipment). Employment was mixed in Information Services. Publishing, Broadcasting, and Motion Pictures all reported less employment this year. Cable providers and broadcasters reported the largest drop due to realignment and switches in consumer preferences. Internet publishers, data processors, and Internet providers remained more positive.

The economic indicators and analyses of national jobs data provide the context for interpreting the survey results. Their effects on the new college labor market may be borne out in survey responses, which in some cases mirror the broader economic situation or differ slightly depending on the region where the survey respondents are located or hiring.

Our employers

This year about 4,723 employers provided enough information for our analyses. A complete profile can be found at the end of this brief. Fifty-six percent are recruiters seeking full-time talent or hiring managers overseeing talent acquisition within their organizations. Other contributors include recruiters seeking experienced talent (20%), internship and co-op managers (16%), and those filling short-term assignments of less than 6 months (8%). The results presented here focus on the information provided by full-time talent or hiring managers.

The respondents represent the rich diversity of companies and organizations seeking new college talent. Thirty-nine percent were organizations with 100 or fewer employees; 36 percent employed between 101 and 1,500; 14 percent, between 1,500 and 10,000; and 11 percent, more than 10,000.

Every major industrial segment (based on major NAIC codes) provided information for this survey. Sectors providing the highest number of respondents included: Educational Services; Finance and Insurance Services; Government; Healthcare and Social Services; Manufacturing; Nonprofits; and Professional, Business, and Scientific Services.

WHO ARE THE SUPER HIRERS?

Organizations that plan to increase hiring by more than 100% are typically small companies (68%, <500 employees). However, large employers (18%, >4,000 employees) also plan on doubling their hiring targets. These organizations tend to be in the Professional, Business and Scientific Services sector (20%), Education (13%), Finance (11%), Manufacturing (11%), Construction (6%) and Information Services (5%). Most of the super hirers are located in Virginia and California, but can also be found in Michigan, Wisconsin, and Texas.

An employer from every state, several territories, and neighboring countries appeared in the respondent pool. The respondents were geographically distributed across the country. States providing the highest number of respondents included Texas, California, Michigan, Massachusetts, Wisconsin and New York.

Gauging employer optimism

All the key sectors reporting to our survey showed improvement over the calendar year. Ninety-one percent of respondents reported that they hired at least one new college graduate during the 2014-15 academic year. All but 3 percent of these respondents plan to hire new graduates again this year. Among those who did not hire last year, only 25 percent will not be hiring anyone this year. The employer outlook has brightened considerably:

- ◆ 80 percent (up 6 percentage points) described the overall new college labor market as good to excellent. The average rating of 3.2 remained the same as last year. In comparison the 2013 average was 2.8.
- ◆ 84 percent (up 2 percentage points) described the new college labor market within their sector as good to excellent. The average rating of 3.5 (slightly lower than last year) is consistent with ratings reported over the past several years.

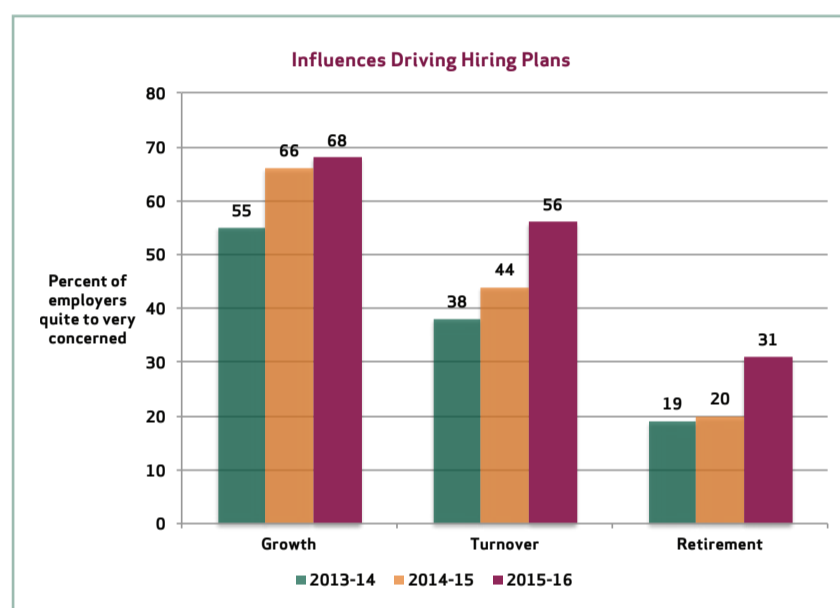
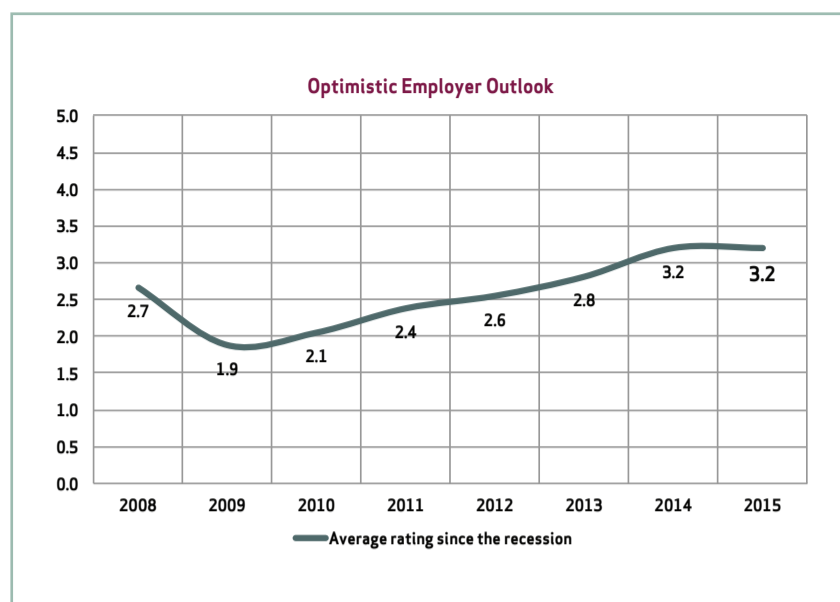
How definite are employers' hiring plans? Only 24 percent will enter the college hiring season with definite plans; this number has been fairly consistent over the past decade. Another 32 percent will bring preliminary hiring targets to campus. Yet, 40 percent are actively recruiting without clear hiring plans for the class of 2015-16. Only 4 percent indicated that they would not be able to hire any new graduates this year.

While employers may have set out their hiring plans, we still do not know if they will increase hiring over the last year, hold to last year's hiring levels, or decrease their targets. In examining their intentions:

- ◆ Nearly 50 percent of employers seeking associate's and bachelor's degrees plan to increase hiring over last year.
- ◆ Slightly more than 40 percent of employers recruiting master's degrees and 47 percent seeking MBAs expect to increase hiring. The good news reflected here is continued improvement in the MBA hiring outlook.

Comparison of employer hiring plans		
	2014-15	2015-16
Plans set	23	24
Preliminary plans set	31	32
Plans not set but actively recruiting	37	40
No hiring plans	3	4

Hires per organization, 2015-16			
Degree	Number of employers	New hires per organization (avg.)	Change from 2014-15 (%)
Associate's	613	18.1	23.0
Bachelor's	1,637	52.0	15.0
MBA	492	9.6	16.0
Master's	656	18.0	10.0
PHD	206	6.9	4.0
Professional	146	9.5	23.0
Total Hires	1,719	67.0	15.0



- ◆ For organizations that will decrease the number of new college hires compared to last year, the decreases range from -1 to -100 percent (i.e., organizations not hiring this year after hiring last year), with the largest segment reducing hires from 11 to 50 percent. By academic degree among these employers, 28 percent will decrease hiring for Bachelor's degrees; 24 percent, Associate's degrees, 37 percent, for MBAs; 30 percent, for Master's degrees.
- ◆ Organizations expecting to increase hiring typically will add 11- 50 percent more hires (a range of 2% to more than 100%). More than 250 organizations will double hiring (100% or more) this year.

Driving employment

Several strong influences on the college labor market appear every year in the survey results. From the late 1990s into the next decade, baby boomer retirements loomed large, sparking concerns about an impending labor crisis. A decade of rather stagnant college hiring (2000-2010) probably dampened these concerns. This year 31 percent of employers felt retirements were influencing their hiring decisions; whereas another 34 percent felt retirements were not an influence at all. (Nearly 10,000 baby boomers are retiring every day, and the pace at which they are retiring will increase during the next decade.) A 12 percentage point increase in the number of employers concerned about retirements may presage a larger change in the relatively near future. Baby boomer retirements will almost certainly become

Survey respondents by organization size	
< 100 employees	39%
101 to 1,500 employees	36%
1,501 to 10,000 employees	14%
10,000 or more employees	11%

more critical for Education, Government, Finance and Insurance, and Professional, Business, and Scientific Services. While 17 percent of these employers are large organizations, the majority tend to be midsize organizations. Slightly more than 50 percent of those with high concerns about retirement plan to increase hiring, while 28 percent will decrease hiring this year.

This year two factors appear to be behind the improved labor market for new college graduates:

- ◆ Growth, which has been pushing hiring over the past several years, has reached its highest level since 2008. Sixty-eight percent of employers indicated it was the most important influence for their hiring plans (up 2 percentage points).
- ◆ Three years ago, employers rarely talked about turnover. In 2013 turnover jumped to near the top of the list. Last year, 45 percent of employers felt that turnover had become an important consideration in the number of new graduates they would seek. This year the percentage of employers reporting turnover as a major driving force rose to 56 percent, an 11 percentage point increase.

Hiring by the numbers

The employers represented in this sample plan to hire nearly 115,000 new graduates this year. Approximately 74 percent of the new hires will be at the bachelor's degree level (compared to 78% last year). Nearly 1,720 recruiters or hiring managers filling full-time positions provided complete hiring data for this section. The remainder (940) reported that they planned to hire but have not yet been given their hiring goals.

Total hires (across all degree levels) will be up 15 percent over last year. This surge is driven by the 15 percent increase for bachelor's degree graduates. All degree levels will experience growth in job opportunities this year. Master's degree hires will have a breakout year: hiring will be up 10 percent, the first sizeable jump in several years. Following on last year's gains after a long dry spell, MBA hiring is expected to expand by 16 percent.

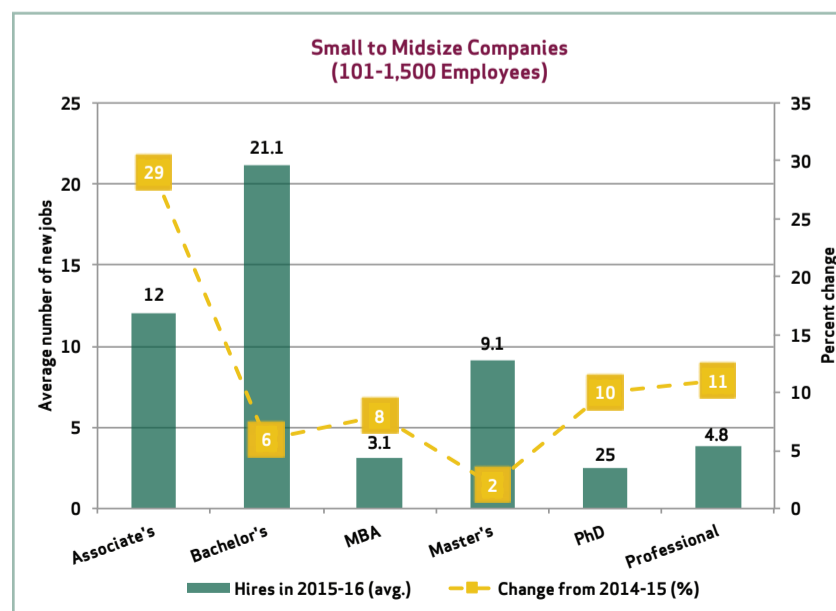
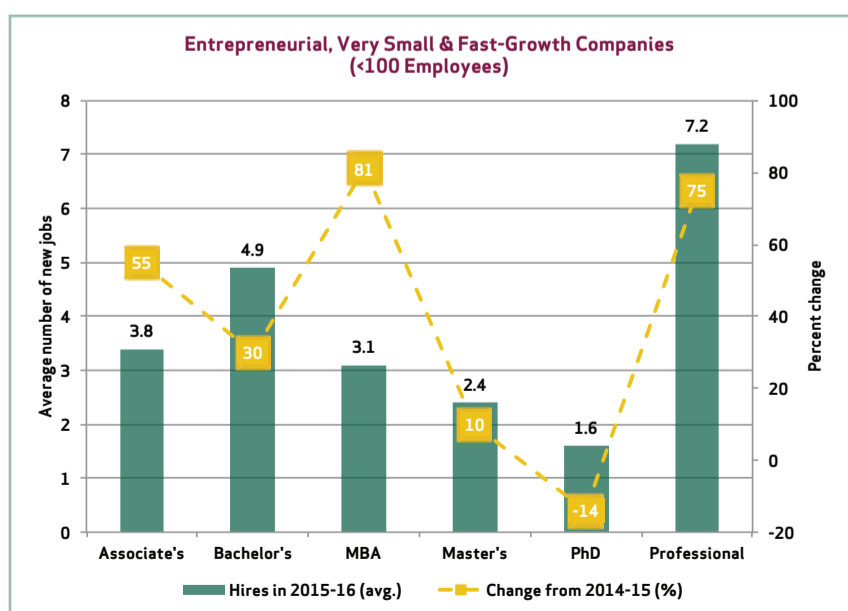
One figure to follow over the five-year rise of the labor market is the average expected hires for bachelor's degrees. While the mix of employers changes year to year, the large sample size each year affords some stability in this figure. In 2011-12, the average number of expected hires was 26.5 (this sample was skewed toward organizations hiring large numbers). In 2012-13 and 2013-14, the average hovered around 25. This year the average has more than doubled to 52, marking a significant explosion in opportunities.

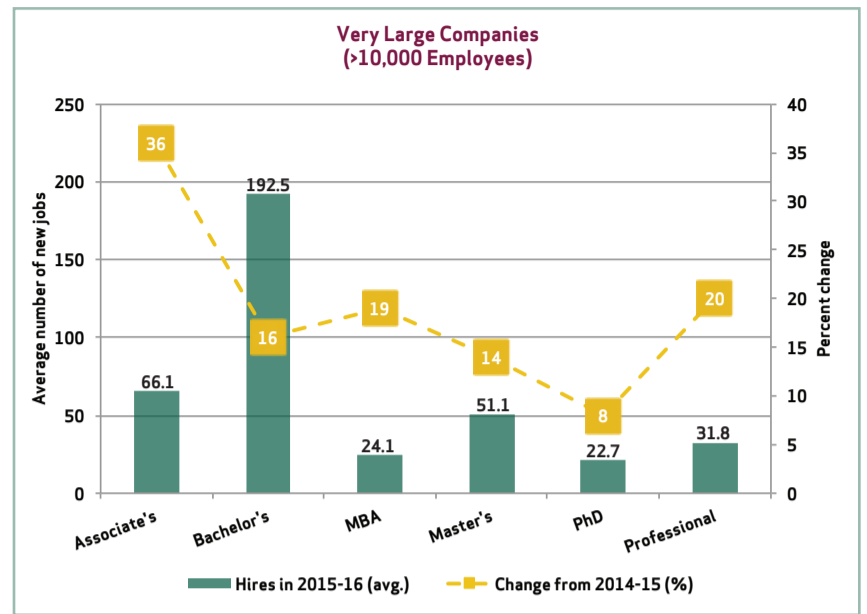
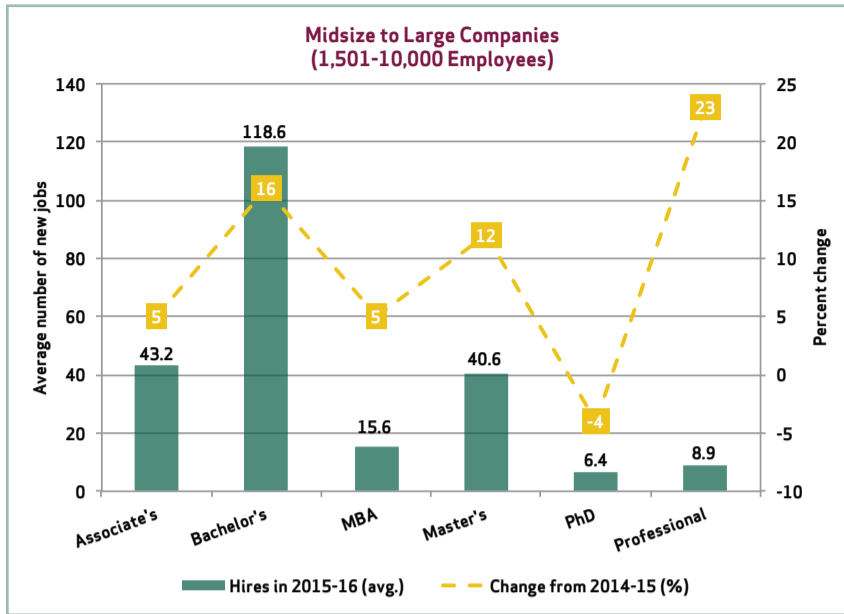
Hiring by organization size

For much of the decade, small companies have consistently contributed to the increase in job opportunities. Large organizations are now hiring more aggressively: they will follow last year's increase of 20 percent at the bachelor's degree level with a 16 percent increase this year. Very small organizations are showing solid hiring across all degree levels except PhDs. Smaller organizations (101 to 500 employees) have more modest hiring goals but are still moving forward by 6 percent at the bachelor's degree level.

The downturn in job opportunities in the financial sector appears to be over. MBA hiring will sparkle, with a 19 percent increase in hiring in the largest organizations. For the first time in several years, MBA growth is positive across all size categories. More important, the average hires per organization have grown substantially.

Results for hiring expectations by organization size are very consistent. Declines are only anticipated in two categories, both at advanced degree levels. Note, however, that the small number of respondents reporting information for PhDs warrants caution when interpreting these figures.





RECRUITING TRENDS

2015-16

45th Edition



BRIEF 2

Hiring Outlook by Industry Sector and Geographic Region

Key findings from 2015-16 are presented in this research brief. We have broken the release of employer information into a series of short briefs that will be made available over the next six weeks. You can download the briefs from the [Collegiate Employment Research Institute](#).

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 200 career service centers from around the country invited their employers to participate in this study. More than 4,730 employers provided information useful for understanding recruiting trends and practices. We also included information from respondents recruiting talent for full-time positions, internships, and co-ops. Readers can use the following key sample characteristics to determine how applicable our survey results are for their campus employer base.

Company Size		
Very small	> 9 employees	9%
Fast-growth	10-100 employees	30%
Small	101–500 employees	24%
Midsize	501–3,999 employees	20%
Large	4,000–25,000 employees	10%
Very large	> 25,000 employees	7%

Key Economic Sectors	
Professional & scientific services	22%
Manufacturing	11%
Nonprofits	8%
Finance & insurance	8%
Educational services	13%
Government	7%
Healthcare & social assistance	6%

Key States	
Michigan	8%
Massachusetts	7%
Texas	7%
California	6%
Wisconsin & Florida	5%
Illinois, New York & North Carolina	4%

Role in College Recruiting	
Full-time positions	56%
Internship or co-op positions only	16%
Short-term hiring	8%
Experienced hiring	20%

Institutions Where Companies Recruit Talent	
Two-year public college	26%
Four-year public college	51%
Four-year private college	40%
Two- & four-year for-profit institution	22%
Institution with bachelor's & advanced degree programs	67%
Institution with advanced degrees only	9%
Historically black college & university	17%
Hispanic-serving institution	15%
Asian, Asian-Pacific serving institutions	14%

Active Recruiting by Region	
International	5%
Entire U.S.	23%
Regional recruiting only	72%

ACKNOWLEDGEMENTS

Recruiting Trends 2015-2016 is made possible by the efforts of many dedicated and generous colleagues, friends of the institute, and corporate sponsors. We thank all the colleges and universities who encouraged local, regional, and national organizations to participate in our survey for their confidence in our contribution to research on college recruiting. Please visit our web page, Consortium For Student Transition Studies, for a complete list of participants. We also thank our editor, Stephanie Schlick.

We extend special appreciation to several people whose special insights contribute to CERI's research activities: Jeff Beavers (CEO 3sevenPartners), Duncan Ferguson (Managing Director, Vantage Leadership Consulting), James Spohrer (Director of University Programs Worldwide [and numerous other titles], IBM Almaden Research Center), and Roberto Angulo (Chief Executive Officer, AfterCollege.com).



The data in this brief present two aspects of the new college labor market. We analyzed the geographic data based on all employers who indicated they recruited in a specific region. Regional employers confine their talent searches to smaller areas and may expand recruitment to nearby regions.

By classifying each organization by its primary North American Industrial Classification code, we can compare the yearly employment figures reported from the Bureau of Labor Statistics to the survey responses. In several sectors, we provide hiring data by academic degree in key subsectors where responses returned sufficient meaningful information.

Hiring by industry sector

Nineteen major industrial sectors returned survey data. The leading sectors that typically drive college recruiting report expanded employment opportunities, except for Manufacturing (at the Bachelor's degree level):

- ◆ Professional, Business, and Scientific Services (38%)
- ◆ Finance and Insurance Services (28%)
- ◆ Healthcare and Social Assistance (24%)
- ◆ Educational Services (8%)
- ◆ Government (9%)
- ◆ Nonprofits (5%)
- ◆ Manufacturing (-6%)

BLS employment figures corroborate the survey results showing weakness in Manufacturing, a loss of about 17,000 jobs in August alone. Oil extraction and processing companies are cutting back severely. Job opportunities for Bachelor's degrees in Mining and Oil are down 47 percent. Petroleum subsectors in Manufacturing are also reporting similar reductions in hiring plans. Some companies reported they that they will not actively participate in college recruiting this year. Added to national pressures in Manufacturing, the sector is also being hampered by the global economic slowdown; for example, primary metals, which relies heavily on exports, has lost about 4,500 jobs since August, 2014.

Certain subsectors are showing particularly strong growth:

- ◆ Welcome back, Construction. Construction hiring almost disappeared after the recession. Today construction companies are eagerly seeking new college graduates.
- ◆ Pre-K and K-12 education awakened last year after years of dismal hiring outlooks. This year districts are displaying the highest level of confidence in hiring in more than a decade. Positive growth in traditional Educational Services coupled with ancillary services (alternative learning environments, on-line content development, and tutoring) are transforming this industry into the most dynamic among the 19 sectors.
- ◆ Financial and Insurance Services are keeping this banking sector hot, even while banks are shrinking their employment base.
- ◆ Aerospace, automotive, truck, and defense related industries are showing strength in Manufacturing, as are computer and electronic products, electrical equipment, and surgical equipment.

- ◆ Truck transportation leads a strong Transportation sector in which air transportation is recovering and retirements are pushing other sectors such as rail transportation to hire.
- ◆ Internet services are almost single-handedly moving Information Services forward; publishing, broadcasting (contractions in the cable industry) and motion pictures are hiring fewer employees or none at all.
- ◆ Accounting (CPA firms) and computer services are giving Professional, Business, and Scientific Services a strong one-two punch. Engineering services are growing but more slowly than the previous two years.
- ◆ For another dependable subsector of Professional, Business, and Scientific Services, Advertising and Marketing responses fell off sharply. BLS Table B1a shows that this subsector grew strongly from August 2014 to August 2015; while survey responses are showing an increase of 12 percent this year, more responses in this category would smooth our analysis.
- ◆ Nonprofits, which have been the mainstay of college hiring for much of the past 15 years, are still moving ahead but much more slowly this year. With all the other sectors shifting into higher gear, nonprofits are facing more competition for attracting talent.

The following tables provide the best information we have on sector and subsector hiring for 2015-16. The number of responses in some categories meets the minimum for reporting purposes. This information should serve as a guide. Readers are encouraged to compare these numbers with organizations in their region to confirm hiring projections.

Accommodations (Hospitality) (hotels, full service food establishments, and limited service food providers)			
Degree	Number of hires		Change year over year (%)
	2014-15 (avg.)	2015-16 (avg.)	
Associate's	7.9	12.6	60
Bachelor's	12.4	14.8	20
MBA	1.4	1.9	35

Administrative Services (office administration, employment services, and business support services)			
Degree	Number of hires		Change year over year (%)
	2014-15 (avg.)	2015-16 (avg.)	
Associate's	13.6	18.5	35
Bachelor's	30.4	42.5	40
MBA	9.6	13.7	42

Agriculture (agricultural production, agricultural support services, and forestry)			
Degree	Number of hires		Change year over year (%)
	2014-15 (avg.)	2015-16 (avg.)	
Associate's	23.5	28.4	21
Bachelor's	29.0	30.2	4

Arts and Entertainment (performing arts, spectator sports, agents, museums, zoos, casinos, golf courses, and fitness centers)			
Degree	Number of hires		Change year over year (%)
	2014-15 (avg.)	2015-16 (avg.)	
Bachelor's	6.6	6.6	NC

Construction (residential, nonresidential, heavy, and specialty trade)			
Degree	Number of hires		Change year over year (%)
	2014-15 (avg.)	2015-16 (avg.)	
Associate's	6.6	9.0	37
Bachelor's	12.2	14.5	19
MBA	1.9	2.0	7
Master's	2.3	2.5	9

Educational Services (elementary and secondary education, colleges and universities, sports and recreation instruction, and educational support services)			
Degree	Number of hires		Change year over year (%)
	2014-15 (avg.)	2015-16 (avg.)	
Associate's	21.4	24.1	13
Bachelor's	75.5	81.7	8
MBA	9.7	13.9	43
Master's	20.5	20.2	-1
PhD	4.8	4.2	-11

Educational Services — Subsectors			
Degree	Number of hires		Change year over year (%)
	2014-15 (avg.)	2015-16 (avg.)	
Educational Services			
Bachelor's	20.1	34.7	73
Pre-K, K-12			
Associate's	23.8	24.9	4
Bachelor's	84.9	90.9	7
MBA	12.1	17.3	43
Master's	21.3	21.9	-2
PhD	5.2	4.4	-16
Professional	45.0	54.7	21

Financial Services (banks, credit intermediation, mortgage and loan brokers, securities and financial investments, insurance carriers, funds and trusts)			
Degree	Number of hires		Change year over year (%)
	2014-15 (avg.)	2015-16 (avg.)	
Associate's	31.4	39.9	27
Bachelor's	61.7	79.2	28
MBA	12.0	15.0	26
Master's	18.8	23.2	23
PhD	18.8	24.1	28
Professional	12.0	15.3	29

Financial and Insurance Services — Subsectors			
Degree	Number of hires		Change year over year (%)
	2014-15 (avg.)	2015-16 (avg.)	
Depository Banks			
Associate's	14.6	20.5	40
Bachelor's	6.3	4.7	-26
MBA	4.6	46	NC
Funds and Trusts			
Bachelor's	94.4	106.8	13
Insurance			
Associate's	9.5	13.5	42
Bachelor's	12.9	19.3	49
MBA	3.9	6.6	72
Securities & Financial Investments			
Bachelor's	37.0	43.7	18

Government			
Degree	Number of hires		Change year over year (%)
	2014-15 (avg.)	2015-16 (avg.)	
Associate's	46.7	52.0	11
Bachelor's	101.9	111.7	9
MBA	28.5	29.4	3
Master's	37.6	42.4	13
PhD	6.3	7.1	12
Professional	6.5	8.1	14

Healthcare and Social Services (ambulatory care, hospitals, outpatient, and social assistance)			
Degree	Number of hires		Change year over year (%)
	2014-15 (avg.)	2015-16 (avg.)	
Associate's	12.2	13.7	12
Bachelor's	19.2	23.7	24
Master's	8.0	8.8	11
Professional	5.8	7.0	21

Healthcare and Social Services — Subsectors			
Degree	Number of hires		Change year over year (%)
	2014-15 (avg.)	2015-16 (avg.)	
Hospitals			
Bachelor's	38.6	49.1	27
Social Assistance			
Bachelor's	23.4	19.8	-15

Information Services (publishing, motion pictures, broadcasting, telecommunications, internet service providers, and news syndicates)			
Degree	Number of hires		Change year over year (%)
	2014-15 (avg.)	2015-16 (avg.)	
Associate's	11.0	11.1	1
Bachelor's	26.0	32.3	24
MBA	6.8	8.7	28
Master's	4.1	6.1	47

Information Services — Subsectors			
Degree	Number of hires		Change year over year (%)
	2014-15 (avg.)	2015-16 (avg.)	
Internet Services			
Bachelor's	59.4	79.6	34
Telecommunications			
Bachelor's	29.8	31.5	6

Manufacturing			
Degree	Number of hires		Change year over year (%)
	2014-15 (avg.)	2015-16 (avg.)	
Associate's	11.9	13.5	13
Bachelor's	25.1	23.7	-6
MBA	7.7	7.5	-2
Master's	8.0	6.5	-20
PhD	8.3	6.9	-17

Manufacturing — Subsectors			
Degree	Number of hires		Change year over year (%)
	2014-15 (avg.)	2015-16 (avg.)	
Aerospace			
Bachelor's	54.9	58.5	6
Automotive			
Associate's	44.3	52.2	18
Bachelor's	44.7	53.4	19
MBA	11.7	13.5	16
Chemicals & Pharmaceuticals			
Bachelor's	18.1	10.9	-40
Computer & Electronics			
Bachelor's	9.7	10.6	10
Electrical			
Bachelor's	4.9	5.4	9
Fabricated Metals			
Bachelor's	2.1	3.6	70
Food Processing			
Bachelor's	13.2	13.6	3
Machinery			
Bachelor's	6.7	8.5	28
Plastics			
Bachelor's	112.8	55.1	-51
Primary Metals			
Bachelor's	35.0	34.0	-3
Surgical Equipment			
Bachelor's	4.8	5.8	21

Mining & Oil (support activities for mining and drilling)			
Degree	Number of hires		Change year over year (%)
	2014-15 (avg.)	2015-16 (avg.)	
Bachelor's	110.0	58.1	-47

Nonprofits (religious, grant making, voluntary health, human rights, environmental, civil and social organizations, and professional associations)			
Degree	Number of hires		Change year over year (%)
	2014-15 (avg.)	2015-16 (avg.)	
Associate's	5.4	7.0	31
Bachelor's	12.1	12.7	5
MBA	2.6	2.4	-7
Master's	7.0	5.6	-19

Professional, Business & Scientific Services
(accounting firms, legal management, computer systems and services, engineering services, architectural services, scientific research, environmental consulting, marketing, PR, media buying, and veterinary services)

Degree	Number of hires		Change year over year (%)
	2014-15 (avg.)	2015-16 (avg.)	
Associate's	4.0	7.7	93
Bachelor's	26.9	37.2	38
MBA	4.9	6.2	26
Master's	19.3	23.7	23
PhD	6.3	7.8	23
Professional	1.9	1.7	-9

Professional Business & Scientific Services — Subsectors

Degree	Number of hires		Change year over year (%)
	2014-15 (avg.)	2015-16 (avg.)	
Advertising & Marketing			
Bachelor's	6.2	6.9	12
Accounting (CPA)			
Bachelor's	45.2	73.6	63
Master's	39.2	49.3	26
MBA	4.3	3.4	-20
Computer Services			
Associate's	7.2	16.2	126
Bachelor's	32.3	41.4	28
MBA	6.7	8.1	19
Master's	23.4	25.4	8
PhD	12.0	15.1	25
Engineering Services			
Associate's	4.1	3.5	-15
Bachelor's	20.3	21.2	4
MBA	5.1	7.1	39
Master's	20.5	29.1	42
PhD	12.0	71.4	45
Management Services			
Bachelor's	37.1	60.9	64
MBA	8.8	14.2	61
Master's	6.4	8.5	32

Real Estate & Leasing
(real estate brokers, property managers, automotive and equipment leasing, and rental centers)

Degree	Number of hires		Change year over year (%)
	2014-15 (avg.)	2015-16 (avg.)	
Bachelor's	484.4	517.4	7

Retail

Degree	Number of hires		Change year over year (%)
	2014-15 (avg.)	2015-16 (avg.)	
Associate's	6.9	6.5	-5
Bachelor's	44.7	50.6	13
MBA	1.5	3.0	100

Transportation
(air, rail, water, and truck transportation, pipeline transportation, support activities for transportation, postal and messenger services, and warehouse and storage)

Degree	Number of hires		Change year over year (%)
	2014-15 (avg.)	2015-16 (avg.)	
Associate's	22.6	24.2	7
Bachelor's	79.5	96.9	22
MBA	10.6	12.2	15
Master's	7.7	8.7	13

Transportation — Subsectors

Degree	Number of hires		Change year over year (%)
	2014-15 (avg.)	2015-16 (avg.)	
Support Activities			
Bachelor's	179.5	193.7	8
Trucking Transportation			
Associate's	22.6	22.5	NC
Bachelor's	75.6	98.8	31

Utilities
(electric power, natural gas, water supply and sewage, and steam and air conditioning supply)

Degree	Number of hires		Change year over year (%)
	2014-15 (avg.)	2015-16 (avg.)	
Bachelor's	11.3	15.3	35

Wholesale

Degree	Number of hires		Change year over year (%)
	2014-15 (avg.)	2015-16 (avg.)	
Associate's	2.2	3.5	60
Bachelor's	9.2	12.4	34

Hiring by region

In all regions, data are broken out by degree level. The table and figures are derived from employers seeking new hires from all degree levels (N=number of employers).

- ◆ International employers will increase hiring by 6 percent.
- ◆ National employers will increase by 12 percent.
- ◆ Regional employers will increase by 20 percent.

The small increase for international hiring at the Bachelor's degree level, the lowest growth in several years, captures the general malaise in the global economy –hiring is down the world over. On the other hand, U.S. employers are entering the recruiting season with very high expectations for hiring.

Regions show very similar hiring patterns for this year across all degrees, with increases ranging from 8- 18 percent at the bachelor's level. The decrease in PhD hiring in the Mountain West is hard to explain but probably reflects anomalies among the responses. Overall, regional employers appear strongly optimistic about hiring this year.

Central Midwest (IL, IN, MI, OH) N=563		
Degree	Hires (avg.)	Change year over year (%)
Associate's	33.6	25
Bachelor's	100.6	15
MBA	15.1	18
Master's	31.4	13
PhD	11.4	7

Mid-Atlantic (DC, MD, VA, WV) N=317		
Degree	Hires (avg.)	Change year over year (%)
Associate's	20.8	30
Bachelor's	121.1	17
MBA	13.0	17
Master's	42.7	14
PhD	8.6	8

Mountain West — AZ, CO, ID, MT, NM, NV, UT, WY N=374		
Degree	Hires (avg.)	Change year over year (%)
Associate's	34.5	13
Bachelor's	122.6	8
MBA	16.1	6
Master's	30.7	13
PhD	7.0	-8

New England —CT, MA, ME, NH, RI, VT N=310		
Degree	Hires (avg.)	Change year over year (%)
Associate's	32.1	12
Bachelor's	102.1	13
MBA	12.8	19
Master's	30.5	10
PhD	8.2	14

Southeast (AL, FL, GA, KY, LA, MS, NC, SC, TN) N=523		
Degree	Hires (avg.)	Change year over year (%)
Associate's	35.6	25
Bachelor's	110.2	17
MBA	16.1	16
Master's	38.3	13
PhD	11.7	10

Hiring for all degree levels by employer's recruiting orientation

Employers	Associate's		Bachelor's		MBA		Master's		PhD		Professional	
	Hires (avg.)	Change year over year (%)	Hires (avg.)	Change year over year (%)	Hires (avg.)	Change year over year (%)	Hires (avg.)	Change year over year (%)	Hires (avg.)	Change year over year (%)	Hires (avg.)	Change year over year (%)
International N = 72	43.1	NC	63.2	6	13.9	-15	11.3	-2	12.3	-2		
National N = 365	39.5	28	132.6	12	17.2	12	34.2	8	10.1	1	8.4	32
Regional N = 1,251	12.2	24	25.6	20	6.3	32	11.9	13	4.2	13	11	22

South-Central Plains (AR, KS, MO, NE, OK, TX) N=466		
Degree	Hires (avg.)	Change year over year (%)
Associate's	31.7	40
Bachelor's	101.2	16
MBA	10.6	11
Master's	32.2	9
PhD	8.1	5

Upper Atlantic — DE, NJ, NY, PA N=363		
Degree	Hires (avg.)	Change year over year (%)
Associate's	40.9	21
Bachelor's	124.5	18
MBA	15.6	22
Master's	42.6	15
PhD	11.5	10

Pacific Coast (AK, CA, HI, OR, WA) N=441		
Degree	Hires (avg.)	Change year over year (%)
Associate's	28.7	17
Bachelor's	107.2	18
MBA	12.3	13
Master's	37.2	15
PhD	8.8	12

Upper Plains (IA, MN, ND, SD, WI) N=358		
Degree	Hires (avg.)	Change year over year (%)
Associate's	19.0	14
Bachelor's	87.6	11
MBA	6.8	3
Master's	37.4	21
PhD	8.0	7

RECRUITING TRENDS

2015-16

45th Edition

BRIEF 3

Starting Salaries

Key findings from 2015-16 are presented in this research brief. We have broken the release of employer information into a series of short briefs that will be made available over the next six weeks. You can download the briefs from the [Collegiate Employment Research Institute](#).



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 200 career service centers from around the country invited their employers to participate in this study. More than 4,730 employers provided information useful for understanding recruiting trends and practices. We also included information from respondents recruiting talent for full-time positions, internships, and co-ops. Readers can use the following key sample characteristics to determine how applicable our survey results are for their campus employer base.

Company Size		
Very small	> 9 employees	9%
Fast-growth	10-100 employees	30%
Small	101-500 employees	24%
Midsize	501-3,999 employees	20%
Large	4,000-25,000 employees	10%
Very large	> 25,000 employees	7%

Key Economic Sectors	
Professional & scientific services	22%
Manufacturing	11%
Nonprofits	8%
Finance & insurance	8%
Educational services	13%
Government	7%
Healthcare & social assistance	6%

Key States	
Michigan	8%
Massachusetts	7%
Texas	7%
California	6%
Wisconsin & Florida	5%
Illinois, New York & North Carolina	4%

Role in College Recruiting	
Full-time positions	56%
Internship or co-op positions only	16%
Short-term hiring	8%
Experienced hiring	20%

Institutions Where Companies Recruit Talent	
Two-year public college	26%
Four-year public college	51%
Four-year private college	40%
Two- & four-year for-profit institution	22%
Institution with bachelor's & advanced degree programs	67%
Institution with advanced degrees only	9%
Historically black college & university	17%
Hispanic-serving institution	15%
Asian, Asian-Pacific serving institutions	14%

Active Recruiting by Region	
International	5%
Entire U.S.	23%
Regional recruiting only	72%

ACKNOWLEDGEMENTS

Recruiting Trends 2015-2016 is made possible by the efforts of many dedicated and generous colleagues, friends of the institute, and corporate sponsors. We thank all the colleges and universities who encouraged local, regional, and national organizations to participate in our survey for their confidence in our contribution to research on college recruiting. Please visit our web page, Consortium For Student Transition Studies, for a complete list of participants. We also thank our editor, Stephanie Schlick.

We extend special appreciation to several people whose special insights contribute to CERI's research activities: Jeff Beavers (CEO 3sevenPartners), Duncan Ferguson (Managing Director, Vantage Leadership Consulting), James Spohrer (Director of University Programs Worldwide [and numerous other titles], IBM Almaden Research Center), and Roberto Angulo (Chief Executive Officer, AfterCollege.com).



Most employers (61%) will keep starting salaries at the same level as last year. About 39 percent of employers will increase starting salaries by 2-5 percent. The average will be 4.7 percent; the median is 3 percent (18% of employers increasing starting salaries) and the mode (most common) is 2 percent (26% of employers).

Wage pressure has been minimal since the market crash. Many employers decreased starting salaries and eliminated the signing and performance bonuses new college graduates expected as part of their job offers. This year competition for qualified job candidates will be fiercer than last year. Yet, most employers seem to be holding on wages and bonuses.

Fifteen percent of employers will increase starting salaries by more than 10 percent. Most of these employers (64%) have 10-500 employees; another 15 percent have more than 10,000 employees. The employers are likely to be in the Agriculture, Information Services, or Professional, Business, and Scientific Services sectors and located in Massachusetts, Michigan, and Texas.

Before the recession, 33 percent of employers offered performance bonuses and 17 percent offered signing bonuses to new college graduates. The percentage of employers offering incentives dropped precipitously by 2010-11. Although low by historical standards, 7 percent of employers will offer signing bonuses this year (the same as last year). Twenty-two percent of employers

will award performance bonuses at the end of the first year of employment; this reflects a 6 percentage point drop from 2014-15 and may reflect the hiring situation in Manufacturing subsectors and Mining and Oil. Only a handful of employers are offering commission-based salaries; 8 percent of employers will pay a base salary plus commission.

Another way to infer the patterns in starting salaries is to examine the reported averages over the last seven years for selected academic majors. These figures have not been adjusted for inflation, and aggregate salaries may lag slightly behind inflation. Each year's sample represents a different mix of employers with only about 40 percent repeating each year. Starting salaries declined for most majors during the first few years of the recession. Salary recovery remains uneven five years later. Of the majors listed here, advertising and mathematics may still be in flux. Engineering and IT are beginning to see bigger boosts in starting offers.

Salary Offers

The average starting salaries reflect base salary only and do not include commissions, stipends, bonuses, housing and moving allowances, or other incentives. We examined extremely low and high salaries to see if they fit within an acceptable range and omitted the few extremely low salaries. We also examined the range of salaries for selected degrees, throwing out the highs and lows; the range is 6-94 percent.

Trends in Starting Salaries and Bonuses									
Percent of employers	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Increase in starting salaries	53	32	12	17	20	25	32	37	39
Percentage increase (avg.)	4.2	4.0	2.8	3.0	5.0	5.0	6.0	5.2	4.7
Signing bonus (%)	10	17	7	1	5	5	6	7	7
Performance bonus (%)	20	33	20	5	18	19	25	28	22
Commission-based salaries (%)	10	4	n.a.	n.a.	9	10	13	14	8

Average Starting Salaries — Industry Sector				
Selected major	Manufacturing (avg.)	Financial Services (avg.)	Professional, Business & Scientific Services (avg.)	Government (avg.)
All majors	\$49,644	\$45,621	\$48,053	\$47,894
All Technical (engineering, computer science, IT)	\$61,864	—	\$57,596	—
All Business	\$52,453	\$46,373	\$49,819	\$48,156
Accounting	\$48,732	—	\$50,732	—
Computer Science	\$55,650	—	\$61,383	—
Electrical Engineering	\$62,704	—	\$62,061	—
Finance	—	\$48,250	\$51,974	—
All Social Science, Communications & Humanities	—	—	\$44,471	\$44,795
— not available				

Average Starting Salaries — Organization Size				
Selected major	<100 employees	101-1,500 employees	1,501-10,000 employees	>10,001 employees
All Majors	\$40,155	\$43,204	\$44,812	\$48,798
All Technical (engineering, Computer science, IT) majors	\$52,878	\$55,143	\$56,227	\$61,963
All Business majors	\$45,786	\$46,659	\$48,073	\$52,330
All Social Science, Communications, Humanities	\$37,614	\$39,976	\$44,216	\$47,366
Accounting	\$46,623	\$46,614	\$50,833	\$50,029
Computer Science	\$54,371	\$54,911	\$57,657	\$66,868
Electrical Engineering	\$56,878	\$58,842	\$62,762	\$73,883

Average Starting Salaries for Selected Majors							
	2007-08	2009-10	2011-12	2012-13	2013-14	2014-15	2015-16
Advertising	\$35,700	\$35,500	\$34,100	\$35,286	\$38,500	\$36,600	\$35,733
Computer science	\$50,200	\$47,500	\$47,200	\$47,561	\$52,200	\$52,237	\$56,974
Electrical engineering	\$53,200	\$51,600	\$55,100	\$52,307	\$57,100	\$57,000	\$61,173
Marketing	\$39,100	\$38,300	\$38,100	\$38,874	\$40,700	\$41,500	\$43,481
Mathematics	\$40,700	\$43,600	\$44,600	\$41,880	\$49,200	\$47,900	\$44,609

Starting Salaries — Associate's degree		
Selected major	Average	Range ^a
All Engineering	\$46,581	\$23,000-\$74,000
All Computer Science & IT	\$45,893	\$20,000-\$78,000
Nursing	\$38,489	\$15,000-\$62,600
All Business	\$38,397	\$20,000-\$60,000
All Healthcare	\$36,369	\$15,000-\$60,000
All other Associate's degrees	\$33,977	\$15,000-\$55,000
a. Range = 6-94%		

Starting Salaries — PhD and Professional		
Selected major	Average	Range ^a
Engineering & Computer Science	\$76,702	\$30,000-\$140,000
Physical & Biological Sciences	\$63,809	\$30,000-\$145,250
Business	\$62,454	\$28,900-\$128,000
Law	\$61,280	\$32,400-\$125,000
Pharmacy	\$59,898	\$25,500-\$156,000
Social Sciences & Humanities	\$51,494	\$26,000-\$89,000
a. Range = 6-94%		

Starting Salaries — Master's degree		
Selected major	Average	Range ^a
Engineering	\$68,134	\$34,400-\$105,600
Computer Science & IT	\$67,735	\$32,700-\$116,600
MBA	\$62,345	\$31,000-\$110,000
LIR/HR	\$56,627	\$30,950-\$105,100
Accounting	\$56,321	\$30,700-\$83,600
Physical & Biological Sciences	\$53,933	\$30,300-\$86,500
Health Sciences	\$49,380	\$28,250-\$84,350
Social Sciences & Humanities	\$45,250	\$28,000-\$67,900
a. Range = 6-94%		

Starting Salaries — Bachelor's Degree		
Selected major	Average	Range ^a
Chemical Engineering	\$63,389	\$34,850-\$100,600
Computer Engineering	\$63,313	\$34,800-\$100,200
Electrical Engineering	\$61,173	\$32,800-\$97,900
Software Design	\$60,104	\$33,200-\$94,000
Mechanical Engineering	\$59,681	\$33,900-\$82,250
Computer Programming	\$58,995	\$34,450-\$86,650
Computer Science	\$56,974	\$34,000-\$86,000
Civil Engineering	\$55,879	\$34,700-\$89,650
All Technical (Engineering, IT, Computer Science)	\$55,465	\$30,000-\$82,050
Management Information Systems	\$51,690	\$30,000-\$85,000
Construction	\$49,672	\$23,850-\$76,050
Finance	\$48,785	\$30,000-\$75,950
Accounting	\$47,834	\$30,000-\$73,900
All Business	\$47,459	\$28,000-\$72,200
Supply Chain	\$47,147	\$30,000-\$65,000
Economics	\$46,270	\$29,000-\$75,000
Human Resources	\$45,737	\$30,000-\$80,000
Chemistry	\$45,209	\$30,800-\$75,400
Mathematics (includes applied)	\$44,609	\$32,700-\$65,000
Marketing	\$43,481	\$27,300-\$68,000
Biology	\$43,404	\$30,000-\$71,400
All Majors	\$43,292	\$23,650-\$68,700
Agricultural Business	\$43,214	\$23,000-\$55,000
Agricultural Sciences	\$42,929	\$22,250-\$100,000
Nursing	\$42,913	\$24,800-\$65,550
Environmental Sciences	\$42,167	\$27,750-\$59,050
All Social Science, Humanities, Liberal Arts	\$40,674	\$22,750-\$60,250
E-Commerce/Entrepreneurial	\$40,468	\$22,200-\$72,200
Political Science	\$39,407	\$22,800-\$67,600
Social Work	\$39,100	\$22,100-\$66,450
English	\$39,000	\$25,850-\$60,250
Pre-K and Kindergarten Education	\$38,387	\$25,000-\$49,950
Special Education	\$38,354	\$25,000-\$49,950
High School Education	\$38,055	\$30,000-\$51,900
History	\$37,788	\$23,300-\$52,200
Foreign Languages	\$37,647	\$24,750-\$52,250
Elementary Education	\$37,480	\$28,050-\$50,000
Middle School Education	\$36,836	\$23,800-\$50,600
Music/Drama	\$36,744	\$25,850-\$60,250
Psychology	\$36,327	\$21,650-\$63,350
Public Relations	\$36,235	\$17,000-\$60,000
Advertising	\$35,733	\$17,000-\$70,000
a. Range = 6-94%		

RECRUITING TRENDS

2015-16

45th Edition

BRIEF 4

Hiring by Academic Degree

Key findings from 2015-16 are presented in this research brief. We have broken the release of employer information into a series of short briefs that will be made available over the next six weeks. You can download the briefs from the [Collegiate Employment Research Institute](#).



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 200 career service centers from around the country invited their employers to participate in this study. More than 4,730 employers provided information useful for understanding recruiting trends and practices. We also included information from respondents recruiting talent for full-time positions, internships, and co-ops. Readers can use the following key sample characteristics to determine how applicable our survey results are for their campus employer base.

Company Size		
Very small	> 9 employees	9%
Fast-growth	10-100 employees	30%
Small	101–500 employees	24%
Midsize	501–3,999 employees	20%
Large	4,000–25,000 employees	10%
Very large	> 25,000 employees	7%

Key Economic Sectors	
Professional & scientific services	22%
Manufacturing	11%
Nonprofits	8%
Finance & insurance	8%
Educational services	13%
Government	7%
Healthcare & social assistance	6%

Key States	
Michigan	8%
Massachusetts	7%
Texas	7%
California	6%
Wisconsin & Florida	5%
Illinois, New York & North Carolina	4%

Role in College Recruiting	
Full-time positions	56%
Internship or co-op positions only	16%
Short-term hiring	8%
Experienced hiring	20%

Institutions Where Companies Recruit Talent	
Two-year public college	26%
Four-year public college	51%
Four-year private college	40%
Two- & four-year for-profit institution	22%
Institution with bachelor's & advanced degree programs	67%
Institution with advanced degrees only	9%
Historically black college & university	17%
Hispanic-serving institution	15%
Asian, Asian-Pacific serving institutions	14%

Active Recruiting by Region	
International	5%
Entire U.S.	23%
Regional recruiting only	72%

ACKNOWLEDGEMENTS

Recruiting Trends 2015-2016 is made possible by the efforts of many dedicated and generous colleagues, friends of the institute, and corporate sponsors. We thank all the colleges and universities who encouraged local, regional, and national organizations to participate in our survey for their confidence in our contribution to research on college recruiting. Please visit our web page, Consortium For Student Transition Studies, for a complete list of participants. We also thank our editor, Stephanie Schlick.

We extend special appreciation to several people whose special insights contribute to CERI's research activities: Jeff Beavers (CEO 3sevenPartners), Duncan Ferguson (Managing Director, Vantage Leadership Consulting), James Spohrer (Director of University Programs Worldwide [and numerous other titles], IBM Almaden Research Center), and Roberto Angulo (Chief Executive Officer, AfterCollege.com).



We wanted to streamline and refine this year's survey to see whether we could gain more meaningful insights on the state of hiring across academic majors. We did not initially present a long checklist of academic disciplines and ask respondents to select which majors they would recruit.

First, we asked respondents if they would be interested in hiring candidates from four broad categories: all academic majors, all business majors, all technical majors, and all majors from arts, communications, humanities, and social sciences. Second, we asked respondents to select specific majors if the comprehensive categories did not adequately describe the candidates they sought. These two steps mitigated the problem of respondents selecting all the possible majors even if they would not really consider hiring them. By focusing on fewer possible majors, respondents saw only the same set of majors when prompted to provide information on starting salaries (see Brief No. 3).

Step 1

When we examined the average number of hires in each broad category, the highs and lows tended to follow organization size. Large companies were more likely to recruit across all majors, or all business, or all arts, communications, etc. Smaller companies were more likely to recruit, for example, all engineering or all technical majors.

Thirty-one percent of recruiters seeking to fill full-time jobs expressed interest in candidates across all academic majors. We did not change the way we presented the question this year; however, the sharp drop of nearly 7 percentage points from last year is a noticeable shift. While the percentage of respondents

recruiting all business and all technical majors remained consistent with past surveys, the loss of recruiters seeking all majors is reflected by the emphasis on business and technical majors in this year's recruiting effort.

The anticipated increase in hiring among the four categories presented a more refined picture of what new college graduates can expect from this year's labor market. Organizations looking for all technical and all business majors expect to expand hiring by more than 20 percent.

When we examined the majors that recruiters specifically target in their campaigns, business, computer science, and engineering dominated the list. Among employers who attend career fairs and consume a large amount of campus resources, the result is an over-emphasis on these majors compared to others.

Step 2

We examined how organizations distributed their hiring targets across various majors to see what proportion of their targets came from each category. Instead of asking respondents to address the distribution questions within the four broad categories, we expanded to seven categories and refined the mix of majors within each category. The categories included arts, humanities, and liberal arts; business; communications and media studies; computer science; engineering and technical; science and math; and social science. When we asked respondents to distribute their hires, some employers cast wider nets than others. For example, in this sample, 23 percent will not recruit any business majors. Of those who will recruit at least one business major, only 10 percent will have business majors comprise 95-100 percent of their potential hires. In this example, 59 percent of business employers will consider candidates across all majors. Slightly less than 10 percent of employers seek e-Commerce Sales, English, and Psychology majors.

Employers Seeking Candidates from Four Categories				
Degree	Employers reporting hiring projects (no.)	Employers seeking (%)	Number of hires per organization (avg.)	Change year over year (%)
All majors	736	31	77.8	11
All technical majors (engineering, computer science, & IT)	403	17	29.2	24
All business majors	362	15	67.5	22
All arts, communications, humanities & social science majors	167	7	97.8	17

Distribution of Majors Considered for Employment						
Category ^a	Will not hire any from this group (%)	Will consider 95-100% of all hires from this group (%)	Will consider all majors (%)	Will consider all business majors (%)	Will consider all technical majors (%)	Will consider all arts, communications, humanities & social science majors (%)
Arts, Humanities & Liberal Arts	61	1	78	10	26	19
Business	23	13	59	34	21	10
Communications (PR, Advertising)	65	1	74	26	15	13
Computer Science	53	8	51	25	41	9
Engineering & Technical	56	18	37	22	47	6
Science & Math	66	3	58	22	28	12
Social Science	83	3	71	17	17	25

a. The organization is seeking at least one candidate from the category.

We omitted certain categories because less than 15 percent of respondents indicated they would hire Agriculture, Natural Resources, Health Sciences, and Education majors. Thus the total sample may not include employers who will be more active on college campuses offering these academic programs.

We examined the distribution of degrees sought by respondents who reported plans to hire from the three most prevalent degree categories (Business, Computer Science and IT, and Engineering). The mix of degrees sought appears to be fairly similar across all three categories.

When we looked at the respondents' hiring intentions, the outlook was positive. We sorted the responses differently from previous surveys; therefore, the results shifted accordingly.

Four categories showed double-digit increases: Arts, Humanities and Liberal Arts; Business; Communication and Media Studies; and Computer Science. The increases for Engineering and Science and Math are about half as large. The increase for Social Science is very small.

Hires Selected by Employers Seeking at Least One Business Degree	
Degree	Hires 2015-16 (%)
Accounting	28
Finance	24
Marketing	24
MIS (Business)	19
Economics	17
HR/LIR	16
Computer Science	15
CIS	13
Supply Chain	13
Computer Programming	12
MIS (Computer Science)	11
Computer Engineering	10

Hires Selected by Employers Seeking at Least One Computer Science or IT Degree	
Degree	Hires 2015-16 (%)
Computer Science	37
Computer Programming	33
CIS	28
Computer Engineering	25
Economics	24
MIS	24
Accounting	20
Computer Security	20
Finance	19
Marketing	19
Electrical Engineering	18
HR/LIR	14
Engineering Technology	12
Multimedia Design	12
Supply Chain	10

What understanding do we gain from the survey results?

- ◆ Employers recruiting Business, Computer Science, and Engineering majors are shaping the new college labor market to a greater extent than has been the case over several of the last few years. A more focused market may make it challenging for candidates from majors outside these groups.
- ◆ Employers seeking Business and Computer Science talent cast a wider net to recruit majors from other academic disciplines than employers who focus on a different set of majors.
- ◆ Employers seeking Engineering majors cast the smallest nets, capturing only a few if any other majors. Engineering firms tend to be small and more likely to recruit only engineers; therefore, smaller companies are more likely to shape engineering opportunities for new college graduates.

Hires Selected by Employers Seeking at Least One Engineering Degree	
Degree	Hires 2015-16 (%)
Electrical Engineering	27
Computer Science	25
Mechanical Engineering	20
Computer Programming	19
Accounting	17
CIS	17
Computer Engineering	17
Engineering Technology	17
Industrial Engineering	17
Finance	16
Marketing	16
MIS	16
General Engineering	15
Software Design	15
Supply Chain	13
Civil Engineering	12

Hiring Intentions for Seven Categories			
Major groups	Employers (no.)	Number of hires 2015-16 (avg.)	Change year over year (%)
Arts, Humanities, & Liberal Arts	480	106.8	13
Business	909	70.0	14
Communication & Media Studies	457	97.2	13
Computer Science	561	72.9	13
Engineering	563	51.8	7
Science and Math	324	95.2	9
Social Science	255	89.9	3

RECRUITING TRENDS

2015-16

45th Edition

BRIEF 5

Recruiter's Toolbox

Key findings from 2015-16 are presented in this research brief. We have broken the release of employer information into a series of short briefs that will be made available over the next six weeks. You can download the briefs from the [Collegiate Employment Research Institute](#).



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 200 career service centers from around the country invited their employers to participate in this study. More than 4,730 employers provided information useful for understanding recruiting trends and practices. We also included information from respondents recruiting talent for full-time positions, internships, and co-ops. Readers can use the following key sample characteristics to determine how applicable our survey results are for their campus employer base.

Company Size		
Very small	> 9 employees	9%
Fast-growth	10-100 employees	30%
Small	101–500 employees	24%
Midsize	501–3,999 employees	20%
Large	4,000–25,000 employees	10%
Very large	> 25,000 employees	7%

Key Economic Sectors	
Professional & scientific services	22%
Manufacturing	11%
Nonprofits	8%
Finance & insurance	8%
Educational services	13%
Government	7%
Healthcare & social assistance	6%

Key States	
Michigan	8%
Massachusetts	7%
Texas	7%
California	6%
Wisconsin & Florida	5%
Illinois, New York & North Carolina	4%

Role in College Recruiting	
Full-time positions	56%
Internship or co-op positions only	16%
Short-term hiring	8%
Experienced hiring	20%

Institutions Where Companies Recruit Talent	
Two-year public college	26%
Four-year public college	51%
Four-year private college	40%
Two- & four-year for-profit institution	22%
Institution with bachelor's & advanced degree programs	67%
Institution with advanced degrees only	9%
Historically black college & university	17%
Hispanic-serving institution	15%
Asian, Asian-Pacific serving institutions	14%

Active Recruiting by Region	
International	5%
Entire U.S.	23%
Regional recruiting only	72%

ACKNOWLEDGEMENTS

Recruiting Trends 2015-2016 is made possible by the efforts of many dedicated and generous colleagues, friends of the institute, and corporate sponsors. We thank all the colleges and universities who encouraged local, regional, and national organizations to participate in our survey for their confidence in our contribution to research on college recruiting. Please visit our web page, Consortium For Student Transition Studies, for a complete list of participants. We also thank our editor, Stephanie Schlick.

We extend special appreciation to several people whose special insights contribute to CERI's research activities: Jeff Beavers (CEO 3sevenPartners), Duncan Ferguson (Managing Director, Vantage Leadership Consulting), James Spohrer (Director of University Programs Worldwide [and numerous other titles], IBM Almaden Research Center), and Roberto Angulo (Chief Executive Officer, AfterCollege.com).



Talent seekers have a wide array of tools to identify and select job candidates. Each year we ask respondents to select the recruiting tools they use; like many of us they selected tools that are cool or fun to use. (As a woodworker, I always want to use a router in any project – it's my favorite tool!)

While most recruiters employ a number of tools, they rely heavily on just a few. This year we asked respondents how important each tool was for talent acquisition (from 0 = no importance at all to 10 = critical importance).

Although employers use all the tools included in the survey, perhaps 10 to 12 are used most often. The most common tool is posting a job announcement in places where candidates can easily find it. The two most common venues are the organization's website and the college or university's recruiting system. Posting to a college or university's database appears in our survey results because it is the conduit through which we solicit employers for this survey. These passive practices are basic résumé depositories and as such require little interaction between recruiters and candidates. The benefit for recruiters may be the distance from which they can winnow the unqualified candidates. In addition to traditional methods, several new ones are challenging the functional use of résumé depositories.

Employers have three proactive means for connecting to and recruiting talent. Career fairs, internships and co-ops, and short-term employment (summer or between academic terms) are the most important tools in the toolbox. Employers also rely on their current employees, especially alumni from schools where they recruit, to identify candidates.

While most of these strategies have been around a long time, social media is relatively new. Its transient nature and brief shelf life make identifying and capturing qualified candidates a less than perfect recruitment tool. In past reports, we tried to ascertain how widespread social media was becoming and how it was being embedded in the recruiting process. It remains moderately important, primarily as an organizational branding strategy, and is probably still in its infancy, at least at the college recruiting level. As organizations become more sophisticated in using social media, their ability to connect, identify, and capture talent through social media will improve.

Holding Career Fairs

What about the career fairs – the workhorse of college recruiting? Do they still have legs? Before the crash in 2008, various observers, including the Trends report, expressed concerns about employers discouraged by the uninspiring results coming from career fairs. Costs were rising and the talent just did not seem to be there. Career fairs served an important function in identifying a pool of intern and co-op candidates, but full-time hiring results were not as positive. Tracking the rise in employers who used interns showed a strong correlation with career fair participation. These recruiting methods still seemed to be moving in tandem; however, we did not know if employers had the same reservations about career fairs as they did a decade ago.

We explored this topic with respondents in a series of questions about the future of career fairs. Colleagues in college career centers can exhale; career fairs will not disappear any time

Recruiting Strategies in Order of Importance for Employers		
Toolbox	Employers who use strategy (%)	Essential tool in recruiting strategy (mean)
Post open positions on their organization's website	97	8.4
Post positions through the college or university online employment system	99	8.0
Hire interns, co-ops, or part-time student workers (summer employees) who have worked or are currently working for their organization	96	7.3
Attend career fairs on college campuses	96	7.2
Solicit names of potential employees from current employees	97	7.0
Use current employees who are alumni of the institutions where they recruit to connect with students	96	6.6
Visit college campuses to talk to students (information sessions, classroom presentations, student organization events)	93	6.3
Connect with potential talent; post company information and positions on social media sites (Facebook, LinkedIn, Pinterest, Twitter, etc.)	95	6.3
Request candidate résumés from college career service offices	94	6.2
Post positions with national web-based employment providers (Monster, Google, CareerBuilder)	91	6.2
Seek candidates directly through faculty connections	95	5.9
Attend targeted job fairs (for specific skills such as IT, design, health services)	90	5.7
Interview prospective candidates on college campuses	92	5.6
Solicit names of potential employees through the alumni organizations on the campuses where you recruit	89	4.8
Attend job fairs not held on college campuses	85	4.6
Post positions on local or state (government, Chamber of Commerce, economic development authority) job boards	85	4.6
Place ads in media and professional journals or magazines	80	3.6
Use a staffing consultant or hiring agency	71	2.9

soon. Employers remain somewhat positive about career fairs in general, despite increasing costs and frustration over student preparedness. The way employers use career fairs, however, has certainly changed. Although employers are interested in finding talent, establishing the organization's brand on campus is taking precedence. The branding attracts students to the organization, making it more likely the organization draws the candidates it desires.

Employers responded to statements about key aspects of career fairs, indicating the extent to which they agreed or disagreed. We used a data reduction technique (factor analysis) to group the statements into two categories. The first category contained six statements that best described the costs and benefits of attending career fairs. The second category contained four statements that best described how career fairs are structured.

These are the most important points employers wished to make about career fairs:

- ◆ The majority of respondents (75%) believe career fair attendance achieves organizational branding goals. The employers most likely to use career fairs will be emerging companies (100-300 employees) and large organizations (>10,000 employees) that need to build and sustain their image on campus.
- ◆ Career fairs can still be effective for finding talent, especially when career services centers organize the fairs to attract several employers at one time. By grouping companies seeking similar talent, the added depth attracts a larger, wider pool of candidates. This is one area where emerging technologies could help both career services centers and employers make better connections.
- ◆ Cost-benefit ratios are not as positive as some companies would like but still appear to be a good bang for the buck.

- ◆ Respondents remain neutral on the demands of career fair attendance on recruiting staff.
- ◆ The good news: most employers currently attending career fairs intend to stay the course over the short term.
- ◆ The bad news: despite the costs of attending career fairs, an organization's sense of altruism toward career services centers is commensurate with the assistance they receive from career center staff.

Posting Job Openings

The software programs (Simplicity and CSO) used in career offices have become more sophisticated in their ability to match candidates to specific jobs. Although the programs are improving, they are still somewhat imperfect: most systems require candidates to sort through posted positions to find a job opening that matches their interests and possible skills.

"Big data" and stronger algorithms, however, are improving the ways recruiters and employers establish organizational fit protocols and promote direct interaction with candidates. If successful these big data and fit approaches may quickly obsolete today's systems.

The big data approach is being used by firms such as Doxa, Gild, and Textio to develop automated hiring software. Robo recruiting, which is receiving media buzz of late, may help human resource staff conduct deep data searches and improve the match between candidates and job requirements. Reactions in the media are predictably mixed: while the technology purports to increase diversity and reveal job description language that promotes gender bias, some job search firms believe an over-reliance on technology may do more harm than good.

We asked respondents questions about robo recruiting, especially whether their organization was exploring automated hiring. Most organizations do not expect to adopt robo hiring any time soon.

Employer Ratings for Career Fairs						
Statement	Mean	Disagree- strongly disagree (%)	Somewhat disagree (%)	Neither agree nor disagree (%)	Somewhat agree (%)	Agree - strongly agree (%)
Costs and Benefits						
Career fairs are an important way to increase our brand among students.	5.4	6	4	13	20	56
Career fairs provide a very effective way to identify our talent pool.	5	7	8	15	27	42
We believe career fairs are cost effective means to achieve our hiring objectives.	4.6	13	11	20	24	32
My organization does not plan to reduce career fair attendance over the next several years	4.5	11	11	33	13	32
It is not difficult to identify top talent despite many unprepared students	3.9	17	24	25	15	19
Benefits of attending fairs still outweigh the total cost of attending (\$ and staff time).	3.8	24	23	20	13	20
Career fair structure						
Career fairs need to be more effectively organized so we can see the right students at the best times.	4.8	6	6	30	36	32
Career fairs are starting too early skewing our recruiting cycle.	3.7	22	11	36	16	15
There are too many career fairs; college relations staff burned out	3.6	22	13	46	11	7
Colleges depend on career fairs for revenue. Are you willing to support career centers if no longer attending their fairs?	2.8	47	13	29	6	4

- ◆ The majority of respondents (68%) focus on the human element when vetting candidates.
- ◆ Another 24 percent know about this technology and are evaluating its benefit for recruiting.
- ◆ A small percentage (5%) is testing automated software or services to see if it improves their talent pool.
- ◆ Only 3 percent are using robo recruiting software or services.

Fit Assessments

Organizational fit assessments have been around for more than 30 years. Once paper exercises, assessments have been adapted to work on computers. Assessments are tailored to the organization's specific values and structure and require careful construction and validation. Their value lies in their ability to identify candidates more likely to be successful in the organization.

Large data analytics and powerful algorithms have the potential to elevate the role of organizational fit in recruiting. One software company, *Knack*, is changing the way employers conduct fitness assessments. *Knack* is the first program to match candidates with employers by using gaming software most new college graduates learn early and play often. The software, designed by behavioral and data scientists, software and game developers, and game designers, contains hundreds of variables that track within milliseconds, for example, how long the player hesitates before making a decision, which part of the screen the player touches, and which moves the player makes. In the space of as little as 45 minutes, the game returns a list of the job candidate's qualities; the results show the employer how well the candidate will fit into the organization's culture.

We asked respondents about their familiarity with organizational fit, whether they were considering or already using it for recruitment.

- ◆ Less than half of organizations (40%) were unfamiliar with organizational fit assessments.
- ◆ Another 38 percent were familiar with assessments but were not using them.

- ◆ A small percentage (8%) occasionally used organization assessments for recruiting.
- ◆ Slightly more (13%) regularly used organizational and cultural fit assessments.
- ◆ Only 1 percent knew about talent matching programs like *Knack* and used them in talent identification.

We were surprised to find so few organizations were using organizational fit measures. While this approach is being refined with changes in technology, the possibilities are wide open for future adoption and could replace more passive systems.

Transcripts and Co-curricular Transcripts

Faculty frequently ask: "How often do employers request transcripts for recruitment?" About 40 percent of respondents indicated that they reviewed transcripts. We scanned the data to see if one group used transcripts more heavily than another; in every nook and cranny of the survey, an employer required a transcript. Slightly more than 65 percent of organizations with 500 or fewer employees wanted to see transcripts; only 10 percent of large organizations wanted them. Not surprising, Education and Nonprofits were the two sectors most likely to require transcripts. Manufacturing subsectors (automobile manufacturers and food processing plants), and Professional, Business, and Scientific Services subsectors (advertising firms, computer services, management consulting firms) followed close behind.

As more colleges and universities adopt co-curricular transcripts to capture student engagement in activities that transcend the classroom, faculty also wonder how useful these transcripts are for employers. Nearly 45 percent of respondents say they are not interested in co-curricular transcripts because the information should be on the candidate's résumé. About one-third might use the transcript to verify a candidate's activities. One-quarter (23%) of organizations across all size groups find co-curricular transcripts helpful. Educational institutions, primarily pre-K and K-12, value co-curricular transcripts. Organizations in Professional, Business, and Scientific Services find them helpful.

RECRUITING TRENDS

2015-16

45th Edition

BRIEF 6

Internships & Co-ops: The Key To Talent

Key findings from 2015-16 are presented in this research brief. We have broken the release of employer information into a series of short briefs that will be made available over the next six weeks. You can download the briefs from the [Collegiate Employment Research Institute](#).



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 200 career service centers from around the country invited their employers to participate in this study. More than 4,730 employers provided information useful for understanding recruiting trends and practices. We also included information from respondents recruiting talent for full-time positions, internships, and co-ops. Readers can use the following key sample characteristics to determine how applicable our survey results are for their campus employer base.

Company Size		
Very small	> 9 employees	9%
Fast-growth	10-100 employees	30%
Small	101–500 employees	24%
Midsize	501–3,999 employees	20%
Large	4,000–25,000 employees	10%
Very large	> 25,000 employees	7%

Key Economic Sectors	
Professional & scientific services	22%
Manufacturing	11%
Nonprofits	8%
Finance & insurance	8%
Educational services	13%
Government	7%
Healthcare & social assistance	6%

Key States	
Michigan	8%
Massachusetts	7%
Texas	7%
California	6%
Wisconsin & Florida	5%
Illinois, New York & North Carolina	4%

Role in College Recruiting	
Full-time positions	56%
Internship or co-op positions only	16%
Short-term hiring	8%
Experienced hiring	20%

Institutions Where Companies Recruit Talent	
Two-year public college	26%
Four-year public college	51%
Four-year private college	40%
Two- & four-year for-profit institution	22%
Institution with bachelor's & advanced degree programs	67%
Institution with advanced degrees only	9%
Historically black college & university	17%
Hispanic-serving institution	15%
Asian, Asian-Pacific serving institutions	14%

Active Recruiting by Region	
International	5%
Entire U.S.	23%
Regional recruiting only	72%

ACKNOWLEDGEMENTS

Recruiting Trends 2015-2016 is made possible by the efforts of many dedicated and generous colleagues, friends of the institute, and corporate sponsors. We thank all the colleges and universities who encouraged local, regional, and national organizations to participate in our survey for their confidence in our contribution to research on college recruiting. Please visit our web page, Consortium For Student Transition Studies, for a complete list of participants. We also thank our editor, Stephanie Schlick.

We extend special appreciation to several people whose special insights contribute to CERI's research activities: Jeff Beavers (CEO 3sevenPartners), Duncan Ferguson (Managing Director, Vantage Leadership Consulting), James Spohrer (Director of University Programs Worldwide [and numerous other titles], IBM Almaden Research Center), and Roberto Angulo (Chief Executive Officer, AfterCollege.com).



Employers want candidates who demonstrate the ability to work in a professional environment. Internships and co-ops can be win-win situations for students and employers. Students gain valuable experience before they enter the labor market full time. Employers add to their pool of possible hires, develop staff, and recruit for full-time, permanent positions.

Internships and co-ops are not the only form of pre-graduation employment. Many employers offer wage-based summer work, which can also provide relevant experience if students find work related or close to their field of study. Ninety-five percent of respondents offered college students some form of experiential or pre-professional experience, including practicums, apprenticeships, clinical rotations, professional practice, internships, and other forms of work-integrated learning.

- ◆ About 65 percent of employers offer internships.
- ◆ Of those, nearly 79 percent will recruit interns this year; however, this number is down from previous surveys. Smaller firms appeared to have difficulties managing internship programs. Other organizations expanded their programs too quickly and found it difficult to balance recruiting new hires with converting interns and co-ops to full-time positions.
- ◆ More than 20 percent offer professional summer employment opportunities.
- ◆ About 15 percent offer students co-ops.

This brief focuses on internships and co-ops because this form of experiential learning is most common on college campuses. We asked respondents a series of questions relating to internships and co-ops, including the number of hires, academic majors, and hourly wages. The outlook this year appears to be very strong.

- ◆ Employers will hire nearly 57,000 interns and co-ops (an average of 40 per organization, though the median is only 6). Organizations of all sizes expect to hire as many interns as they can find, but the ones most likely to do so are midsize, large, and very large.
- ◆ Thirty-five percent of respondents will increase their intern hiring targets. Only 5 percent will decrease theirs.
- ◆ Like last year, 71 percent of employers will pay interns. About 15 percent will not pay.
- ◆ Another 14 percent will provide a mix of paid and unpaid opportunities depending on the intern's assignment.
- ◆ Employers seek interns across all disciplines: 19 percent seek business majors; 13 percent, engineering; 9 percent, communications and media studies; and 5 percent, social sciences.

Programs by industry sector

Organizations from every industry sector plan to offer some form of pre-professional experience. Survey respondents reported their plans as follows:

- ◆ In 13 sectors, more than 80 percent of organizations will hire interns or co-ops throughout the academic year.

- ◆ Two sectors will increase the number of interns by 50 percent or more: Accommodation (Hospitality) and Arts, Entertainment and Recreation.
- ◆ Four sectors will expand their internship pool by 40-50 percent, including Leasing, Retail, Transportation, and Utilities
- ◆ Mining and Oil will cut their internship hiring by more than 50 percent; however, each organization will still hire an average of 100 interns.
- ◆ Sectors recruiting a high number of interns include Administrative Services (an average of 95 per organization), Finance and Insurance Services (an average of 86), Leasing (an average of 126 per organization), and Retail (an average of 53).

Programs by company size

When viewed by company size, hiring for interns and co-ops runs along similar lines:

- ◆ Ninety percent of large organizations (>10,000 employees) and 75 percent of the smallest companies will hire interns and co-ops this year.
- ◆ Across all size categories about one-third expect to increase the number of internships and co-ops available to students.
- ◆ The largest organizations will hire an average of 130 interns, while the smallest organizations will hire an average of 13 interns apiece.

Internships and Co-ops for Selected Sectors			
Industry sector ^a	Employers hiring interns and co-ops (%)	Employers increasing internship hires (%)	Hires per company (avg.)
Accommodations (Hospitality)	86	52	18
Agriculture & Agricultural Services	85	29	33
Construction	88	38	21
Educational Services	57	32	36
Finance & Insurance Services	76	37	86
Government	77	23	29
Healthcare Services	81	24	14
Information Services	86	39	28
Manufacturing	82	28	47
Nonprofits	86	34	16
Professional, Business & Scientific Services	83	37	37
Retail	87	47	53
Transportation	76	45	27

a. Sectors reporting sufficient data for this report.

Interns & Co-ops by Company Size (median = 6)	
Employees per company	Interns per company (avg.)
<100	13
101-1,500	21
1,501-10,000	57
>10,001	131

Unpaid internships

Concern about unpaid internships remains high on college campuses. In 2010, the U.S. Department of Labor released a fact sheet, setting stipulations for-profit businesses must meet to determine whether they can bypass the Fair Labor Standards Act and offer unpaid internships. In July, 2015, the New York Federal Appeals Court vacated an earlier judgment in the “Black Swan” case (Glatt v. Fox Searchlight Pictures, Inc.). The appeals court clearly stated: the “worker can be considered an employee only if the employer benefits more from the relationship than the intern.” This ruling potentially shifts the criteria for whether an internship is paid or unpaid; however, many organizations will continue to pay their interns, even if the beneficiary rule would allow them not to do so.

We asked employers whether this ruling or the increasing litigation surrounding unpaid internships was influencing their organization’s approach to providing internship opportunities:

- ◆ Slightly more than half of employers (58%) were not aware of the litigation or court decisions and provided internships as usual.
- ◆ One-third were aware of the lawsuits and rulings and made slight adjustments in their internship programs.
- ◆ Only 10 percent made major adjustments in their programs by clarifying intern outcomes that state the primary beneficiary of the internship relationship.
- ◆ Only 1 percent reported that litigation caused them to reduce or end their internship programs.

Overall, most employers (71%) pay their interns or are required to pay their co-ops according to professional guidelines, a figure comparable to the last few survey years. In other words, since the bottom of the recession we have not seen widespread use of unpaid internships. The percentage of employers (14%) that offer both paid and unpaid positions remains consistent. Another 15 percent offer only unpaid internships.

We wanted to know which organizations offered unpaid internships. While all organizations responding to our survey offered unpaid internships, 19 percent of smaller organizations

(<100 employees) were more likely to employ unpaid interns, compared to only 2 percent of very large companies. We found a similar pattern with organizations offering both paid and unpaid internships: 24 percent of the smallest companies used this arrangement, compared to 7 percent of very large organizations.

The mix of paid and unpaid internships varied by sector. Nearly 100 percent of internships offered in Manufacturing and Transportation were paid. Unpaid internships were likely to be found in Arts and Entertainment (55%), Educational Services (49%), Government (27%), Healthcare and Social Services (48%), Information Services (17%), and Nonprofits (53%). These sectors also reported the highest mix of paid and unpaid internships.

Academic credit

Higher education institutions promote internships and co-ops as part of a student’s academic program. Some encourage students to work in exchange for academic credit.

We asked employers about their willingness to comply with the requirements for awarding credit:

- ◆ Approximately 55 percent of employers are willing to hire interns and meet the education institution’s reporting requirements.
- ◆ Another 28 percent will (somewhat reluctantly) hire interns if the institution requires credit; these internships are often unpaid.
- ◆ Only 18 percent will not deal with academic credit.
- ◆ Students needing internship credit will find more support in Information Services, Retail, Transportation, and Utilities, compared to other sectors.
- ◆ Professional, Business, and Scientific Services, Finance and Insurance Services, Mining and Oil, and Wholesale Trade will be less receptive to students seeking credit.
- ◆ Smaller organizations are more willing to work with students seeking academic credit.
- ◆ Nearly 25 percent of the largest organizations would prefer not to deal with academic credit.

Hourly wages

We calculated the hourly wages from hourly and monthly salary data received from the respondents. We omitted stipends, commissions, housing and food allowances, and other payments. Hourly internship and co-op wages ranged from \$13.36 for Communications, Humanities, and Social Science to \$17.23 for Computer Science and Engineering. Hourly wages depended on organization size; smaller organizations typically paid less than large ones. A comparison between the smallest and largest firms revealed a \$2.50 per hour wage differential.

Average Hourly Wages by Organization Size					
Degree	Hourly wage (mean)	Very small (<100 employees)	Small (100-1,500 employees)	Midsize-large (1,501-10,000 employees)	Very large (>10,000 employees)
Computer Science & Engineering	\$17.23	\$16.40	\$16.12	\$18.40	\$19.67
Accounting	\$15.62	\$14.53	\$14.85	\$16.70	\$16.50
Physical & Biological Sciences	\$14.80	\$13.59	\$13.95	\$14.42	\$15.21
Business	\$14.46	\$13.06	\$13.84	\$15.35	\$16.32
Healthcare Services	\$13.83	\$13.07	\$13.53	\$14.15	\$14.80
Agricultural & Natural Resources	\$13.55	\$12.67	\$12.65	\$14.42	\$15.21
Communications, Humanities & Social Science	\$13.36	\$11.77	\$13.45	\$14.08	\$15.17

Average Hourly Wages for Selected Industry Sectors						
Degree	Hourly wage (mean)	Manufacturing	Retail	Information Services	Finance & Insurance Services	Professional, Business & Scientific Services
Computer Science & Engineering	\$17.23	\$17.83	—	\$17.50	\$17.95	\$17.83
Accounting	\$15.62	\$16.59	—	—	\$15.20	\$17.69
Physical & Biological Sciences	\$14.80	—	—	—	—	\$16.20
Business	\$14.46	\$16.02	\$13.80	\$13.00	\$15.45	\$15.27
Healthcare Services	\$13.83	—	—	—	\$14.28	\$15.19
Agriculture & Natural Resources	\$13.55	—	—	—	—	\$13.33
Communications, Humanities & Social Science	\$13.36	\$15.54	\$13.63	—	\$15.28	\$12.97

a. Organizations in these sectors returned sufficient data to provide stable wage information.

RECRUITING TRENDS

2015-16

45th Edition

BRIEF 7

Benchmarking

Recruiting Success

Key findings from 2015-16 are presented in this research brief. We have broken the release of employer information into a series of short briefs that will be made available over the next six weeks. You can download the briefs from the [Collegiate Employment Research Institute](#).



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 200 career service centers from around the country invited their employers to participate in this study. More than 4,730 employers provided information useful for understanding recruiting trends and practices. We also included information from respondents recruiting talent for full-time positions, internships, and co-ops. Readers can use the following key sample characteristics to determine how applicable our survey results are for their campus employer base.

Company Size		
Very small	> 9 employees	9%
Fast-growth	10-100 employees	30%
Small	101-500 employees	24%
Midsize	501-3,999 employees	20%
Large	4,000-25,000 employees	10%
Very large	> 25,000 employees	7%

Key Economic Sectors	
Professional & scientific services	22%
Manufacturing	11%
Nonprofits	8%
Finance & insurance	8%
Educational services	13%
Government	7%
Healthcare & social assistance	6%

Key States	
Michigan	8%
Massachusetts	7%
Texas	7%
California	6%
Wisconsin & Florida	5%
Illinois, New York & North Carolina	4%

Role in College Recruiting	
Full-time positions	56%
Internship or co-op positions only	16%
Short-term hiring	8%
Experienced hiring	20%

Institutions Where Companies Recruit Talent	
Two-year public college	26%
Four-year public college	51%
Four-year private college	40%
Two- & four-year for-profit institution	22%
Institution with bachelor's & advanced degree programs	67%
Institution with advanced degrees only	9%
Historically black college & university	17%
Hispanic-serving institution	15%
Asian, Asian-Pacific serving institutions	14%

Active Recruiting by Region	
International	5%
Entire U.S.	23%
Regional recruiting only	72%

ACKNOWLEDGEMENTS

Recruiting Trends 2015-2016 is made possible by the efforts of many dedicated and generous colleagues, friends of the institute, and corporate sponsors. We thank all the colleges and universities who encouraged local, regional, and national organizations to participate in our survey for their confidence in our contribution to research on college recruiting. Please visit our web page, Consortium For Student Transition Studies, for a complete list of participants. We also thank our editor, Stephanie Schlick.

We extend special appreciation to several people whose special insights contribute to CERI's research activities: Jeff Beavers (CEO 3sevenPartners), Duncan Ferguson (Managing Director, Vantage Leadership Consulting), James Spohrer (Director of University Programs Worldwide [and numerous other titles], IBM Almaden Research Center), and Roberto Angulo (Chief Executive Officer, AfterCollege.com).



Organizations use a variety of measures to assess their recruiting programs; some are common among organizations of almost every size, and some are tailored to the needs of specific organizations. A few years ago, a group of college-relations managers approached CERI for help in obtaining benchmarks to assess their college recruiting

programs. We agreed on several measures and tested them during the subsequent *Recruiting Trends* survey. Based on the survey results, we revised the benchmarks and requested feedback from a wider pool of survey respondents, including recruiting managers.

In *Recruiting Trends 2014-2015*, we laid out a discussion about the problems with zero (nil) responses on key benchmarks. This year, we went to great lengths in designing the survey to reduce the sources of interpretation error. We included seven assessment measures in the survey: five for full-time hiring programs and two for internship and co-op programs. We believe these improvements provided better statistics.

Recruiting program assessment

Respondents reported the following measurements for their recruiting programs:

- ◆ Slightly more than forty percent (41%) of respondents reported that they regularly assess their recruiting programs.
- ◆ Very small companies (<100 employees) were least likely to assess recruiting programs. They hire so few employees in any given year that they do not believe assessments are necessary.
- ◆ At the other end, nearly 75 percent of very large companies (>10,000 employees) regularly assessed their recruiting programs.
- ◆ Industry sectors less likely to evaluate their hiring strategies included organizations in Agriculture, Educational Services, Healthcare and Social Services, Information Services, and Nonprofits.
- ◆ Finance and Insurance Services (60%) and Transportation Services (60%) organizations were more likely to evaluate theirs.

Key benchmarks

For recruiting full-time positions between July 2014 and June 2015, respondents reported the following averages for key benchmarks:

- ◆ Thirty-nine percent of professional hires were the direct result of college recruiting.
- ◆ Sixty-eight percent of full-time offers were accepted.
- ◆ Thirty-one percent of new college hires were former interns or co-ops.
- ◆ A slight 4.6 percent of full-time accepted offers later reneged.
- ◆ Fifty-four percent of starting salary offers were comparable to other organizations within an industry sector.

For internships and co-ops, respondents reported the following averages:

- ◆ Seventy-seven percent of internship and co-op offers were accepted.
- ◆ Forty-five percent of interns and co-ops with Bachelor's degrees were converted to full-time employment.
- ◆ The means provided basic information but failed to capture what may be true for some benchmarks.

Conversion to full-time employees

While few organizations that employ interns or co-ops reported converting none or all of their interns, the distribution of conversion rates suggested that some organizations do very well. The top quartile converted more than 70 percent of their interns and co-ops. Some organizations fared poorly: the bottom quartile reported conversion rates of less than 17 percent.

- ◆ Organizations with fewer than 1,500 employees reported an average conversion rate of 42 percent compared to larger organizations at 50 percent.
- ◆ Construction and Professional, Business, and Scientific Services reported the highest average conversion rates, approximately 53 percent in each sector. Government and Nonprofits reported the lowest.

Professional hires from college recruiting

Only 4 percent reported that none of their hires last year were the result of college recruiting; whereas 6 percent said all their hires came directly from college recruiting. **While the mean or average was 39 percent, the median was 30 percent.** About 25 percent of respondents reported that 65 percent or more of their hires were the direct result of college hiring; another 25 percent indicated that less than 10 percent of their professional hires could be attributed to new college hires.

- ◆ Small to midsize organizations (101-1,500 employees) were likely to have fewer new college hires than midsize to large and very large organizations (1,501->10,000 employees). The average for midsize and larger organizations was about 43 percent.
- ◆ Accommodations (Hospitality), Finance and Insurance Services, Manufacturing, and Retail pulled fewer of their professional hires from college recruiting while Professional, Business, and Scientific Services and Transportation did the opposite.

Recruiting Program Assessment	
	Organizations with assessment plans (%)
All Size Groups	41
<100 employees	23
101-1500 employees	40
1501-10000 employees	63
>10000 employees	74
Selected Industry Sector	
Accommodations (Hospitality)	45
Agriculture	33
Construction	46
Educational Services	32
Finance & Insurance Services	59
Government	37
Healthcare & Social Services	31
Information Services	35
Manufacturing	42
Nonprofits	25
Professional, Business & Scientific Services	43
Retail	44
Transportation	60

Full-time offers accepted

While the average for full-time offers accepted was 68 percent, the reported median was 80 percent. Only 2 percent of organizations reported that none of their offers were accepted. About 15 percent of organizations attracted all the candidates to whom they extended offers. The top 25 percent of organizations obtained acceptance rates of 90 percent or more; the bottom 25 percent had acceptance rates lower than 40 percent.

- ◆ Organizational size comparisons yielded no differences and very comparable means and medians.
- ◆ Professional, Business, and Scientific Services reported the highest overall acceptance average of 73 percent.
- ◆ Sectors noticeably below the mean included Accommodations (Hospitality), Agriculture, Construction, Information Services, and Nonprofits.

New hires from former interns and co-ops

The top and bottom quartiles strongly shaped this measurement. Fifteen percent reported none of their hires came from their intern and co-op pool, while 6 percent reported all their hires were former interns and co-ops. In the top quartile interns and co-ops made up 50 percent or more of new college hires but less than 5 percent in the lower quartile.

- ◆ Organizational size does influence organizations with 101 to 1,500 employees. About 28 percent reported fewer interns in their hiring pool. The very large organizations (37%) reported more of their new hires came directly from their intern and co-op pool.
- ◆ Sectors with a low percentage of new hires who were former interns include Educational Services, Government, Nonprofits, and Transportation. (Educational Services is low because K-12 schools rarely hire their student teachers.)
- ◆ Agriculture, Construction, and Professional, Business, and Scientific Services recruit their interns and co-ops for new positions more often.

Intern and co-op acceptance rates

Three-quarters of respondents reported acceptance rates higher than 70 percent. Only a small group of organizations appeared to have problems attracting interns and co-ops.

- ◆ Acceptance rates did not vary by organizational size.
- ◆ Sectors with the highest acceptance rates for intern and co-op offers included Healthcare and Social Services and Transportation.
- ◆ Sectors with the lowest acceptance rates included Agriculture and Information Services.

Starting salaries

Responses to this query were normally distributed. We found some important differences when we compared organizational size and industry sectors.

- ◆ Midsize to large organizations (1,500-10,000 employees) felt that their starting salary offers were slightly higher than other organizations in their sectors. While very large organizations (>10,000 employees) felt they had a very slight salary advantage and small organizations (<1,500 employees) felt they were at a slight disadvantage, their means did not differ significantly.
- ◆ Competition for talent may play a part in some organizations' perceptions that their starting salaries were not keeping pace with the rest of the new college labor market.
- ◆ Information Services and Nonprofits believed their starting salaries were lower than those paid by organizations typically competing for the same talent. This perception is understandable for Nonprofits. Information Services, which includes telecommunications and Internet providers, for example, believed their starting salaries were competitive within their sector.
- ◆ Accommodations, Agriculture, and Finance and Insurance Services believed their starting salaries were higher than similar organizations.

Reneging rates

Twenty-eight percent of organizations reported that they had no reneges on offers last year. However, 3 percent of organizations reported that 25 percent of their offers were reneged. While the average is approximately 5 percent (rounded), the mean is only 2 percent. The majority of organizations reported little if any reneging, but 25 percent reported reneging rates of 7 percent or higher.

- ◆ Organizational size comparisons revealed no differences in the reneging rates.
- ◆ Finance and Insurance Services and Transportation reported the highest reneging rates.
- ◆ Accommodations (Hospitality), Construction, and Government reported the lowest ones.

Benchmarking refinements and adjustments

Refining and adjusting benchmarks are dynamic processes. To that end, we agree to work with hiring staff to construct the most useful set of benchmarks to suit an organization's needs.

Some readers may be interested in more specific breakdowns for comparison within their industry sector or organizational size classification. Since detailed breakdowns reduce the survey sample to such a degree that releasing public numbers would raise problems, CERI will entertain requests for detailed information based on the specifications of the requesting organization.

Benchmarks for Recruiting Programs							
	Conversion rate (%)	Hires as a result of the conversion rate (%)	New hires			Starting salary rate (avg.)	Reneging rate (avg.)
			Full-time offer acceptance rate (%)	Former intern & co-op pool (%)	Intern & co-op acceptance rate (%)		
All Size Groups	45	39	68	31	77	2.99	4.6
<100 employees	42	44	68	33	76	2.95	5.0
101-1500 employees	42	33	67	28	78	2.96	4.0
1501-10000 employees	51	43	66	31	76	3.12	5.0
>10000 employees	50	42	69	37	76	3.09	5.0
<i>Selected Industry Sector</i>							
Accommodations (Hospitality)	41	21	62	23	68	3.26	3.9
Agriculture	46	39	64	36	70	3.21	4.6
Construction	52	41	64	41	77	3.03	3.3
Educational Services	46	41	66	21	72	3.03	4.6
Finance and Insurance Services	45	34	66	28	77	3.17	5.4
Government	35	37	67	21	76	3.06	3.9
Healthcare & Social Services	42	37	59	34	84	3.00	4.7
Information Services	40	37	62	34	70	2.88	5.2
Manufacturing	45	35	68	34	78	3.02	4.1
Nonprofits	24	35	64	25	75	2.39	4.0
Professional, Business & Scientific Services	53	48	73	38	79	3.00	4.8
Retail	49	30	69	40	75	3.00	4.1
Transportation	40	46	69	22	8	2.98	6.2

RECRUITING TRENDS

2015-16

45th Edition



BRIEF 8

Feedback From Respondents: Entrepreneurial Mindset, Creativity & Innovation, Cultural Capital, & More!

Key findings from 2015-16 are presented in this research brief. We have broken the release of employer information into a series of short briefs that will be made available over the next six weeks. You can download the briefs from the [Collegiate Employment Research Institute](#).

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 200 career service centers from around the country invited their employers to participate in this study. More than 4,730 employers provided information useful for understanding recruiting trends and practices. We also included information from respondents recruiting talent for full-time positions, internships, and co-ops. Readers can use the following key sample characteristics to determine how applicable our survey results are for their campus employer base.

Company Size		
Very small	> 9 employees	9%
Fast-growth	10-100 employees	30%
Small	101-500 employees	24%
Midsize	501-3,999 employees	20%
Large	4,000-25,000 employees	10%
Very large	> 25,000 employees	7%

Key Economic Sectors	
Professional & scientific services	22%
Manufacturing	11%
Nonprofits	8%
Finance & insurance	8%
Educational services	13%
Government	7%
Healthcare & social assistance	6%

Key States	
Michigan	8%
Massachusetts	7%
Texas	7%
California	6%
Wisconsin & Florida	5%
Illinois, New York & North Carolina	4%

Role in College Recruiting	
Full-time positions	56%
Internship or co-op positions only	16%
Short-term hiring	8%
Experienced hiring	20%

Institutions Where Companies Recruit Talent	
Two-year public college	26%
Four-year public college	51%
Four-year private college	40%
Two- & four-year for-profit institution	22%
Institution with bachelor's & advanced degree programs	67%
Institution with advanced degrees only	9%
Historically black college & university	17%
Hispanic-serving institution	15%
Asian, Asian-Pacific serving institutions	14%

Active Recruiting by Region	
International	5%
Entire U.S.	23%
Regional recruiting only	72%

ACKNOWLEDGEMENTS

Recruiting Trends 2015-2016 is made possible by the efforts of many dedicated and generous colleagues, friends of the institute, and corporate sponsors. We thank all the colleges and universities who encouraged local, regional, and national organizations to participate in our survey for their confidence in our contribution to research on college recruiting. Please visit our web page, Consortium For Student Transition Studies, for a complete list of participants. We also thank our editor, Stephanie Schlick.

We extend special appreciation to several people whose special insights contribute to CERI's research activities: Jeff Beavers (CEO 3sevenPartners), Duncan Ferguson (Managing Director, Vantage Leadership Consulting), James Spohrer (Director of University Programs Worldwide [and numerous other titles], IBM Almaden Research Center), and Roberto Angulo (Chief Executive Officer, AfterCollege.com).



Each year a CERI advisory team comprised of employer and college representatives propose several issues they would like to see covered in *Recruiting Trends*. From the ideas elicited from this group, we selected several topics for inclusion in the survey. This brief explores respondents' answers to entrepreneurial mindset,

creativity and innovation, cultural capital development, and the T-shaped candidate. Employer and recruiter responses to several open-ended questions about the future and challenges of college recruiting wrap up this brief.

Entrepreneurial mindset

The word entrepreneur has become more than a noun specifically defined as a person who starts their own business. The words entrepreneur, entrepreneurialism, entrepreneurial minded, and other variations are part of the vocabulary swirling around higher education these days. When we asked respondents to define the entrepreneurial mindset or entrepreneurial mindedness, the main ingredient was likely to be starting "something" that involves an element of risk and the possibility of failure. While some felt the phrases meant starting a company that might fail, more respondents focused on the entrepreneurial process and the spirit and interest to be innovatively engaged. They were clear that candidates could not be entrepreneurial if they were not innovative, even if they understood the entrepreneurial process. Thus students wishing to engage the entrepreneurial enterprise must pursue activities outside the classroom and be willing to experiment.

Our comparison by organizational size revealed several differences worth mentioning. Experimentation and failure received higher endorsement (agreement) from the largest companies (>10,000 employees) compared to small and midsize organizations (101-1,500 employees), while gaining experience outside the classroom gained stronger agreement from very small companies (>100 employees) compared to larger organizations (101-10,000 employees). Even in this case all size categories strongly agreed outside experience was critical. Very small organizations agreed slightly more than all other organizations that an entrepreneurial minor would influence their decisions while evaluating a candidate's résumé.

Comparisons across industrial sectors revealed more significant differences. Most of the differences occurred between two sectors. For example, Healthcare and Social Services organizations expressed disagreement that entrepreneurial

minors would resonate with them, while Administrative Services and Retail agreed that minors might help. The more striking differences appeared in comparisons of outside experience and experimentation.

- ◆ Accommodations (Hospitality), Information Services, and Transportation strongly agreed that experimentation and failure were important while Construction and Healthcare and Social Services neither agreed nor disagreed. The response from Healthcare and Social Services was understandable: risk and failure are not widely accepted practices in their sector.
- ◆ Accommodations (Hospitality) and Information Services strongly agreed that students needed experiences outside the classroom compared to Government and Manufacturing, which expressed less agreement. Both sectors, however, agreed that outside experience was necessary.

In what ways were organizations willing to reach out to colleges, universities and, students to advance the entrepreneurial mindset and increase entrepreneurial opportunities? When we asked respondents to identify methods for collaboration, these ideas popped out:

- ◆ Encouraging their employees to serve as mentors to young entrepreneurs (44%).
- ◆ Sponsoring innovation and design competitions (18%).
- ◆ Judging pitch competitions (14%).

When it comes to financial commitments, organizations were less willing to provide funding for entrepreneurial activities. Less than 5 percent indicated that they would assist in funding "innovation spaces" and entrepreneurial programs or provide seed funds to spark startup ideas. Although a university needs to find only one sponsor to launch an entrepreneurial program, it must recognize that a sponsor willing to contribute monetary assistance will be hard to find.

When it comes to finding creative talent on campus, where do employers look for it? Some employers tend to remain in their comfort zone and seek talent where they typically recruit, among business, engineering, or other majors. By interacting with student professional associations, students in big projects and capstone projects, and students in interdisciplinary programs, employers are more likely to find entrepreneurial-minded students.

Many employers recognize that entrepreneurial students can come from almost anywhere on campus, regardless of department or particular group:

An entrepreneurial culture is most often found among students without a defined degree who may not know where their next step will land but are interested in working hard to get there.

Q94. Many colleges and universities are developing curriculum around entrepreneurial enterprise. For each of these statements indicate whether you agree or disagree.

	Mean	Disagree (%)	Neither agree nor disagree (%)	Agree (%)
Students with creative aspirations need experiences outside the structure of coursework	4.09	2	17	81
Experimentation and dealing with failure are critical to the talent we are recruiting	3.81	7	28	65
Curriculum (courses) can serve as a driver to develop entrepreneurial oriented graduates	3.76	5	24	71
Entrepreneurial competencies come out better during the interview process (than on the résumé)	3.58	6	38	56
Providing academic credit for starting a business motivates students to pursue entrepreneurial activities.	3.53	10	35	55
Am entrepreneurial minor will resonate with us while evaluating a résumé.	3.16	22	41	37

These students are in majors that are more relaxed and allow more elective classes.

Employers are quick to point out that finding one great creative talent may not portend future hires:

There seems to be no predictor for where to find students with an entrepreneurial mindset. Last spring (2014), I hired an amazing grad who has the best entrepreneurial instincts I've seen in years. Within 8 months, he is running his own department with a big budget and salary. This spring (2015), I hired 5 more from where he came, trying to get more of his Magic Mojo. Alas, even after 6 months of enthusiastic training, 2 were duds and we let them go, and 3 remain but they're just okay.

Then there are the naysayers who do not believe colleges can produce entrepreneurial folks because the curriculum is too rigid or staid and uninteresting. These employers find students are not interested in getting out and simply working hard at something new and challenging.

We asked respondents if they interacted with the career centers to expand their reach when they looked for entrepreneurial talent. Twenty-seven percent said that they did not approach the career center, while another 54 percent said that they interacted infrequently with the career centers. Most of the search for innovative talent takes place away from the career centers; only 19 percent of employers reported frequently working with the career centers.

What role can a career center play in assisting an organization in identifying and recruiting entrepreneurial talent? Unlike responses to a similar question about non-entrepreneurial talent, the answers in this case were mixed. Employers fell into three groups: those who believed career centers can play a major role in their talent needs; those who were not sure if career services have a role in identifying entrepreneurial talent; and finally, those who believed career services have no role in this area of talent acquisition.

For those who believed career services could assist them, the career center's ability to increase awareness among students about entrepreneurial enterprises was a key. In addition career center staff were in a position to serve as the connector that brings students and employers together, communicate the employer's message to faculty and student groups, and help students prepare for transition to the workplace.

Career services professionals can make the biggest impact by helping us partner directly with programs and professors to arrange joint ventures/projects. They can also make a significant impact by helping us identify recent graduates and alumni that have registered with the career center.

Some employers, however, found career centers are a barrier to gaining access to the talent they are seeking. The barrier is partly due to the fact that many career advisors do not have experience in a business; they have simply risen through the educational ranks without little outside experience.

Without wanting to sound rude, most career center staff would not recognize entrepreneurship if it were a 3-year-old who bit them on the shin. Unfortunately, most academics seem to mouth the words of entrepreneurship without knowing the messy realities of running a business. Business means equality of opportunity, including the opportunity to fail.

The bottom line for the employers in this group was that career services do not understand the entrepreneurial space and should stay out of it.

Creativity and innovation

Not every student aspires to start his or her own business, despite the many anecdotal comments from students. In fact, many companies do not want entrepreneurial-minded employees because of the implication for turnover; businesses do not want to invest in an employee who leaves after a couple years to start a company. They want students who are committed to their organization for a longer period of time. In the haste to push an entrepreneurial agenda, we lose sight of both groups.

We asked employers what skills they seek for creative talent if they would rather not deal with the entrepreneurial mindset. The simple answer is they want a candidate who shows initiative, demonstrates teamwork, and displays passion and excitement for their job, and that is just the start. Everything needs to click for a graduate today, as employers place higher and higher expectations on new talent. Creative talent must combine a number of competencies to leverage their creative spirit.

We found no significant differences on these competencies based on organizational size. We found a few differences in industrial sector comparisons.

- ◆ Mining and Oil and Utilities rated Passion lower in importance than all the other sectors.
- ◆ Transportation rated Grit, Change, and Learning higher in importance than other sectors.
- ◆ Arts & Entertainment and Retail rated Initiative higher in importance than other sectors.

Based on their recruiting objectives, employers may have different long-term goals for their new hires. We asked respondents to indicate whether they will be placing their new hires on paths that lead to management or channeling them into opportunities to be innovators and explorers of new opportunities for the organization. Respondents clearly seek to balance the hiring of creative explorers and managers:

- ◆ We will hire new college talent to be future managers (17%).
- ◆ We will hire new college talent to be active explorers and innovators (16%).
- ◆ We will hire new college talent to achieve balance between managerial and innovator paths (61%).

Cultural Capital

For the past two years, *Recruiting Trends* has been tapping into employer thoughts on the role of cultural capital. Employer representatives cautiously expressed reservations about lack of cultural awareness among recent candidates. Last year our cultural capital questions focused on organizations that operated globally. In this year's survey, we broadened our questions to encompass the role of cultural awareness across all types of organizations. We asked how well students understand workplace cultures (business practices, ethnic groups, native languages, etc.) and the situations they might encounter as new professionals during their first work assignment.

In the first set of questions, employers provided insight into the values they place on various dimensions of cultural awareness. While employers valued multiple dimensions of cultural capital, they were in highest agreement that a candidate's ability to work with a range of cultures was essential to their organization.

Employers tended to value multicultural experience more than foreign experience. This finding always rankles the academic community, which places a premium on foreign study, despite the limited focus of our question. The message from employers might not be that foreign study is bad; it might be that employers

Q96. In the haste to establish entrepreneurial programs, we often lose sight of creative and innovative students who have no aspiration to be “entrepreneurial.” How important a role does each of the following competencies play in your identification of creative talent?

	Mean	Somewhat to very unimportant (%)	Neither important nor unimportant (%)	Important (%)	Very to extremely important (%)
PASSION: excited, internal drive, ambition, meaningful engagement salient to identity	6.08	1	6	53	40
INITIATIVE: seek out new responsibilities, undertake extra efforts, able to think and act without being urged, achieving a fresh approach to something	6.07	1	5	60	34
TEAMWORK: leverage strengths of team members, build consensus, build team one person at a time, build mutual respect.	6.04	1	7	53	38
LEARNING: continuously seek new information and experiences, openly share learning, able to self-reflect and self-evaluate	5.94	1	7	60	31
VISION: able to see the big picture, flexible and adaptable, agile, cultivates and challenges self, create a common purpose.	5.83	2	8	62	28
CHANGE: accept as inevitable and persistent, seize as an opportunity, understand how others respond to change, never comfortable with where one is.	5.73	2	10	64	24
NAVIGATE: adjust to unfamiliar environments, recognize connections and mutual interests, collaborate.	5.62	3	10	68	19
CREATIVE: curious, push past conventional wisdom or thoughts, contribute new, unconventional ideas, willing to do things differently.	5.58	2	10	64	24
GRIT: stick tenaciously to an idea or project despite failures, willing to assume personal risk in taking on new responsibilities, persistent	5.49	4	11	68	17
KNOWLEDGE: possess domain knowledge, organized, predictable communication schedule.	5.46	3	14	65	17

Ratings were based on a 7-point scale: 1 = not at all important to 7 = extremely important.

Q101. In considering the role of cultural capital (understanding of workplace cultures and cultures of specific clients you serve) among the young adults that you are recruiting would you agree or disagree with the following statements.

	Mean	Disagree (%)	Neither agree nor disagree (%)	Agree (%)
We value employees who can show they are able to work effectively with clients and businesses from a range of different cultures.	4.31	1	9	91
We value employees who are aware of the global challenges faced by our organization.	3.82	6	28	66
We value previous multicultural experiences that demonstrate a new hire’s ability to integrate effectively in our diverse teams.	3.66	9	31	60
We value previous multicultural experiences that demonstrate a new hire’s ability to adapt to new locations.	3.52	12	36	52
We value employees with the ability to speak other languages that are critical to our economic growth.	3.43	16	25	49
We value previous foreign experience that demonstrates a new hire’s ability to adapt to new locations.	3.21	19	45	36
We are worried that many young adults’ perspectives or educational experiences are not broad enough to operate in a multicultural economy.	3.01	31	37	32

value the range of multicultural engagements within the U.S. – engagements that will continue into employment – more than understanding a culture thousands of miles away. Employers divided their decisions fairly equally about whether young adults have a broad enough educational background or perspective to function in a multicultural economy: about one-third agreed, one-third disagreed, and the remaining neither agreed nor disagreed.

When we compared across organizational size, industrial sector, and location, we discovered differences that may help explain how cultural competencies manifest throughout the workplace. Each statement revealed statistically significant variations based on organizational size. In all cases, smaller companies tended to value multicultural capital less than large organizations (they disagreed with the statements more often or to a greater degree). For example, the means reported for the role of multicultural experiences in shaping teams were 3.41 (<100 employees) and 3.65 (101-1,500 employees) compared to 3.98 (1,501-10,000 employees) and 4.03 (>10,000 employees). The exception occurred when larger employers (>1,501 employees) reported higher agreement than smaller employers that young adults were unable to work well in a multicultural economy.

Industrial sector comparisons produced few significant differences. Educational Services, Government, Healthcare and Social Assistance, and Transportation were in higher agreement on the value of speaking a second language. Mining and Oil, Nonprofits, and Wholesale Trade were more worried than Agriculture, Arts and Entertainment, and Utilities that young adults were unable to work in multicultural environments. Mining and Oil valued candidates who were aware of the global challenges their organizations faced compared to the other sectors.

It was difficult to obtain a complete picture of the geographical implications for the value of cultural capital because of the way the data were coded. By teasing out information by state, we did identify several places where employers placed very high value on the multicultural awareness of candidates. These locations include California, Colorado, Texas, and the Washington, D.C. metropolitan area, which includes surrounding counties in Maryland and Virginia.

Employer representatives did not find it too difficult in most respects to find candidates who had specific skills or competencies associated with cultural awareness. If they did have difficulties, they encountered them when they tried to find candidates who had foreign language proficiencies at high enough levels to enhance job performance and candidates who had cross-cultural written and verbal skills.

Most employers do not take into consideration foreign language ability when they recruit new professionals. In other words, foreign language proficiency is nice for a candidate to have but is not sufficient to sway a hiring decision. The foreign language gap arises shortly after candidates start work and their assignments change. On the other hand, students with high proficiency in a foreign language (usually their academic major) fail to pair their language interests with other competencies (e.g., business acumen, technical savvy, or statistical acuity) and use these potentially more lucrative aspects of education as leverage in the recruiting process. These employer representatives were finding it modestly difficult in finding qualified candidates (at least for their starting assignment).

When we compared responses across organizational size, we found a few differences. Very large companies (>10,000 employees) found it harder than very small companies (<100 employees) to find candidates who could bridge cultures and manage projects with a multicultural team. Similarly we found a few differences among representatives from different industrial sectors. Representatives from Agriculture and Mining and Oil reported more difficulty in finding candidates who could bridge cultures, manage multicultural teams, work in unfamiliar places, and work effectively within and across different boundaries (e.g., functional, organizational, cultural, political and nation state). Arts and Entertainment representatives generally had a less difficult time in finding candidates who could work in multicultural environments.

The T-shaped candidate

Many organizations are actively seeking candidates who demonstrate depth and breadth of knowledge (e.g., the ability to think critically, span functional, organizational, and cultural boundaries, and manage multicultural work teams). IDEO described an individual who mastered both depth and breadth as a T-shaped professional. We reintroduced a survey question after a several year absence to see where employers placed their organizational needs ranging from generalists to specialists with deep knowledge of a subject area. When we last used this question, employers were trending to the middle of the scale (the T area). This year confirmed the trend. With the range of 1 equaling a generalist (very broad but little depth), 5 to 6 equaling a T (balance between depth and breadth), and 10 equaling a specialist (very deep with little breadth), the average was 5.6 (median 6).

- ◆ Ratings 1 to 4 (19%)
- ◆ Rating of 5 (30%)
- ◆ Rating of 6 (25%)

Q102. Which skills or competencies do you have difficulty finding among new or recent college graduates?				
	Mean	Not difficult at all (%)	Somewhat to moderately difficult (%)	Difficult to very difficult (%)
Able to attain specific levels of foreign language competency	2.65	23	51	26
Able to use foreign language skills to amplify and extend job performance	2.61	25	50	25
Can effectively adapt their written and verbal communication to various cultures	2.55	20	59	21
Can comfortably live and work in a new or unfamiliar context	2.36	27	57	16
Able to mentor and develop others from different cultural backgrounds	2.28	29	56	15
Able to work comfortably and effectively with customers, employers, peers, etc. within and across cultures	2.27	30	56	14
Able to take appropriate initiative bridging host and home countries	2.24	30	59	12
Able to manage projects with a multicultural team	2.12	35	54	11

◆ Ratings of 7 to 10 (26%)

We found no differences when we compared ratings across organizational size. Industrial sector comparisons revealed that employers in Arts and Entertainment were likely to seek candidates who were more likely generalists (mean 4.18) compared to Educational Services, Mining and Oil, and Professional, Business, and Scientific Services (mean approximately 6.00). All the other sectors ranged from 4.8 to 5.7.

Open-ended questions and comments

We gleaned the remaining comments from open-ended answers to several survey questions. These comments may pertain to data reported in other briefs in this series. We conclude with this information so that readers have as complete a picture as possible of the emerging recruiting scene for 2015-16.

Q44. As you look ahead to 2020, in what ways do you envision college recruiting changing in your organization?

We asked respondents to envision what college recruiting might look like in 2020. While we are still scanning over 1,600 comments, our first impression is that organizations still expect to be actively involved on college campuses through their partnerships with career centers, student organizations, and academic units. Most plan to continue key recruitment strategies, especially internship programs. They believe they will be doing more niche development with specific groups of students or academic majors.

Employers will be under pressure to demonstrate that their recruitment strategies are cost effective; ROI is a recurrent theme as they look out over the next five years. Behind the ROI talk lurks the desire for more sophisticated technologies that can assist in assembling talent pools and speed up the recruitment process. Advanced technology still cannot replace the one tried and true recruiting strategy that employers know works: personal relationships. Respondents clearly know that great recruiting depends on great relationships.

Our initial read of the comments did not reveal any emerging trend that may quickly alter the landscape for college recruiting. Pressures may trigger movement to new recruiting alternatives, as these voices suggest. A tipping point may not be too far in the future.

Technology will be a big influence. There will always be a human element in college recruiting, but I believe attending career fairs will eventually be a thing of the past. We'll also likely grow our college recruiting program with the growth of millennials and the decrease of baby boomers in the workforce. Likely, we'll also adopt other methods of gaining entry level talent that might not always come from colleges.

The annual increases in college fair registration costs will force our organization to evaluate the number of career center events we attend in comparison to other less costly options, such as targeted student group information sessions. Often times the cost of conducting these information sessions is more cost effective when compared to the cost of attending a career fair. By coordinating these groups we ensure that we are meeting the correct population of students who meet our qualifications versus random career fair attendees. Additionally, the amount of time spent conducting information sessions, which is usually one hour, pales in comparison to the standard four- to five-hour commitment associated with career fairs. This minimal investment of time allows us to coordinate multiple sessions at the same campus or at different campuses.

College recruiting will reach two extremes. We will either be very involved partners, directly identifying candidates based on metrics derived by the schools, or we will abandon schools altogether. I see no possible middle-ground scenario. The

changes implemented in the next year, both in my organization and in the schools, will determine which path we go down. We are at a tipping point right now, fed up with the lackluster results but not unaware of the pool of raw talent the schools represent. In short, we will always recruit from colleges, just maybe not through or with colleges.

I expect to complete a 100 percent shift from selecting our candidates from a pool of people who have proactively responded to a specific opening to selecting candidates from a large pre-existing pools of candidates available online.

Higher costs (in terms of both time and dollars) are affecting our recruiting efforts as we don't always find the best hiring fits after spending the money and time at various career fairs. However, our company still intends to pursue career fairs as a strong method of making contact and determining "best fit" candidates. If the costs continue to go up, we may have to rethink this method and rely more on connecting with students through Internet sources.

We will be deepening our relationship with select key universities, reducing the number of campuses we are physically present at but maintaining a virtual relationship with others and increasing our reliance on technology in the résumé review process and candidate management system.

By 2020 I see our organization focusing on a targeted number of schools that have the best recruiting statistics for our organization as well as schools that make the recruiting experience organized and easy. The less organized schools have already dropped off our recruiting radar. Also we have been targeting midsized schools over the large historically "top" schools as we have found that these students tend to be more open to a more reasonable starting salary and job responsibilities.

Q49. What do you believe, at this time, will be the major obstacles your organization faces in achieving your recruiting objectives for 2015-2016?

Challenges our recruiters face today are not new by any means, but the rapid ramp-up in hiring over the past couple of years has amplified their problems. Many recruiting teams still lack the resources to do their jobs. The lack of staff, lower travel budgets, and steeper registration fees for campus events all reduce their interactions with students. In addition, pressing colleagues into attending campus events is harder because fewer people can justify time away from the office.

The biggest challenge is simply competition, which has escalated steeply over the past three years. Attracting new graduates to an organization is more problematic this year, especially if it is located in a small town or rural area or in a less-than-glamorous industry (not Google, for example). Underlying competition masks the difficulty in finding qualified candidates. Many employers believe – it may just be a matter of perception – that the new college talent bench is not very deep [OK?] because they cannot find qualified candidates to fill their open positions.

The perpetual complaint from employers is that students exacerbate the recruiter's problems by holding unrealistic expectations about starting salaries, job assignments, and promotions. The danger for students, however, is that past misbehaviors have a way of catching up with them. More companies are requiring background checks; a candidate's poor decisions can end the recruitment process.

Consider these comments from various voices in the recruiting space:

Finding recent grads with positive attitudes. Most grad have

problems with: (1) Thinking they know anything ... they don't. Their degree means they are ready to begin learning; (2) Entitlement to higher starting wages. They're not worth it ... they can't do anything unsupervised; (3) Basic skills. We hired a physics and a telecomm grad this spring, but they don't know how to read a ruler or tape measure, can't add fractions together, can't calculate a 20 percent tip in their heads ... it's astounding how naive they are to basics. (4) Maturity. We fill 24 intern positions each year and only accept college seniors. I'd say only 1 in 24 exhibits adult-level maturity. The others are literally children with little initiative and zero tenacity; (5) No alignment between what is taught in college and what is required in the workplace. I'm not only referring to antiquated or irrelevant skills, but (A) a misalignment of how quickly tasks must be performed in the real work (e.g., you have 1 hour not the entire semester), (B) focus to stay on task and not give up until it's done (without whining or saying it can't be done), and (C) producing error-free work. In our industry, you're not rewarded for perfection ... it is expected baseline. We hire the best grads we can find and it still takes 2-3 years for them to produce error-free work.

What universities seem to lack is competency-based education. Graduates with the same degree vary widely in abilities. Hiring grads is completely unpredictable! There needs to be standard competencies in each discipline that I as an employer can rely upon.

Our younger audience tends to focus on the amount of salary, not the insurance choices, long-term job stability, and savings or retirement plans.

Candidates show up with unrealistically high expectations to be pampered and overpaid when there are thousands of candidates available for each position offered. Our greatest obstacle is sorting through thousands of applicants to find one or two candidates willing to actually work.

One problem we have is coinciding the academic calendar with our business planning calendar.

Our challenges include the competitive environment, inflated wage pressure due to competition and, job offers going out much earlier than in years past. Students have to decide too soon, and the potential for rescinded acceptances increases.

Our challenge is finding college graduates that have gained some experience in their career field prior to graduating. We are finding that some don't work in their career field in the summers and wait until the end of their college education to start gaining experience.

We have difficulties finding individuals who are willing to come to a small town community or work in a small town. We also have difficulties finding individuals with a good work ethic and experience or the knowledge of real world business.

Students are focused on getting hired by big corporations. Students don't want to deal with unknown companies, and I feel they don't take the time to consider opportunities small employers may offer them. Students lack follow-up. I tried reaching them by phone, email and other forms of contact and never got a response back.

Poor staffing and planning plus time to train and get a new hire up to speed causes our organization to be behind at times. We predominately rely on new college grads, however their start dates do not always line up with our hiring/training timetables. The industry is very connected to the economy and makes staffing difficult to predict.

Really, it is just getting around to all the different places we would like to recruit from. We only have a team of three people, and we are recruiters for all twelve of our schools in three different states. So it is not possible to be everywhere.

Q68. Which positions that you need to find talent for this year do you expect to present you with the biggest challenge in finding qualified candidates?

This survey question was confusing for many respondents. We asked respondents who selected specific academic majors to identify the areas in which they expected the most difficulty in finding the talent they needed. We posed the question this way because the media, political staffers, and administrators often want information sorted by specific majors. Savvy recruiters know that the difficulty in finding talent goes beyond the skillsets required for filling a job; matching the right candidate for the right job with the right organization is about competencies, attitudes, and behaviors.

The list provided by more than 1,300 respondents covered nearly every major. The small group of employers needing actuarial talent knows hiring the right candidate will be difficult because of the small numbers graduating in this field. Nonprofits are running into problems due to the increased competition for talent, making it harder to attract graduates to engage in community-based activities. Nevertheless, the list of talent most difficult to find includes these fields every year:

- ◆ Computer Engineering
- ◆ Computer Sciences (programming, software development, information security, IT services)
- ◆ Math and Science Education (grades 6-12)
- ◆ Management training programs (while not major specific, fewer candidates are interested in this entry-level position).
- ◆ Sales (all types from e-sales and inside sales to retail)
- ◆ Special Education

These concluding thoughts from several employers expand the picture beyond difficulties in finding talent among a specific set of majors.

We see many recent graduates underperforming expected competency levels of critical thinking, process management, and communications (writing and presentation). Frankly, we are often shocked by the unpreparedness of recently hired graduates who indicated 3.5 GPAs.

Analysts with the proper technical skill combined with the presence to succeed in this fast-paced environment are hard to find.

We need students who are willing to take a position that will require them to work their way up in a company instead of starting at the top.

We have trouble finding candidates that can handle the hours in a working day; changing from a college schedule to a 55- to 60-hour work week is stressful.

I hire engineers exclusively, and I look for a balance of technical and social skills and cultural fit. I look for engineers who can work in a team as either a team member or leader.