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AUTHOR Shingleton, John D.; Scheetz, L. Patrick
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ABSTRACT

Information on job market trends for 1985-1986 college graduates is presented in narrative summaries and statistical tables. Attention is directed to trends in hiring, expected starting salaries, campus recruiting activities, and other related topics, based on a survey of a cross-section of 710 employers from business, industry, government, and education. Findings include: employers expect to hire 1.4% more bachelor's degree graduates in 1986 at starting salaries averaging 1.8% more than in 1985; demand remains high for minorities and women; quotas for minorities are expected to increase 6.4% and for women graduates, 4.7%; salary offers vary according to academic major, but for all bachelor's degree graduates, the average starting salary is expected to be \$21,601; master's degree candidates will average \$26,010, and those with doctorates will average \$30,011; the largest demand and highest starting salaries are those in the technical fields; in 1985, for the first time in a decade, education moved into the top 10 of fields showing the highest percentage of increase, 1.9%; geographical regions providing the best job opportunities are: the Southwest, Southeast, South Central, Northeast, North Central, and Northwest; and 45.9% of new hires were made from on-campus interviews, and another 10.1% from job listings sent to placement offices. (SW)

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RECRUITING TRENDS 1985-86

A Study of 710 Businesses, Industries,
Governmental Agencies, and
Educational Institutions Employing
New College Graduates

by

John D. Shingleton
Director of Placement

and

L. Patrick Scheetz, Ph.D.
Assistant Director of Placement

Michigan State University
Placement Services
East Lansing, Michigan 48824

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John D. Shingleton

Dr. L. Patrick Scheetz

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Summary of
RECRUITING TRENDS 1985-86
A Study of 710 Businesses, Industries,
Governmental Agencies, and
Educational Institutions Employing
New College Graduates

This is a summary of the 15th annual Recruiting Trends survey completed by Placement Services at Michigan State University. For this 1985-86 survey, a cross-section of employers from business, industry, government, and education were contacted; and responses were received from 710 organizations. The results of this survey include information regarding anticipated changes in hiring trends for new college graduates, expected starting salaries, campus recruiting activities, new recruitment techniques, and many other topics of interest to personnel directors, placement officers, career counselors, faculty, and students.

JOB OUTLOOK FOR GRADUATES OF 1985-86

During 1985-86, surveyed employers expect to hire about 1.4% more bachelor's degree graduates than they hired during 1984-85. Since last year was a good year for placement of new college graduates, the Class of 1986 can expect to have similar job opportunities. (Page 14)

For minorities, quotas are expected to increase 6.4%, and for women graduates, 4.7%. MBA and master's graduates can expect almost no increases in quotas (+0.1%), and doctoral candidates can expect a decrease of 1.0%.

Demand for Various Academic Majors

Supporting the expectation that demand for new bachelor's degree graduates will only increase slightly this year is the report that demand for almost every academic major will show minimal gains. (Pages 15-16)

These include: electrical engineering (3.9%); computer science (3.8%); mechanical engineering (3.4%); industrial engineering (3.0%); accounting (2.7%); marketing/sales (2.7%); education (1.9%); hotel, restaurant, and institutional management (1.8%); chemical engineering (1.8%); general business administration (1.5%); metallurgy and materials science (1.5%); chemistry (1.4%); and civil engineering (1.3%).

Very slight increases in demand are expected for: personnel administration (0.9%); retailing (0.8%); liberal arts/arts and letters (0.6%); physics (0.6%); social sciences (0.6%); financial administration (0.5%); mathematics (0.5%); telecommunication (0.4%); human ecology/home economics (0.4%); natural resources (0.3%); advertising (0.3%); communications (0.2%); journalism (0.2%); and geology (0.1%).

No change in the job market is expected for agriculture (0.0%).

From these data, it should be evident again that a slight overall increase in the job market is expected during 1985-86.

Hiring Trends by Employer Category

Varying hiring trends are expected this year among different types of organizations. According to employers responding to this survey, the greatest increases are expected for bachelor's degree graduates in food, beverage processing, and restaurants (19.0%); accounting (18.6%); construction and building materials manufacturers (11.5%); and service and volunteer organizations (10.8%). (Pages 17-18)

Those organizations expecting moderate increases in the job market will include merchandising and retail services (5.1%); educational institutions (4.6%); automotive and mechanical equipment (4.5%); agribusiness (4.2%); governmental administration (3.2%); electronics and instruments (2.8%); hospitals and health services (1.6%); printing, publishing and information services (1.4%); hotels, motels, resorts and recreation services (1.3%); diversified conglomerates (1.2%); and tire and rubber products (1.0%).

Communication, radio, TV, and newspapers (0.0%); and chemicals, drugs, and allied products (0.2%) are expected to remain about the same or increase very slightly.

Those organizations with declining job markets include electrical machinery and equipment-computers (-0.3%); banking, finance and insurance (-0.7%); military services (-1.0%); public utilities including transportation (-1.0%); metals and metal products (-4.2%); research and consulting services (-5.8%); glass, paper, packaging, and allied products (-13.0%); and petroleum and allied products (-17.0%).

Hiring Quotas

The total hiring quota for new college graduates this year (1985-86) among 619 reporting organizations expecting to hire is 67,347. This is an increase of 2.0% over the actual hires of 66,012 reported by these organizations for last year (1984-85). (Pages 10-11)

No new college graduates were hired during 1984-85 by 69 of 710 organizations responding to this year's survey. This year (1985-86), 72 of those same organizations expect to hire no new college graduates. This compares to 80 of 658 organizations who hired none in 1983-84.

Employers Responding to This Survey

Employers of all sizes and all types were included in this survey. Responses for the 1985-86 Recruiting Trends survey were received from 710 employers representing businesses, industries, governmental agencies, and educational institutions throughout the United States. Of the respondents, 78.5% were businesses and industries, 16.3% educational institutions, and 5.2% governmental agencies and military services. (Pages 1-3)

Organizations with 10,000 or more employees were represented by 11.3% of the respondents, those with five to ten thousand employees were 8.6% of the respondents, and organizations with a thousand to five thousand employees represented 28.9% of the respondents.

Organizations with five hundred to a thousand employees were represented by 15.5% of the respondents, those with 100 to 499 employees by 24.5% of the respondents, and those with one to ninety-nine employees were represented by 11.3% of the respondents.

Changes in Salaried Employees Last Year

Since changes in numbers of salaried employees working for surveyed employers can be a good indication of hiring intentions, employers were questioned regarding salaried employees working for their organizations last year. (Pages 4-6)

Surveyed employers reported a net increase of 1.7% in numbers of salaried employees last year. This compares to an increase of 1.5% in 1983-84 and a decrease of 1.4% during 1982-83. During the last two year, surveyed employers have increased the numbers of salaried employees working for their organizations by very slight amounts, after appreciably cutting their salaried payrolls during 1982-83.

Organizations with significant increases in salaried employees last year included accounting (9.3%); food, beverage processing, and restaurants (6.4%); aerospace and components (4.7%); hospitals and health services (4.5%); printing, publishing, and informational services (4.3%); construction and building materials manufacturers (3.2%); electronics and instruments (3.3%); research and consulting services (3.1%); merchandising and retail services (2.9%); service and volunteer organizations (2.5%); governmental administration (2.3%) metals and metal products (2.2%); and military services (2.0%).

Moderate increases were experienced by the following organizations: chemicals, drugs, and allied products (1.9%); educational institutions (1.6%); banking, finance, and insurance (1.2%); hotels, motels, resorts and recreation services (0.9%); and petroleum and allied products (0.1%).

Decreases in salaried employees occurred in electrical machinery and equipment (-5.9%); glass, paper, packaging, and allied products (-5.0%); tire and rubber products (-4.0%); diversified conglomerates (-3.1%); automotive and mechanical equipment (-1.6%); agribusiness (-1.2%); and public utilities including transportation (-0.9%).

Anticipated Changes in Salaried Employees in 1985-86

During 1985-86, a moderate increase of 2.8% is expected in numbers of salaried employees working for surveyed employers. This compares to an expected increase of 3.5% last year (1984-85). These data suggest that a very cautious growth can be expected in numbers of salaried employees during 1985-86. (Pages 7-9)

Anticipating the greatest increases in salaried employees are hotels, motels, resorts and recreation facilities (11.4%); food, beverage processing, and restaurants (10.3%); communication-radio, TV, and newspapers (10.0%). These are followed closely by accounting (9.0%); service and volunteer organizations (8.5%); hospitals and health services (5.8%); merchandising and retail services (5.1%); banking, finance, and insurance (4.6%); electronics and instruments (4.4%); aerospace and components (4.3%); tire and rubber products (4.0%); research and consulting services (3.7%); construction and building materials manufacturing (3.4%), and military services (3.0%).

Moderate increases in salaried employees are anticipated in chemicals, drugs, and allied products (2.0%); educational institutions (1.7%); metals and metal products (1.5%); printing, publishing, and information services (1.4%); governmental administration (1.2%); and agribusiness (0.6%).

Those expecting no increases or even declines in salaried employees are public utilities including transportation (-0.1%); glass, paper, packaging, and allied products (-0.9%); diversified conglomerates (-1.6%); automotive and mechanical equipment (-1.9%); petroleum and allied products (-2.2%); and electrical machinery and equipment-computers (-4.3%).

Percentage of Graduates Accepting Job Offers

Although numbers of new college graduates hired by surveyed employers are an excellent measure of past job market trends, percent of job offers accepted are another. Of the new technical college graduates recruited during 1984-85 by surveyed employers, 59.7% accepted offers of employment. This compares to an acceptance rate of 59.0% in 1983-84 and 60.1% in 1982-83. If this change in rate is significant at all, it indicates a slight improvement in the recruitment techniques of employers, because a slightly higher percentage of technical graduates interviewed on campuses are accepting job offers or fewer job offers are being received by each student, so they have fewer choices. (Page 12)

Offers of employment to non-technical college graduates were accepted at the rate of 68.2% during 1984-85. This compares to an acceptance rate of 68.5% in 1983-84 and 65.3% in 1982-83. While a very slight increase in the acceptance rate was noted between 1982-83 and 1983-84, perhaps suggesting a slight erosion in the job market for non-technical graduates, no significant change was reported between the 1983-84 and 1984-85 job markets for non-technical graduates. (Page 13)

Changes in Numbers of Interviewing Schedules

According to employers responding to this survey, a very slight increase in numbers of interview schedules is expected on college campuses (+2.6%) this year; and approximately 2.8% more campuses will be visited by these employers. With hiring

quotas increasing by 1.4% and campus interviewing increasing 2.6%, it is evident that employers are continuing their program of selectivity when recruiting on college campuses this year. (Pages 19-22)

The greatest increases in interview schedules can be expected from the following organizations: service and volunteer organizations (+31.3%); food, beverage processing, and restaurants (+18.9%); construction and building materials manufacturers (+13.0%); and educational institutions (+12.8%).

Moderate increases can be expected from accounting (+8.8%); research and consulting services (+7.6%); hotels, motels, resorts and recreation facilities (+6.5%); governmental administration (+5.6%); agribusiness (+3.8%); printing, publishing, and information services (+3.3%); electronics and instruments (+2.9%); aerospace and components (+2.5%); hospitals and health services (+2.4%); merchandising and retail services (+2.2%); communication--radio, TV, and newspapers (+2.0%); and banking, finance, and insurance (+0.6%).

No change in numbers of campus interview schedules is expected for military organizations (0.0%).

Those organizations expecting declines in interview schedules will include the following: public utilities including transportation (-0.8%); tire and rubber products (-2.0%); metals and metal products (-2.9%); automotive and mechanical equipment (-7.7%); chemicals, drugs, and allied products (-6.5%); glass, paper, packaging, and allied products (-11.0%); diversified conglomerates (-15.0%); electrical machinery and equipment (-16.0%); and petroleum and allied products (-31.0%).

Of those organizations surveyed this year, 72 do not expect to interview on any college campuses.

Starting Salary Offers

Starting salary offers will increase by an average of 1.8% for bachelor's degree graduates, according to employers responding to this survey. For women and minorities, average increases of 3.1% and 3.2%, respectively, are expected. At the MBA/master's level, increases of 2.7% are anticipated, and for doctoral degree graduates, 2.2%. (Page 23)

None of these starting salary increases are expected to equal last year's increases of 3.7% for bachelor's graduates, 3.3% for MBA/master's graduates, and 2.9% for doctoral degree recipients.

Highest among anticipated salary increases for graduates this year are computer science majors (2.6%), electrical engineers (2.5%), mechanical engineers (2.3%), accounting (2.1%), marketing/sales (2.1%), education (2.0%), chemical engineers (2.0%), and industrial engineers (2.0%). (Pages 26-27)

Those majors with anticipated increases in the moderate range are: general business administration (1.9%); mathematics (1.9%); financial administration (1.8%); civil engineering (1.8%); liberal arts/arts and letters (1.8%); chemistry (1.8%); physics (1.8%); personnel administration (1.6%); metallurgy and materials science (1.6%); retailing (1.5%); social sciences (1.6%); geology (1.5%); hotel, restaurant, and institutional management (1.4%); communications (1.4%); journalism (1.4%); human ecology/home economics (1.4%); and advertising (1.3%).

Starting salaries for agriculture (0.8%) and natural resources (0.7%) majors are expected to increase less than 1.0%.

Again this year, the highest starting salaries are expected for electrical engineers (\$29,187), mechanical engineers (\$28,971), chemical engineers (\$28,739), and computer science majors (\$27,775). Other top starting salaries include industrial engineers (\$26,817), civil engineers (\$24,761), and physics majors (\$24,370). (Page 28)

Next on the list of starting salaries are financial administration majors (\$20,803), accountants (\$20,338), chemistry (\$19,679), general business administration (\$19,589), marketing/sales (\$19,284), and mathematics (\$19,014). These are followed by social science majors (\$18,324), communications (\$17,923), agriculture (\$17,841), advertising (\$17,832), personnel administration (\$17,727), telecommunications (\$17,473), liberal arts/ arts and letters (\$17,358), and geology (\$17,185).

Education majors/teachers (\$16,903), journalism (\$16,207), natural resources (\$15,709), retailing/merchandising (\$15,898), and human ecology/home economics (\$15,635) complete the list.

The average starting salary (all disciplines) for bachelor's degree graduates is expected to be \$21,601, for MBA/master's, \$26,010, and for doctorates, \$30,011.

Several employer categories are expecting to offer starting salary increases of 4.0% or greater to the 1985-86 graduating class. These include: merchandising and related services (retailing industries) (+4.5%); educational institutions (+4.3%); hotels, motels, resorts, and recreation facilities (+4.2%); aerospace and components (+4.1%); accounting (+4.0%); military (+4.0%); and tire and rubber products (+4.0%). (Pages 24-25)

Starting salary increases in the range of 3.0% to 3.9% include: food, beverage processing, and restaurants (+3.5%); diversified conglomerates (+3.5%); research and/or consulting services (+3.5%); construction and building materials manufacturing (+3.2%); and automotive and mechanical equipment (+3.1%).

Increases of 2.0% to 2.9% are anticipated for: service or volunteer organizations (+2.9%); public utilities, including transportation (+2.8%); hospitals and health services (+2.8%); banking, finance, and insurance (+2.7%); governmental administration (+2.6%); electronics and instruments (+2.3%); chemical, drugs and allied products (+2.3%); and petroleum and allied products (+2.2%).

Increases of 1.9% or less are expected from: metals and metal products (+1.9%); printing, publishing and information services (+1.4%); electrical machinery and equipment-computers (+1.3%); agribusiness (+1.3%); glass, paper, and packaging, and allied products (+1.0%); and communications-radio, television, and newspapers (0.0%).

Factors Considered When Calculating Starting Salary Offers

According to employers responding to this survey, previous part-time work experiences and high demand academic majors "sometimes" influence employer decisions when calculating starting salary offers. Other factors considered by employers are high grade point averages, prior military experiences, and quality of the college granted an individual's degree. (Page 29)

List Career Objectives on Resumes

Surveyed employers felt that entry-level candidates should state career objectives on their resumes. About 92% of the employers agreed with this recommendation. (Page 29)

Job Availability by Geographical Region

The greatest availability of jobs for new college graduates during 1985-86 will be in the southwestern region of the United States, according to employers responding to this survey. The southeastern and southcentral regions were rated next best on the employers' list of geographical areas for jobs. For the last two years, these regions have been ranked near this same order. (Page 30)

The best geographical regions for jobs in order of availability are expected to be: southwest, southeast, southcentral, northeast, northcentral, and northwest, according to surveyed employers.

Best Sources of New College Graduates

When prospective employers are seeking new college graduates, certain sources are more productive than others. For both graduating students planning their job campaigns and employers wanting to hire new graduates, this knowledge is very helpful. (Page 31-32)

According to employers responding to this survey, 45.9% of their new hires were obtained from on-campus interviewing, 11.5% from write-ins, 10.5% from want ads, 10.1% from job listings sent to placement offices, 8.4% from current employee referrals, and 7.0% from walk-ins.

Percentages obtained from other sources are: high demand academic major programs (4.5%), internship programs (4.4%), cooperative education programs (4.2%), summer employment programs (4.1%), referrals from college faculty and staff (3.7%), part-time employment programs (3.3%), unsolicited referrals from placement offices (2.6%), minority career programs (2.2%), job listings with employment agencies (2.4%), referrals from campus organizations (1.7%), and women's career programs (1.1%).

Grade Point Averages Are Considered

Employers responding to this survey indicated that over 70% of their new hires had grade point averages of 3.0 or better. The remaining employers, however, reported that their new hires had grade point averages of less than 3.0.

In recent years, it seems that grade point averages have become the main measuring stick for selecting candidates. And as data from this report indicate, most graduating students with high grade point averages are hired by prospective employers who conduct campus interviews.

Other Predictors of Job Success

When considering new college graduates for employment in their organizations, surveyed employers identify the most important predictors of job success as an ability to accept responsibility, communications abilities, maturity, motivational abilities, perseverance, speaking abilities, staying power and stability, organizational abilities when speaking, self-pride, and neatness. (Pages 34-35)

Receiving ratings of "medium" importance were team management skills, an example for others competitive abilities, ability to go along with the organization, tactical and strategic planning skills, entrepreneurial spirit, physical fitness, ability to depend on other people, and the ability to work in close quarters.

Ratings of "low" importance were given to budgeting abilities, interest in family life, and good looks and youthfulness according to employers.

Screening Methods Used by Employers

When screening applicants for employment in their organizations, the surveyed employers indicated that personal interviews and resumes or summaries of work experiences were "always" used. (Page 36)

Other screening methods "almost always" used were: degree levels attained, reference checks, years of education, transcript checks, and grade point averages.

Used "sometimes" were: physical examinations and medical histories. "Seldom" used were ratings from training programs, blood tests, interviews with company doctors or nurses, ability/aptitude tests, pre-employment screenings for drugs, and job tryouts.

The surveyed employers "never" use assessment center analyses or comprehensive bio-inventories.

Reference Checking Procedures

Before graduating students are hired by most organizations, references from past employers and former supervisors are "almost always" checked. "Sometimes" checked are references from faculty members, personal references, and those from business associates. "Never" checked are references from clergy. (Page 37)

References are "almost always" checked verbally through telephone calls. "Sometimes" used to check references are written inquiries. "Seldom" used are police record checks or credit bureau checks. "Never" used are personal visits to references. Of the surveyed employers, 24 indicated that their organizations do not check any references before hiring new college graduates. (Page 37)

In the opinions of employers, candidates should generally list their references on resumes. Of those employers surveyed, 72% indicated that references should be listed while only 28% of the surveyed employers indicated that they should "seldom" or "never" be listed. (Page 38)

Describing Today's College Student

When describing today's college students, employers say that they are "almost always" career-oriented, friendly and pleasant, optimistic about their individual futures, interested in material success, competitive, and diverse in lifestyles and backgrounds. (Page 39)

College students are "sometimes" concerned with personal development, moderate in political attitudes, pragmatic, idealistic, liberal in social attitudes, self-concerned and me-oriented, disenchanted with politics, and weak in basic skills.

"Seldom" are college students pessimistic about the future of their country.

Prescreening Methods of Employers

Of the surveyed employers, 67.6% indicate that their organizations will pre-screen on college campuses where pre-screening is permitted. Last year, 69.2% of the surveyed employers expected to pre-screen. This slight decrease in percentage is statistically insignificant, so little or no change is expected in numbers of organizations pre-screening on college campuses this year. (Page 40)

Those factors considered most important to prospective employers when pre-screening candidates for initial campus interviews (those receiving ratings of "extremely high" or "high" importance) were: academic major, degree levels attained, major grade point average, previous work experiences, expected date of graduation, overall grade point average, and locational preferences.

Next on the employers' list of important factors (those with ratings of "medium" importance) were: stated career goals and college organizations and activities.

Closed Schedules Arranged By Employers

Of the employers surveyed, 35.7% indicated that closed schedules were requested on college campuses last year. This compares to 36.9% who requested closed schedules in 1983-84, a slight decrease, but not statistically significant. (Page 41)

During 1985-86, the surveyed employers expect to arrange about 1.7% more closed schedules. This increase is somewhat less than last year's increase of 4.7% more than 1983-84. (Page 41)

At colleges and universities where closed schedules are not permitted, surveyed employers expect to reduce their interviewing schedules by about 3.2%. In the words of surveyed employers, they will visit campuses where they receive the services they desire. (Page 41)

Hiring Efficiency

According to surveyed employers, 15.1% percent of the new college graduates interviewed last year (1984-85) by their organizations were hired. During 1983-84, 13.3% of those interviewed on campuses were hired. Thus employers are edging ever so slightly toward more efficient recruitment procedures. (Page 42)

Employers Interviewing Without Prospects of Jobs Available

According to the surveyed organizations, 63 employers (9.7%) visited college campuses last year and interviewed graduating students when their organizations expected no openings. (Page 43)

Choosing Colleges to Drop From the Recruiting Schedule

When dropping a college or university from their recruiting schedule, the surveyed employers reported that the following factors "almost always" influenced their decisions: a poor impression of students based on previous recruiting experiences and the organization's previous record of hires from the institution. "Sometimes" influencing their decisions were student indifference to previous recruiting efforts, reputation of the school, and a poor college placement center. (Page 43)

Signed Contracts Required by Some Employers

Over 53% of the surveyed employers thought that new college graduates should "never" be required to sign a contract stating that they would reimburse a specified amount to the employing organization if they left within a designated time period. Another 15% said that this should "seldom" be required, while 18% suggested that a contract should "sometimes" be required. Another 7% agreed "almost always" and 7% "always" with this reimbursement policy. (Page 44)

When questioned about the ethics of this practice, employers' responses were similar to those reported in the above inquiry. "Never" believing this practice was ethical were 42% of the respondents, 16% "seldom," 23% "sometimes," 9% "almost always," and 9% "always."

Of the respondents, 42 organizations (6.2%) were expecting to implement this policy within the next year or two. The other 638 organizations (93.8%) did not anticipate this policy change. (Page 44)

When commenting on signed contracts for new hires, one employer made an interesting analogy: Would an employer sign a contract to pay a specified amount to any new hire if the employer found reasons to terminate that individual within a designated time period? If not, then why should a new hire sign such a contract? This is an interesting point.

Many employers require new hires to reimburse their organizations for any relocation expenses if the individual terminates within a year or other designated time period. After that time, there is no obligation.

Another recruiter suggested that employers take full responsibility for making good selections. If recruiters are properly trained to prescreen, interview, and match student qualifications with appropriate positions, then the risk of losing an employee should be minimal.

From another employer's perspective, a new employee who is displeased with an organization's training program or cannot continue employment with an organization for any reason should be terminated immediately without penalty. This employer would prefer a resignation to having an employee remain on the job for a "designated time period" because they were under contract, thus being unproductive, wasting training time, and perhaps using work time to search for new employment.

Time Allowed for Acceptance or Rejection of a Job Offer

The most prominent answer regarding time that should be allowed for prospective employees to accept or reject an offer was two weeks (40% responding with "always" or "almost always"). The other popular answer was one week (25% responding with "always" or "almost always"). Employers also responded that an applicant should "never" be required to accept or reject an offer immediately upon completion of the first interview. "Seldom" should candidates be required to accept or reject an offer within one day or two to five days. Employers also objected to candidates waiting until the completion of an interviewing season to make their decisions (59% responding that this should "seldom" or "never" be allowed). (Page 46)

Should Handicappers List Disabilities

Responses from employers were quite mixed when deciding if handicappers should list their disabilities on credentials and resumes. The consensus answer was that handicaps should be listed "sometimes". Recommending that handicaps not be listed were 11% of the employers with an answer of "always" and 16% with "almost always". Responding to the contrary were 19% with the answer of "seldom" agreeing and 22% who "never" agree that handicaps not be listed. (Page 47)

When advising handicappers on application procedures to follow when approaching their organizations, the surveyed employers "almost always" recommended interviewing on campus when their organizations are recruiting. "Sometimes" recommended were (1) applications sent directly to the department where the candidate's skills and talents will be best utilized, (2) direct contact with the personnel office with an explanation of the situation, and (3) applying through usual methods and not mentioning the handicap. "Never" recommended were the suggestions that (1) individuals find handicappers in the organization and use them as a contact person and (2) applying directly to the chief executive officer of the organization and explaining the situation in detail. (Page 47)

Factors Considered When Choosing Between Job Offers

In the opinions of employers, the most important factors considered by graduating students when choosing between several job offers were: reputation of the organization, challenging work assignment, opportunities for advancement, general reputation of the organization, competitive salary, job security, steady employment, geographical location of the job, and adequate benefits.

Factors with "medium" importance included: special demands of the position, personalities and abilities of supervisors, personalities and abilities of other workers, available graduate school nearby, talking with people who previously held the position, personnel problems within the organization, organizational structure, and physical facilities of the organization. Considered of "low" importance in the decision were other applicants for the position.

Tuition Payments for Attending Graduate School

Tuition for attending graduate school is paid in significantly varying amounts by employers responding to this survey. It was interesting to note, however, that educational institutions (19.9%) and accounting firms (19.5%) paid the least among employers responding to this question. (Pages 49-50)

Paying over 90% of graduate school tuition were military services (100%); tire and rubber products (100%); electronics and instruments (96.3%); chemicals, drugs, and allied products (95.5%); aerospace and components (92.1%); electrical machinery and equipment (91.4%); diversified conglomerates (90.6%); and automotive and mechanical equipment (90.0%).

Providing 70% to 89% of tuition for graduate school are public utilities including transportation (86.7%); metals and metal products (82.2%); construction and building materials manufacturers (79.1%); petroleum and allied products (79.0%); research and consulting services (78.9%); banking, finance, and insurance (74.4); and glass, paper, packaging, and allied products (71.4%).

Paying less than 70% of tuition expenses were agribusiness (60.0%); governmental administration (55.1%); printing, publishing, and information services (54.3%); service and volunteer organizations (51.8%); food, beverage processing, and restaurants (48.3%); hotels, motels, resorts and recreation facilities (36.8%); hospitals and health services (32.9%); merchandising and retail services (28.5%); educational institutions (19.9%); and accounting firms (19.5%).

Reneging on Job Offers

Organizations responding to this year's survey indicated that over half of them (50.7%) had graduating students renege on offers of employment last year. In 340 organizations who reported renegees, a total of 1,766 cases were reported. From these data, it is evident that many graduating students are accepting employment with more than one organization or continuing to interview after accepting a job offer. (Page 51)

In the opinion of 531 organizations (77.5%) responding to this survey, it is not ethical for students to interview with other organizations after they have accepted an offer of employment. With the opposite viewpoint, 154 of the surveyed organizations (22.5%) thought it was ethical to continue to interview after accepting a job offer. (Page 52)

Problems Experienced by New Hires

The most serious problems employers found with graduating students after they had accepted an offer of employment with an organization are (1) individuals reneging on job offers and (2) locating adequate living accommodations for new hires. Both these problems had "medium" frequencies. (Page 52)

Those problems with "low" frequencies were: requests for renegotiation of starting salaries, educational opportunities, spouse relocation, other benefits, transportation, changes of starting dates, requests regarding recreational facilities, and loans.

The most frequent difficulty experienced by graduating students when beginning work with organizations was an expectation of premature advancement. This difficulty was only "sometimes" cited as a problem.

All other difficulties were "seldom" experienced and included: absenteeism; a strong work ethic; organization policies; routine work; transfer to new location or job; travelling when required by the job; family matters not related to the job; technical expertise required; accomplishing assigned work; understanding the job

task; satisfaction with salary offer; vacation requests exceeding standard; getting along with the boss; getting along with other employees; understanding chain of command; physical environment of the job; intelligence required for the job; common sense to perform the job; leadership abilities required on the job; and personal values versus the organization's values.

Characteristics of an Excellent College Relations Program

It takes certain characteristics to make a college relations and recruiting program truly outstanding, according to the surveyed employers. "Almost always" important are: communications abilities; selection of proper college relations staff; interviewing techniques; knowledge of organizational opportunities; selection of campus representatives; contacts with faculty, deans, and others; selection of schools; familiarity with academic programs; comprehensive campus visitations; knowledge of competition; a major liaison person for each college; co-op, internship, and summer employment; and a training program for recruiters. (Pages 54-55)

"Sometimes" important are: availability of student lists/resume books, special programs for minorities and women, prescreening/bird dogging strategies, promotion programs, computerized record systems, especially for large organizations, membership in professional associations (CPC, MCPA, etc.), scholarships, research by the personnel section, grants, student newspaper (contacts and advertisements), and a speaker's bureau.

All the characteristics mentioned in this question were cited as "almost always" or "sometimes" important. None of the characteristics were rated as "seldom" or "never" important.

Description of an Excellent Campus Interviewer

A good campus interviewer must possess certain characteristics and perform specific practices, if they expect to achieve their organization's recruiting goals, according to employers responding to this survey. "Extremely important" are the following: listening to what is said and appearing interested in the individual. (Pages 56-57)

Factors of "high" importance according to employers are: a sincere attitude, being tactful and polite, being well-organized, reviewing resumes and transcripts before the interview, giving candidates sufficient time to express themselves, being concerned with the candidate's career paths, having a good appearance, reviewing jobs available before interviewing, providing interaction without general questions, being well-organized without obvious structure, having a good sense of humor, and being an individual at the administrative or management level.

Less important, but still deserving "medium" attention, are individuals from line positions and someone with a highly structured interview format.

"Low" importance was given to the interviewer being close to the age of interviewees, of matching ethnic origins and being of the same sex as the interviewees.

Trends in Hiring of Coop and Summer Employees

Cooperative education and summer internship experiences are expected to increase by about 2.8% in the surveyed employer organizations during 1985-86. This was a comparison with cooperative education and summer internships available in surveyed organizations during 1984-85. (Page 57)

Evidently summer employment opportunities and cooperative education positions are very good recruitment programs for full-time employment, since 46.8% of the individuals in these positions typically accept job offers with the organizations where they held such assignments. This was the report from surveyed employers. As advice to college students, they should obtain a summer internship or cooperative education position with an organization, if they can. Then their chances are almost 50% of landing a full-time job offer with that organization after graduation. (Page 58)

Turnover Among New College Hires

According to surveyed employers, technical graduates leave surveyed organizations at the rate of 4.2% during the first year, 6.4% during the second year, and 8.4% during the third year. (Page 59)

Non-technical graduates are more likely than technical graduates to leave during the first year (5.1%) and less likely during the second (6.0%) and third years (6.9%). Possibly non-technical graduates are placed in positions that do not closely match their career interests, so they are more likely to leave the first year. Also, job opportunities are not as plentiful for non-technical graduates (compared to job availability for technical graduates), so they are less likely to leave during the second and third years. (Page 60)

Measures of an Effective College Placement Service

In the opinions of surveyed employers, it is most important (rated as "high" importance) that effective placement services include: arranging campus interviews, advising on career planning, providing employer literature, operating career information centers, offering job campaign assistance, publishing job vacancy listings, operating programs for cooperative education and internships, providing pre-screening services, operating student employment services, providing special programs and services for summer employment, publishing salary reports, publishing supply and demand studies, holding career fairs, operating fresh graduate programs, providing workshops and courses on employment, operating credential referral services, publishing recruiting trends studies, listing and supporting part-time employment services, supporting minority recruitment programs, and providing experienced candidate/alumni referral programs. (Pages 60-61)

Moderately important (rated as "medium" important) are services for graduate school information, women's programs, distribution of placement annuals, follow-up reports, special services for handicappers and special groups, business career programs, career and job campaigning books, high school and college lectures, video tapes on careers and other job placement topics, volunteer services, government employment programs, and military options programs.

When commenting about improvements needed in placement services offered by colleges and universities, several employers suggested a continuation of current procedures. According to these employers most placement offices are always cooperative and accommodating, and they feel this genuine interest should be maintained.

However, surveyed employers indicated that colleges could better prepare students for the "real world" of employment. Too many students have unrealistic expectations for starting salaries, time frames for promotions, and where they "fit" in an organization.

Work experiences play a key role in hiring decisions and some students aren't willing to start in positions that will allow them to gain valuable experiences. They want to start at the top. Encourage students to participate in internship and other work experience programs prior to graduation. This is a growing trend and will be strongly considered when students are ready to start their careers.

A continuing effort should be exerted to bring more employers to campus. Campuses that care and take a sincere interest in their students, recruiters and employers will always be successful, according to the surveyed employers.

Which category best describes your organization, and how many SALARIED employees (excluding clerical staff) are on the payroll of your organization? Absolute frequencies are listed for each answer on the first line, percentages of totals on the second line, row percentages on the third line, and column percentages on the fourth line of each block.

Employer
Categories

| FREQUENCY PERCENT ROW PCT COL PCT | Number of Salaried Employees | | | | | | TOTAL |
|--|------------------------------|------------------------------|------------------------------|------------------------------|-----------------------------|------------------------------|---------------|
| | 1-99 | 100-499 | 500-999 | 1000-4999 | 5000-9999 | 10,000+ | |
| | | | | | | | |
| | | | | | | | |
| ACCOUNTING | 8 1.13 33.33 10.00 | 11 1.55 45.83 6.32 | 0 0.00 0.00 0.00 | 3 0.42 12.50 1.46 | 1 0.14 4.17 1.64 | 1 0.14 4.17 1.25 | 24 3.38 |
| AEROSPACE | 0 0.00 0.00 0.00 | 2 0.28 10.00 1.15 | 2 0.28 10.00 1.82 | 9 1.27 45.00 4.39 | 2 0.28 10.00 3.28 | 5 0.70 25.00 6.25 | 20 2.82 |
| AGRIBUSINESS | 5 0.70 50.00 6.25 | 0 0.00 0.00 0.00 | 2 0.28 20.00 1.82 | 3 0.42 30.00 1.46 | 0 0.00 0.00 0.00 | 0 0.00 0.00 0.00 | 10 1.41 |
| AUTOMOTIVE | 2 0.28 8.70 2.50 | 8 1.13 34.78 4.60 | 2 0.28 8.70 1.82 | 7 0.99 30.43 3.41 | 0 0.00 0.00 0.00 | 4 0.56 17.39 5.00 | 23 3.24 |
| BANKING FIN | 7 0.99 12.07 8.75 | 7 0.99 12.07 4.02 | 15 2.11 25.86 13.64 | 20 2.82 34.48 9.76 | 4 0.56 6.90 6.56 | 5 0.70 8.62 6.25 | 58 8.17 |
| CHEMICALS | 3 0.42 8.57 3.75 | 4 0.56 11.43 2.30 | 2 0.28 5.71 1.82 | 6 0.85 17.14 2.93 | 8 1.13 22.86 13.11 | 12 1.69 34.29 15.00 | 35 4.93 |
| COMMUNICATION | 0 0.00 0.00 0.00 | 1 0.14 50.00 0.57 | 0 0.00 0.00 0.00 | 1 0.14 50.00 0.49 | 0 0.00 0.00 0.00 | 0 0.00 0.00 0.00 | 2 0.28 |
| CONSTRUCTION | 3 0.42 11.54 3.75 | 9 1.27 34.62 5.17 | 4 0.56 15.38 3.64 | 6 0.85 23.08 2.93 | 3 0.42 11.54 4.92 | 1 0.14 3.85 1.25 | 26 3.66 |
| EDUCATION | 8 1.13 6.90 10.00 | 36 5.07 31.03 20.69 | 28 3.94 24.14 25.45 | 35 4.93 30.17 17.07 | 7 0.99 6.03 11.48 | 2 0.28 1.72 2.50 | 116 16.34 |
| TOTAL | 80 11.27 | 174 24.51 | 110 15.49 | 205 28.87 | 61 8.59 | 80 11.27 | 710 100.00 |

(Continued)

Continued. . .

Employer
Categories

| FREQUENCY PERCENT ROW PCT COL PCT | Number of Salaried Employees | | | | | | TOTAL |
|--|------------------------------|-----------------------------|----------------------------|-----------------------------|-----------------------------|-----------------------------|---------------|
| | 1-99 | 100-499 | 500-999 | 1,000-4999 | 5000-9999 | 10,000+ | |
| ELECTR MACH | 2 0.28 8.70 2.50 | 7 0.99 30.43 4.02 | 3 0.42 | 5 0.70 21.74 2.44 | 3 0.42 13.04 4.92 | 3 0.42 13.04 3.75 | 23 3.24 |
| ELECTRONICS | 5 0.70 11.63 6.25 | 12 1.69 27.91 6.90 | 4 0.56 9.30 3.64 | 12 1.69 27.91 5.85 | 2 0.28 4.65 3.28 | 8 1.13 18.60 10.00 | 43 6.06 |
| RESTAURANTS | 6 0.85 16.22 7.50 | 12 1.69 32.43 6.90 | 5 0.70 13.51 4.55 | 7 0.99 18.92 3.41 | 2 0.28 5.41 3.28 | 5 0.70 13.51 6.25 | 37 5.21 |
| PACKAGING | 0 0.00 0.00 0.00 | 2 0.28 25.00 1.15 | 1 0.14 12.50 0.91 | 2 0.28 25.00 0.98 | 2 0.28 25.00 3.28 | 1 0.14 12.50 1.25 | 8 1.13 |
| GOVERNMENT | 5 0.70 15.15 6.25 | 2 0.28 6.06 1.15 | 0 0.00 0.00 0.00 | 11 1.55 33.33 5.37 | 8 1.13 21.24 13.11 | 7 0.99 21.21 8.75 | 33 4.65 |
| HOSPITALS | 0 0.00 0.00 0.00 | 3 0.42 37.50 1.72 | 1 0.14 12.50 0.91 | 3 0.42 37.50 1.46 | 0 0.00 0.00 0.00 | 1 0.14 12.50 1.25 | 8 1.13 |
| HOTELS MOTELS | 6 0.85 42.86 7.50 | 3 0.42 21.43 1.72 | 3 0.42 21.43 2.73 | 1 0.14 7.14 0.49 | 0 0.00 0.00 0.00 | 1 0.14 7.14 1.25 | 14 1.97 |
| MERCHANDISING | 3 0.42 8.82 3.75 | 14 1.97 41.18 8.05 | 6 0.85 17.65 5.45 | 9 1.27 26.47 4.39 | 0 0.00 0.00 0.00 | 2 0.28 5.88 2.50 | 34 4.79 |
| METALS PRODS | 4 0.56 13.33 5.00 | 10 1.41 33.33 5.75 | 6 0.85 20.00 5.45 | 7 0.99 23.33 3.41 | 3 0.42 10.00 4.92 | 0 0.00 0.00 0.00 | 30 4.23 |
| TOTAL | 80 11.27 | 174 24.51 | 110 15.49 | 205 28.87 | 61 8.59 | 80 11.27 | 710 100.00 |

(Continued)

Continued. . .

Employer
Categories

| FREQUENCY PERCENT ROW PCT COL PCT | Number of Salaried Employees | | | | | | TOTAL |
|--|------------------------------|-----------------------------|------------------------------|------------------------------|------------------------------|-----------------------------|---------------|
| | 1-99 | 100-499 | 500-999 | 1000-4999 | 5000-9999 | 10,000+ | |
| MILITARY | 0 0.00 0.00 0.00 | 0 0.00 0.00 0.00 | 2 0.28 50.00 1.82 | 0 0.00 0.00 0.00 | 1 0.14 25.00 1.64 | 1 0.14 25.00 1.25 | 4 0.56 |
| PETROLEUM | 1 0.14 5.00 1.25 | 5 0.70 25.00 2.87 | 1 0.14 5.00 0.91 | 7 0.99 35.00 3.41 | 2 0.28 10.00 3.28 | 4 0.56 20.00 5.00 | 20 2.82 |
| PRINTING PUBL | 1 0.14 14.29 1.25 | 2 0.28 28.57 1.15 | 1 0.14 14.29 0.91 | 3 0.42 42.86 1.46 | 0 0.00 0.00 0.00 | 0 0.00 0.00 0.00 | 7 0.99 |
| UTILITIES | 3 0.42 4.55 3.75 | 5 0.70 7.58 2.87 | 12 1.69 18.18 10.91 | 28 3.94 42.42 13.66 | 10 1.41 15.15 16.39 | 8 1.13 12.12 10.00 | 66 9.30 |
| RESEARCH | 3 0.42 7.89 3.75 | 12 1.69 31.58 6.90 | 7 0.99 18.42 6.36 | 13 1.83 34.21 6.34 | 2 0.28 5.26 3.28 | 1 0.14 2.63 1.25 | 38 5.35 |
| SERV VOL ORGS | 4 0.56 36.36 5.00 | 3 0.42 27.27 1.72 | 0 0.00 0.00 0.00 | 4 0.56 36.36 1.95 | 0 0.00 0.00 0.00 | 0 0.00 0.00 0.00 | 11 1.55 |
| TIRE RUBBER | 1 0.14 50.00 1.25 | 0 0.00 0.00 0.00 | 0 0.00 0.00 0.00 | 0 0.00 0.00 0.00 | 0 0.00 0.00 0.00 | 1 0.14 50.00 1.25 | 2 0.28 |
| CONGLOMERATES | 0 0.00 0.00 0.00 | 4 0.56 22.22 2.30 | 3 0.42 16.67 2.73 | 3 0.42 16.67 1.46 | 1 0.14 5.56 1.64 | 7 0.99 38.89 8.75 | 18 2.54 |
| TOTAL | 80 11.27 | 174 24.51 | 110 15.49 | 205 28.87 | 61 8.59 | 80 11.27 | 710 100.00 |

Observations: Responses to the 1985-86 Recruiting Trends survey were received from 710 employers representing businesses, industries, governmental agencies, and educational institutions. Of the respondents, 78.5% were businesses and industries, 16.3% educational institutions, and 5.2% governmental agencies and military services.

Organizations with 10,000 or more employees represent 11.3% of the respondents, those with five to ten thousand employees were 8.6% of the respondents, and organizations with a thousand to five thousand employees represent 28.9% of the respondents. Organizations with five hundred to a thousand employees were represented by 15.5% of the respondents, those with 100 to 499 employees by 24.5% of the respondents, and those with one to ninety-nine employees were represented by 11.3% of the respondents.

These numbers display the diversity of employers included in this survey.

In the LAST YEAR (1984-85) what change, if any, has occurred in the number of SALARIED employees working for your organization?

| CHANGE IN SALARIED EMPLOYEES LAST YEAR | | | | | | | | | | | | | | | | TOT- AL | WEI- GHT- ED |
|--|-------------------|--------------|-------------|-------------|-------------|-------------|------|-------------|-------------|-------------|-------------|--------------|-------------------|-------------------|--------------------|------------|--------------------|
| INC. 25- 49 | INC. 11- 24 | INC. 9-10 | INC. 7-8 | INC. 5-6 | INC. 3-4 | INC. 1-2 | SAME | DEC. 1-2 | DEC. 3-4 | DEC. 5-6 | DEC. 7-8 | DEC. 9-10 | DEC. 11- 24 | DEC. 25- 49 | DEC. 50- 100 | | |
| N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | MEAN |
| 7 | 41 | 34 | 43 | 44 | 56 | 93 | 177 | 53 | 26 | 29 | 10 | 26 | 17 | 3 | 3 | 662 | 1.7 |

Observations: Since changes in numbers of salaried employees working for surveyed employers can be a good indication of hiring intentions, employers responding to this year's survey were questioned regarding salaried employees working for their organizations last year.

These employers reported a net increase of 1.7% in numbers of salaried employees last year. This compares to an increase of 1.5% in 1983-84 and a decrease of 1.4% during 1982-83. During the last two years, surveyed employers have increased the numbers of salaried employees working for their organizations by very slight amounts, after cutting their organizations to the bone in 1982-83.

In the LAST YEAR (1984-85), what change, if any, has occurred in the number of SALARIED employees working for your organization?

| | CHANGE IN SALARIED EMPLOYEES LAST YEAR | | | | | | | | | | | | | | | | | TOT- AL | WEI- GHT- ED MEAN |
|--------------------------------|--|-------------------|--------------|-------------|-------------|-------------|-------------|------|-------------|-------------|-------------|-------------|--------------|-------------------|-------------------|--------------------|-----|------------|----------------------------|
| | INC. 25- 49 | INC. 11- 24 | INC. 9-10 | INC. 7-8 | INC. 5-6 | INC. 3-4 | INC. 1-2 | SAME | DEC. 1-2 | DEC. 3-4 | DEC. 5-6 | DEC. 7-8 | DEC. 9-10 | DEC. 11- 24 | DEC. 25- 49 | DEC. 50- 100 | | | |
| | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | | | |
|EMPLOYER CATEGORIES | | | | | | | | | | | | | | | | | | | |
| ACCOUNTING | 1 | 5 | 3 | 1 | 5 | 1 | . | 2 | 1 | 1 | . | . | . | 2 | . | . | 22 | 8.7 | |
| AEROSPACE & COMPONENTS | 1 | . | 3 | 2 | 4 | 2 | 1 | 2 | 1 | . | 1 | 1 | . | 1 | . | . | 19 | 4.7 | |
| AGRIBUSINESS | . | . | 2 | . | . | . | . | 4 | 1 | 1 | . | . | . | 1 | . | . | 9 | -1.2 | |
| AUTOMOTIVE AND MECH EQUIPMENT | . | . | . | 2 | . | 4 | 2 | 4 | 1 | 1 | 3 | 1 | 4 | . | . | . | 22 | -1.6 | |
| BANKING, FINANCE & INSURANCE | . | 2 | 5 | 2 | 7 | 4 | 8 | 16 | 1 | 4 | 1 | . | 1 | . | . | 1 | 52 | 1.1 | |
| CHEMICALS, DRUGS, ALLIED PROD | . | 2 | 3 | 1 | . | 2 | 8 | 8 | 1 | . | 3 | . | 1 | 1 | . | . | 30 | 1.9 | |
| COMM (RADIO, TV, & NEWSPAPR) | . | 1 | . | 1 | . | . | . | . | . | . | . | . | . | . | . | . | 2 | 16.5 | |
| CONSTRUCTION & BUILDING MATLS | . | 3 | . | 2 | 4 | 1 | 1 | 4 | 2 | 1 | 2 | . | 3 | . | . | . | 23 | 3.1 | |
| EDUCATIONAL INSTITUTIONS | . | 1 | 3 | 8 | 4 | 8 | 25 | 42 | 14 | 4 | 1 | . | . | . | . | . | 110 | 1.6 | |
| ELECTR MACH & EQUIP (COMPTR) | 1 | 1 | . | 1 | 2 | 2 | 1 | 2 | 3 | . | 2 | . | 2 | 1 | 1 | 1 | 20 | -5.3 | |
| ELECTRONICS & INSTRUMENTS | 2 | 7 | 2 | 1 | 3 | 4 | 3 | 9 | 3 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 41 | 3.3 | |
| FOOD, BEVERAGE PROC, & RESTR | 1 | 4 | 2 | 7 | 1 | 4 | 6 | 6 | 3 | . | 1 | . | . | 1 | . | . | 36 | 6.2 | |
| GLASS, PKG, & ALLIED PRODUCTS | . | 1 | . | . | . | 1 | 1 | 1 | . | 1 | 2 | . | . | 1 | . | . | 8 | -1.3 | |
| GOVERNMENTAL ADMINISTRATION | . | 1 | 1 | 3 | 2 | 2 | 6 | 15 | 1 | 1 | . | . | 1 | . | . | . | 33 | 2.3 | |
| HOSPITALS & HEALTH SERVICES | . | . | 1 | 2 | . | 2 | 1 | 2 | . | . | . | . | . | . | . | . | 8 | 4.5 | |
| HOTELS, MOTELS, RESORTS & REC | . | 2 | . | . | 1 | 1 | . | 6 | 1 | . | . | . | 2 | 1 | . | . | 14 | 0.9 | |
| MERCHANDISING & RETAIL SERVS | . | 3 | 2 | . | 2 | 3 | 4 | 12 | 1 | . | 1 | 1 | . | 1 | . | . | 30 | 2.9 | |
| METALS & METAL PRODUCTS | . | 2 | 1 | 4 | 2 | 2 | 1 | 4 | 4 | 3 | 3 | . | 1 | . | . | . | 27 | 2.4 | |
| MILITARY SERVICES | . | . | . | . | 1 | . | . | 2 | . | . | . | . | . | . | . | . | 3 | 2.0 | |
| PETROLEUM & ALLIED PRODUCTS | 1 | . | 1 | . | . | 2 | 2 | 3 | 2 | 1 | 1 | 2 | 4 | . | . | . | 19 | 0.1 | |
| PRINTING, PUBL & INFO SERVICES | . | . | 1 | 1 | 1 | 1 | 1 | 2 | . | . | . | . | . | . | . | . | 7 | 4.3 | |
| PUBLIC UTILITIES INCL TRANSPD | . | . | 2 | 2 | 3 | 5 | 15 | 16 | 7 | 3 | 5 | 1 | 2 | 1 | 1 | . | 63 | -0.9 | |
| RESEARCH & CONSULTING SERVICES | . | 4 | 2 | 4 | 2 | 3 | 4 | 8 | 3 | 3 | 1 | . | 2 | 1 | . | . | 37 | 3.1 | |
| SERVICE & VOLUNTEER ORGANZATNS | . | 2 | . | . | 1 | . | 2 | 4 | . | . | . | 1 | . | 1 | . | . | 11 | 2.5 | |
| TIRE & RUBBER PRODUCTS | . | . | . | . | . | . | . | . | . | 1 | . | . | . | . | . | . | 1 | -4.0 | |
| DIVERSIFIED CONGLOMERATES | . | 1 | . | . | . | 2 | 2 | 2 | 4 | . | . | 1 | 2 | 2 | . | . | 16 | -3.1 | |

Continued. . .

Observations: On the average, salaried employees increased by 1.7% during 1984-85 in surveyed organizations, but responses varied significantly among these employers. Some organizations gained employees while others lost.

Organizations with significant increases in salaried employees last year include accounting (9.3%); food, beverage processing, and restaurants (6.4%); aerospace and components (4.7%); hospitals and health services (4.5%); printing, publishing, and informational services (4.3%); construction and building materials manufacturers (3.2%); electronics and instruments (3.3%); research and consulting services (3.1%); merchandising and mail services (2.9%); service and volunteer organizations (2.5%); governmental administration (2.4%); metals and metal products (2.2%); and military services (2.0%).

Moderate increases were experienced by the following organizations: chemicals, drugs, and allied products (1.9%); educational institutions (1.6%); banking, finance and insurance (1.2%); hotels, motels, resorts and recreational services (0.9%); and petroleum and allied products (0.1%).

Decreases in salaried employees occurred in electrical machinery and equipment (-5.9%); glass, paper, packaging and allied products (-5.0%); tire & rubber products (-4.0%); diversified conglomerates (-3.1%); automotive and mechanical equipment (-1.6%); agribusiness (-1.2%); and public utilities including transportation (-0.9%).

This year (1985-86), what change, if any, do you anticipate in the number of SALARIED employees working for your organization?

| CHANGE IN SALARIED EMPLOYEES FOR 1985-86 | | | | | | | | | | | | | | | | TOT- AL | WEI- GHT- ED |
|--|-------------------|-------------------|--------------|-------------|-------------|-------------|-------------|------|-------------|-------------|-------------|-------------|--------------|-------------------|--------------------|------------|--------------------|
| INC. 50+ | INC. 25- 49 | INC. 11- 24 | INC. 9-10 | INC. 7-8 | INC. 5-6 | INC. 3-4 | INC. 1-2 | SAME | DEC. 1-2 | DEC. 3-4 | DEC. 5-6 | DEC. 7-8 | DEC. 9-10 | DEC. 11- 24 | DEC. 50- 100 | | |
| N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | MEAN |
| 3 | 4 | 29 | 33 | 20 | 58 | 68 | 119 | 222 | 51 | 24 | 21 | 5 | 13 | 4 | 1 | 675 | 2.8 |

Observations: During 1985-86, a moderate (2.8%) increase is expected in numbers of salaried employees working for surveyed employers. This compares to an expected increase of 3.5% in 1982-83, which yielded an actual increase of 1.7% last year. From these data, it is evident that a very cautious increase can be expected during 1985-86 in numbers of salaried employees.

This year (1985-86), what change, if any, do you anticipate in the number of SALARIED employees working for your organization?

| | CHANGE IN SALARIED EMPLOYEES FOR 1985-86 | | | | | | | | | | | | | | | | TOT- AL N | WEI- GHT- ED MEAN |
|--------------------------------|--|-------------------|-------------------|--------------|-------------|-------------|-------------|-------------|------|-------------|-------------|-------------|-------------|--------------|-------------------|--------------------|-----------------|----------------------------|
| | INC. 50+ | INC. 25- 49 | INC. 11- 24 | INC. 9-10 | INC. 7-8 | INC. 5-6 | INC. 3-4 | INC. 1-2 | SAME | DEC. 1-2 | DEC. 3-4 | DEC. 5-6 | DEC. 7-8 | DEC. 9-10 | DEC. 11- 24 | DEC. 50- 100 | | |
| | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | | |
|EMPLOYER CATEGORIES | | | | | | | | | | | | | | | | | | |
| ACCOUNTING | . | . | 4 | 5 | 1 | 4 | 1 | 1 | 5 | . | . | . | . | . | . | . | 21 | 9.0 |
| AEROSPACE & COMPONENTS | . | . | 1 | 2 | 1 | 2 | 4 | 3 | 5 | . | . | 1 | . | . | . | . | 19 | 4.3 |
| AGRIBUSINESS | . | . | 1 | 1 | . | . | . | 2 | 3 | . | 2 | . | . | . | 1 | . | 10 | 0.6 |
| AUTOMOTIVE AND MECH EQUIPMENT | . | . | . | . | . | . | 4 | 1 | 8 | 2 | . | 1 | 1 | 4 | . | . | 21 | -1.9 |
| BANKING, FINANCE & INSURANCE | 1 | . | 1 | 4 | 2 | 6 | 5 | 13 | 14 | 2 | 1 | . | 1 | 1 | . | . | 51 | 4.6 |
| CHEMICALS, DRUGS, ALLIED PROD | . | . | 1 | . | 1 | 2 | 4 | 7 | 16 | 1 | . | 1 | . | . | . | . | 3 | 2.0 |
| COMM (RADIO, TV, & NEWSPAPR) | . | . | . | 1 | . | . | . | . | . | . | . | . | . | . | . | . | 1 | 10.0 |
| CONSTRUCTION & BUILDING MATLS | . | 1 | . | 1 | 2 | 3 | 1 | 6 | 4 | 2 | . | 1 | . | . | 1 | . | 22 | 3.4 |
| EDUCATIONAL INSTITJTIONS | . | . | 1 | 5 | 1 | 6 | 11 | 35 | 38 | 8 | 4 | . | . | 1 | . | . | 110 | 1.7 |
| ELECTR MACH & EQUIP (COMPTR) | . | . | 1 | 1 | . | 3 | 3 | . | 3 | 3 | 1 | 2 | . | . | 1 | 1 | 19 | -4.3 |
| ELECTRONICS & INSTRUMENTS | . | 1 | 2 | 2 | 3 | 7 | 4 | 4 | 13 | . | 1 | 4 | . | . | . | . | 41 | 4.4 |
| FOOD, BEVERAGE PROC. & RESTR | 1 | 1 | 4 | 3 | 2 | 3 | 5 | 7 | 6 | . | . | 1 | . | . | . | . | 33 | 10.3 |
| GLASS, PKG. & ALLIED PRODUCTS | . | . | . | . | . | . | 1 | . | 4 | 1 | . | . | 1 | . | . | . | 7 | -0.9 |
| GOVERNMENTAL ADMINISTRATION | . | . | . | . | 1 | 3 | 4 | 5 | 15 | 4 | 1 | . | . | . | . | . | 33 | 1.2 |
| HOSPITALS & HEALTH SERVICES | . | . | . | 2 | 2 | 1 | 1 | . | 2 | . | . | . | . | . | . | . | 8 | 5.8 |
| HOTELS, MOTELS, RESORTS & REC | 1 | . | 2 | 1 | . | . | 1 | 1 | 6 | 1 | 1 | . | . | . | . | . | 14 | 11.4 |
| MERCHANDISING & RETAIL SERVS | . | . | 4 | 2 | . | 2 | 3 | 6 | 12 | 1 | . | . | . | . | . | . | 30 | 5.1 |
| METALS & METAL PRODUCT | . | . | 2 | . | 1 | 1 | 2 | 4 | 10 | 3 | 1 | 2 | 2 | . | . | . | 28 | 1.5 |
| MILITARY SERVICES | . | . | . | . | . | 2 | . | . | 2 | . | . | . | . | . | . | . | 4 | 3.0 |
| PETROLEUM & ALLIED PRODUCTS | . | . | . | 1 | . | . | . | 2 | 7 | 4 | 3 | . | . | 1 | 1 | . | 19 | -2.2 |
| PRINTING, PUBL & INFO SERVICES | . | . | . | . | . | 1 | 2 | 1 | 2 | . | . | 1 | . | . | . | . | 7 | 1.4 |
| PUBLIC UTILITIES INCL TRANSPD | . | . | 1 | . | . | 3 | 3 | 9 | 28 | 11 | 3 | 3 | . | 3 | . | . | 64 | -0.1 |
| RECH & CONSULTING SERVICES | . | . | 3 | 1 | 2 | 7 | 4 | 4 | 9 | 5 | 1 | 2 | . | . | . | . | 38 | 3.7 |
| SERVICE & VOLUNTEER ORGANZATNS | . | 1 | 1 | 1 | . | 2 | 1 | 1 | 3 | . | . | . | . | 1 | . | . | 11 | 8.5 |
| TIRE & RUBBER PRODUCTS | . | . | . | . | 1 | . | . | . | 1 | . | . | . | . | . | . | . | 2 | 4.0 |
| DIVERSIFIED CONGLOMERATES | . | . | . | . | . | . | 2 | 4 | 2 | 3 | 3 | 1 | . | 2 | . | . | 17 | -1.6 |

Continued. . .

Observations: Increases in salaried employees on payrolls of surveyed employees are expected at the rate of 2.8%, on the average, during 1985-86, but the changes in salaried employees will vary significantly from employer to employer.

Anticipating the greatest increases in salaried employees were hotels, motels, resorts and recreational facilities (11.4%); food, beverage processing, and restaurants (10.3%); and communication-radio, TV, and newspapers (10.0%). These were followed closely by accounting (9.0%); service and volunteer organizations (8.5%); hospitals and health services (5.8%); merchandising and retail services (5.1%); banking, finance and insurance (4.6%); electronics and instruments (4.4%); aerospace and components (4.3%); tire and rubber products (4.0%); research and consulting services (3.7%); construction and building materials manufacturing (3.4%); and military services (3.0%).

Moderate increases in salaried employees were anticipated in chemicals, drugs, and allied products (2.0%); educational institutions (1.7%); metals and metal products (1.5%); printing, publishing, and informational services (1.4%); governmental administration (1.2%); and agribusiness (0.6%).

Those expecting no increases or even declines in salaried employees were public utilities including transportation (-0.1%); glass, packaging and allied products (-0.9%); diversified conglomerates (-1.6%); automotive and mechanical equipment (-1.9%); petroleum and allied products (-2.2%); and electrical machinery and equipment-computers (-4.3%).

How many new college graduates were hired by your organization last year (1984-85) for professional positions?

Numbers of
New Hires

Number of Salaried Employees

| FREQUENCY ROW PCT | 1-99 | 100-499 | 500-999 | 1000- 4999 | 5000- 9999 | 10,000+ | TOTAL |
|----------------------|-------------|-------------|-------------|---------------|---------------|-------------|-------|
| NO RESPONSE | 16 . | 12 . | 4 . | 5 . | 5 . | 2 . | . |
| NONE HIRED | 20 28.99 | 26 37.68 | 9 13.04 | 12 17.39 | 1 1.45 | 1 1.45 | 69 |
| 1-19 | 43 17.55 | 94 38.37 | 53 21.63 | 47 19.18 | 3 1.22 | 5 2.04 | 245 |
| 20-49 | 0 0.00 | 31 22.96 | 25 18.52 | 63 46.67 | 10 7.41 | 6 4.44 | 135 |
| 50-99 | 0 0.00 | 9 10.00 | 14 15.56 | 42 46.67 | 16 17.78 | 9 10.00 | 90 |
| 100-149 | 0 0.00 | 2 5.88 | 4 11.76 | 13 38.24 | 8 23.53 | 7 20.59 | 34 |
| 150-199 | 0 0.00 | 0 0.00 | 1 4.17 | 10 41.67 | 6 25.00 | 7 29.17 | 24 |
| 200-299 | 0 0.00 | 0 0.00 | 0 0.00 | 5 27.78 | 5 27.78 | 8 44.44 | 18 |
| 300-499 | 1 4.76 | 0 0.00 | 0 0.00 | 8 38.10 | 3 14.29 | 9 42.86 | 21 |
| 500-999 | 0 0.00 | 0 0.00 | 0 0.00 | 0 0.00 | 2 13.33 | 13 86.67 | 15 |
| 1000 OR MORE | 0 0.00 | 0 0.00 | 0 0.00 | 0 0.00 | 2 13.33 | 13 86.67 | 15 |
| TOTAL | 64 | 162 | 108 | 200 | 56 | 78 | 666 |

Sum of New Hires = 66,012

Mean = 105

Observations: Employers responding to this year's survey hired a total of 66,012 new college graduates last year. This compares to 60,076 hired in 1983-84 by 499 employers who hired new college graduates. On the average, each of 597 employer hired 105 new college graduates last year.

No new college graduates were hired during 1984-85 by 69 of 710 organizations responding to this year's survey. This compared to 80 of 658 organizations who hired none in 1983-84.

How many new college graduates does your organization expect to hire this year (1985-86) for professional positions?

Number of
New Hires

Number of Salaried Employees

| FREQUENCY ROW PCT | 1-99 | 100-499 | 500-999 | 1000- 4999 | 5000- 9999 | 10,000+ | TOTAL |
|----------------------|-------------|--------------|-------------|---------------|---------------|-------------|-------|
| NO RESPONSE | 12 . | 7 . | 5 . | 6 . | 5 . | 4 . | . |
| NONE HIRED | 26 36.11 | 22 30.56 | 9 12.50 | 13 18.06 | 1 1.39 | 1 1.39 | 72 |
| 1-19 | 39 16.05 | 101 41.56 | 51 20.99 | 48 19.75 | 2 0.82 | 2 0.82 | 243 |
| 20-49 | 2 1.37 | 33 22.60 | 26 17.81 | 64 43.84 | 14 9.59 | 7 4.79 | 146 |
| 50-99 | 0 0.00 | 8 10.00 | 13 16.25 | 37 46.25 | 12 15.00 | 10 12.50 | 80 |
| 100-149 | 0 0.00 | 2 5.88 | 5 14.71 | 13 38.24 | 6 17.65 | 8 23.53 | 34 |
| 150-199 | 0 0.00 | 1 4.17 | 0 0.00 | 6 25.00 | 9 37.50 | 8 33.33 | 24 |
| 200-299 | 0 0.00 | 0 0.00 | 1 4.55 | 12 54.55 | 3 13.64 | 6 27.27 | 22 |
| 300-499 | 1 5.56 | 0 0.00 | 0 0.00 | 4 22.22 | 4 22.22 | 9 50.00 | 18 |
| 500-999 | 0 0.00 | 0 0.00 | 0 0.00 | 1 5.56 | 3 16.67 | 14 77.78 | 18 |
| 1000 OR MORE | 0 0.00 | 0 0.00 | 0 0.00 | 1 7.14 | 2 14.29 | 11 78.57 | 14 |
| TOTAL | 68 | 167 | 105 | 199 | 56 | 76 | 671 |

Sum of Expected New Hires = 67,347

Mean = 109

Observations: The total hiring quota for new college graduates this year among 619 organizations expecting to hire was reported as 67,347. This compares to an anticipated goal of 66,500 in 1984-85 for 514 of 658 organizations responding to last year's survey. The actual number of new hires last year for 597 of 710 organizations surveyed was 66,012. This year, 72 organizations expect to hire no new college graduates, compared to 69 who indicated no new college hires last year.

For 1984-85, what percent of your offers of employment to new TECHNICAL college graduates were accepted?

Percent
Accepted

Number of Salaried Employees

| FREQUENCY ROW PCT | 1-99 | 100-499 | 500-999 | 1000- 4999 | 5000- 9999 | 10,000+ | TOTAL |
|----------------------|-------------|-------------|-------------|---------------|---------------|-------------|-------|
| NO RESPONSE | 48 . | 89 . | 50 . | 70 . | 15 . | 17 . | . |
| NONE HIRED | 9 24.32 | 10 27.03 | 2 5.41 | 12 32.43 | 0 0.00 | 4 10.81 | 37 |
| 1-9% | 2 13.33 | 3 20.00 | 2 13.33 | 4 26.67 | 2 13.33 | 2 13.33 | 15 |
| 10-19% | 0 0.00 | 0 0.00 | 0 0.00 | 3 60.00 | 1 20.00 | 1 20.00 | 5 |
| 20-29% | 1 12.50 | 1 12.50 | 1 12.50 | 2 25.00 | 2 25.00 | 1 12.50 | 8 |
| 30-39% | 0 0.00 | 4 18.18 | 6 27.27 | 7 31.82 | 3 13.64 | 2 9.09 | 22 |
| 40-49% | 0 0.00 | 3 6.67 | 2 4.44 | 14 31.11 | 9 20.00 | 17 37.78 | 45 |
| 50-59% | 2 3.77 | 6 11.32 | 9 16.98 | 15 28.30 | 10 18.87 | 11 20.75 | 53 |
| 60-69% | 0 0.00 | 6 16.67 | 3 8.33 | 14 38. | 5 13.89 | 8 22.22 | 36 |
| 70-79% | 2 4.00 | 9 18.00 | 6 12.00 | 18 36.00 | 7 14.00 | 8 16.00 | 50 |
| 80-89% | 3 5.00 | 16 26.67 | 14 23.33 | 20 33.33 | 3 5.00 | 4 6.67 | 60 |
| 90-99% | 1 2.63 | 7 18.42 | 7 18.42 | 16 47.37 | 2 5.26 | 3 7.89 | 38 |
| 100% | 12 23.53 | 20 39.22 | 8 15.69 | 8 15.69 | 1 1.96 | 2 3.92 | 51 |
| TOTAL | 32 | 85 | 60 | 135 | 45 | 63 | 420 |

Mean = 59.7%

Observations: Although numbers of new college graduates hired by surveyed employers are an excellent measure of past job market trends, percent of job offers accepted is another. Of the new technical college graduates recruited during 1984-85 by surveyed employers, 59.7% accepted offers of employment with the surveyed employers. This compares to an acceptance rate of 59.0% in 1983-84 and 60.1% in 1982-83. If this change in rate is significant at all, it indicates a slight improvement in the recruitment techniques of employers, so a slightly higher percentage of technical graduates interviewed on campuses are accepting job offers, or each graduate is receiving fewer offers, thus lessening the rejection rate.

For 1984-85, what percent of your offers of employment to NON-TECHNICAL college graduates were accepted?

Percent Accepted

Number of Salaried Employees

| FREQUENCY / ROW PCT | 1-99 | 100-499 | 500-999 | 1000-4999 | 5000-9999 | 10,000+ | TOTAL |
|------------------------|-------------|-------------|-------------|-------------|------------|-------------|-------|
| NO RESPONSE | 47 . | 76 . | 38 . | 68 . | 20 . | 19 . | . |
| NONE HIRED | 5 14.71 | 12 35.29 | 7 20.59 | 8 23.53 | 1 2.94 | 1 2.94 | 34 |
| 1-9% | 1 100.00 | 0 0.00 | 0 0.00 | 0 0.00 | 0 0.00 | 0 0.00 | 1 |
| 10-19% | 0 0.00 | 0 0.00 | 0 0.00 | 2 50.00 | 1 25.00 | 1 25.00 | 4 |
| 20-29% | 1 12.50 | 2 25.00 | 3 37.50 | 1 12.50 | 1 12.50 | 0 0.00 | 8 |
| 30-39% | 0 0.00 | 4 22.22 | 3 16.67 | 4 22.22 | 4 22.22 | 3 16.67 | 18 |
| 40-49% | 0 0.00 | 4 22.22 | 4 22.22 | 3 16.67 | 4 22.22 | 3 16.67 | 18 |
| 50-59% | 5 12.20 | 7 17.07 | 5 12.20 | 8 19.51 | 5 12.20 | 11 26.83 | 41 |
| 60-69% | 1 2.50 | 5 12.50 | 4 10.00 | 15 37.50 | 7 17.50 | 8 20.00 | 40 |
| 70-79% | 0 0.00 | 5 8.33 | 10 16.67 | 25 41.67 | 7 11.67 | 13 21.67 | 60 |
| 80-89% | 2 3.64 | 11 20.00 | 13 23.64 | 12 21.82 | 7 12.73 | 10 18.18 | 55 |
| 90-99% | 4 6.56 | 11 18.03 | 9 14.75 | 28 45.90 | 3 4.92 | 6 9.84 | 61 |
| 100% | 14 13.73 | 37 36.27 | 14 13.73 | 31 30.39 | 1 0.98 | 5 4.90 | 102 |
| TOTAL | 33 | 98 | 72 | 137 | 41 | 61 | 442 |

Mean = 68.2%

Observations: Offers of employment to non-technical college graduates were accepted at the rate of 68.2% during 1984-85. This compares to an acceptance rate of 68.5% in 1983-84 and 65.3% in 1982-83. A slight increase in the acceptance rate was noted between 1982-83 and 1983-84, indicating the slight erosion in the job market for non-technical graduates during that time. No significant change was reported between the 1983-84 and 1984-85 job markets for non-technical graduates.

This year (1985-86), what change, if any, does your organization anticipate in the hiring of new college graduates?

| | ANTICIPATED CHANGE IN HIRING | | | | | | | | | | | | | | | | TOTAL | WEIGHTED MEAN |
|---------------------|------------------------------|------------|------------|-----------|----------|----------|----------|----------|------|----------|----------|----------|----------|-----------|------------|------------|-------|---------------|
| | INC. 50+ | INC. 25-49 | INC. 11-24 | INC. 9-10 | INC. 7-8 | INC. 5-6 | INC. 3-4 | INC. 1-2 | SAME | DEC. 1-2 | DEC. 3-4 | DEC. 5-6 | DEC. 7-8 | DEC. 9-10 | DEC. 11-24 | DEC. 25-49 | | |
| | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | | |
| BACHELORS GRADUATES | 71 | 80 | 75 | 93 | 44 | 136 | 230 | 481 | 7470 | 50 | 65 | 31 | 7 | 45 | 49 | 37 | 8964 | 1.4 |

Observations: During 1985-86, surveyed employers expect to hire about 1.4% more bachelor's degree graduates than they hired during 1984-85. This compares to an expected increase of 9.2% last year and 5.0% in 1983-84. From these data, it is evident that this year's job market for college graduates will increase only slightly from last year's.

| | PERCENTAGE CHANGE IN HIRING | | | | | | | | | | | | | | | | | TOT- AL | WEI- GHT- ED |
|-------------------------|-----------------------------|-------------------|-------------------|--------------|-------------|-------------|-------------|-------------|------|-------------|-------------|-------------|-------------|--------------|-------------------|-------------------|--------------------|------------|--------------------|
| | INC. 50+ | INC. 25- 49 | INC. 11- 24 | INC. 9-10 | INC. 7-8 | INC. 5-6 | INC. 3-4 | INC. 1-2 | SAME | DEC. 1-2 | DEC. 3-4 | DEC. 5-6 | DEC. 7-8 | DEC. 9-10 | DEC. 11- 24 | DEC. 25- 49 | DEC. 50- 100 | | |
| | | | | | | | | | | | | | | | | | | | |
| | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | | |
| TYPES OF GRADUATES | | | | | | | | | | | | | | | | | | N | MEAN |
| WOMEN GRADUATES | 12 | 17 | 20 | 24 | 6 | 31 | 33 | 55 | 308 | 7 | 2 | 4 | 1 | 1 | 4 | 4 | 4 | 533 | 4.7 |
| MINORITY GRADUATES | 17 | 12 | 23 | 40 | 11 | 45 | 43 | 68 | 255 | 2 | . | 3 | . | 1 | 4 | 3 | 2 | 529 | 6.5 |
| MBA/MS GRADUATES | 7 | 7 | 4 | 7 | 4 | 6 | 24 | 34 | 284 | 5 | 4 | 1 | 1 | 3 | 1 | 2 | 12 | 406 | 0.2 |
| DOCTORAL GRADUATES | 4 | 4 | 2 | 1 | 3 | 5 | 9 | 16 | 297 | 5 | 1 | . | . | 3 | 2 | 1 | 10 | 363 | -1.0 |

For minorities, quotas are expected to increase 6.5%, and for women graduates, 4.7%. These quotas compare to last year's increases of 10.2% and 7.7%, respectively.

MBA and master's graduates can expect almost no increases in quotas (+0.1%), and doctoral candidates can expect a decrease of 1.0%. These quotas are down from 1984-85 goals of +2.7% and +0.7%, respectively.

This year (1985-86), what change, if any, does your organization anticipate in the hiring of new college graduates? Responses are listed for each ACADEMIC MAJOR at the bachelor's degree level.

| | ANTICIPATED CHANGE IN HIRING | | | | | | | | | | | | | | | | TOT- AL | WEI- GHT- ED MEAN |
|------------------------------|------------------------------|-------------------|-------------------|--------------|-------------|-------------|-------------|-------------|------|-------------|-------------|-------------|-------------|--------------|-------------------|-------------------|------------|----------------------------|
| | INC. 50+ | INC. 25- 49 | INC. 11- 24 | INC. 9-10 | INC. 7-8 | INC. 5-6 | INC. 3-4 | INC. 1-2 | SAME | DEC. 1-2 | DEC. 3-4 | DEC. 5-6 | DEC. 7-8 | DEC. 9-10 | DEC. 11- 24 | DEC. 25- 49 | | |
| | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | | |
|ACADEMIC MAJORS | | | | | | | | | | | | | | | | | | |
| AGRICULTURE | . | 1 | 1 | 1 | 2 | . | 2 | 1 | 274 | . | 1 | 2 | . | 1 | 1 | 1 | 288 | 0.0 |
| NATURAL RESOURCES | . | 1 | . | 1 | 1 | 2 | 1 | 2 | 277 | 1 | . | 1 | . | . | . | . | 287 | 0.3 |
| ACCOUNTING | 9 | 3 | 6 | 7 | 3 | 5 | 16 | 34 | 290 | 7 | 2 | 3 | 2 | 2 | 6 | 3 | 398 | 2.7 |
| FINANCIAL ADMIN | . | 2 | 4 | 1 | . | 4 | 10 | 23 | 278 | 4 | 2 | 1 | . | . | 3 | 1 | 333 | 0.5 |
| GEN BUS ADMIN | 2 | 5 | 3 | 6 | 1 | 8 | 8 | 26 | 272 | 2 | 6 | 1 | . | 1 | 3 | 2 | 346 | 1.5 |
| HOTEL REST INST MGT | 3 | 3 | 3 | 2 | . | 2 | 4 | 9 | 251 | . | . | . | . | 1 | 1 | 1 | 280 | 1.8 |
| MARKETING/SALES | 4 | 7 | 5 | 10 | 5 | 13 | 17 | 33 | 250 | . | 2 | 3 | 1 | 5 | 3 | 2 | 360 | 2.7 |
| PERSONNEL | 2 | 3 | 2 | . | 1 | 3 | 4 | 29 | 274 | 2 | 5 | 1 | . | 2 | 2 | 2 | 332 | 0.9 |
| ADVERTISING | . | 1 | . | . | . | 4 | 2 | 8 | 282 | . | . | 2 | . | . | . | . | 299 | 0.3 |
| COMMUNICATIONS | . | 1 | 1 | 2 | . | 1 | 4 | 10 | 279 | 1 | 1 | . | . | . | 1 | 1 | 302 | 0.2 |
| JOURNALISM | . | 1 | . | 1 | . | 1 | 2 | 6 | 287 | . | . | . | . | . | 1 | . | 299 | 0.2 |
| TELECOMMUNICATION | . | 1 | . | 3 | 1 | . | 3 | 13 | 267 | . | . | . | . | . | . | . | 288 | 0.4 |
| EDUCATION | 5 | 1 | 2 | 1 | 1 | 7 | 14 | 32 | 271 | 3 | 3 | . | 1 | . | . | 2 | 343 | 1.9 |
| CHEMICAL ENGR | 6 | 4 | 2 | 2 | . | 9 | 10 | 19 | 261 | 1 | 3 | 1 | . | 5 | 3 | 5 | 331 | 1.8 |
| CIVIL ENGR | 3 | 1 | 3 | 2 | 2 | 2 | 9 | 7 | 268 | 2 | 3 | . | . | 1 | 2 | 1 | 306 | 1.3 |
| COMPUTER SCIENCE | 8 | 5 | 10 | 15 | 4 | 10 | 25 | 44 | 231 | 2 | 6 | 1 | . | 4 | 6 | 2 | 383 | 3.8 |
| ELECTRICAL ENGR | 8 | 12 | 7 | 11 | 4 | 16 | 25 | 31 | 242 | 3 | 3 | 4 | . | 4 | 6 | 5 | 381 | 3.9 |
| INDUSTRIAL ENGR | 5 | 6 | 3 | 4 | 3 | 5 | 8 | 20 | 259 | 2 | 5 | 2 | . | 1 | 1 | . | 324 | 3.0 |
| MECHANICAL ENGR | 8 | 10 | 6 | 11 | 5 | 12 | 19 | 40 | 247 | 5 | 6 | 3 | . | 6 | 8 | 4 | 390 | 3.4 |
| METALLURGY MATERIALS SCIENCE | 3 | 1 | 5 | 1 | . | 5 | 6 | 9 | 265 | . | 4 | 1 | . | 2 | 2 | . | 304 | 1.5 |
| HUMAN ECOL/HOME ECONOMICS | . | 1 | 2 | . | . | . | 1 | 8 | 269 | 2 | . | . | 1 | . | . | . | 284 | 0.4 |
| LIBERAL ARTS/ARTS/LETTERS | . | 2 | 3 | 2 | 2 | 3 | 5 | 13 | 274 | 2 | 4 | . | . | 1 | . | 1 | 312 | 0.6 |
| CHEMISTRY | 3 | 2 | . | 4 | 2 | 3 | 11 | 19 | 258 | 1 | 1 | 3 | 1 | 3 | . | 1 | 312 | 1.4 |
| GEOLOGY | . | 1 | . | . | 1 | 2 | 3 | 4 | 270 | . | . | . | 1 | . | . | 1 | 283 | 0.1 |
| MATHEMATICS | . | 1 | 2 | 3 | 2 | 4 | 8 | 20 | 268 | 2 | 5 | 1 | . | 1 | . | 1 | 318 | 0.5 |
| PHYSICS | . | 2 | 2 | 1 | 2 | 3 | 11 | 10 | 265 | 1 | 2 | 1 | . | 2 | . | 1 | 303 | 0.6 |
| RETAILING | 1 | 1 | 2 | 2 | 1 | . | 1 | 6 | 266 | 2 | . | . | . | 2 | . | . | 284 | 0.8 |
| SOCIAL SCIENCES | 1 | 1 | 1 | . | 1 | 2 | . | 5 | 275 | 5 | 1 | . | . | 1 | . | . | 294 | 0.6 |

(Continued)

Continued. . .

Observations: Although the job market for college graduates is expected to increase by 1.4% for new bachelor's degree graduates this year, the demand for individual academic majors will vary significantly.

The greatest increase in demand will be experienced by electrical engineers (3.9%); computer science majors (3.8%); mechanical engineers (3.4%); industrial engineers (3.0%); accounting (2.7%); marketing/sales (2.7%); education (1.9%); hotel, restaurant, and institutional management (1.8%); chemical engineers (1.8%); general business administration (1.5%); metallurgy and materials science (1.5%); chemistry (1.4%); and civil engineers (1.3%).

Slight increases in demand are expected for: personnel administration (0.9%); retailing (0.8%); liberal arts/arts and letters (0.6%); physics (0.6%); social sciences (0.6%); financial administration (0.5%); mathematics (0.5%); telecommunication (0.4%); human ecology/home economics (0.4%); natural resources (0.3%); advertising (0.3%); communications (0.2%); journalism (0.2%); and geology (0.1%).

No change in the job market is expected for agriculture (0.0%).

From these data, it should be evident that a slight overall increase in the job market can be expected during 1985-86.

This year (1985-86), what change, if any, does your organization anticipate in the hiring of new college graduates? Responses are listed for anticipated change by EMPLOYER CATEGORY.

| | ANTICIPATED CHANGE IN HIRING | | | | | | | | | | | | | | | | | TOT- AL | WEI- GHT- ED |
|---------------------------------|------------------------------|-------------------|------------------|--------------|-------------|-------------|-------------|-------------|------|-------------|-------------|-------------|-------------|--------------|-------------------|-------------------|--------------------|------------|--------------------|
| | INC. 50+ | INC. 25- 49 | INC. 1- 24 | INC. 9-10 | INC. 7-8 | INC. 5-6 | INC. 3-4 | INC. 1-2 | SAME | DEC. 1-2 | DEC. 3-4 | DEC. 5-6 | DEC. 7-8 | DEC. 9-10 | DEC. 11- 24 | DEC. 25- 49 | DEC. 50- 100 | | |
| | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | | |
| | | | | | | | | | | | | | | | | | | | |
|EMPLOYER CATEGORIES | | | | | | | | | | | | | | | | | | | |
| ACCOUNTING | 2 | 1 | 2 | 1 | . | 1 | . | 1 | 8 | . | . | . | 1 | 1 | . | . | . | 18 | 16.6 |
| AEROSPACE & COMPONENTS | 2 | . | . | 1 | . | 1 | 1 | . | 8 | 1 | . | . | . | . | 1 | 1 | . | 16 | 8.8 |
| AGRIBUSINESS | . | . | 1 | . | . | . | . | 1 | 2 | . | . | 1 | . | . | . | . | . | 5 | 4.2 |
| AUTOMOTIVE AND MECH EQUIPMENT | . | 1 | . | 1 | . | 1 | 1 | 3 | 8 | . | 1 | . | . | . | . | . | . | 16 | 4.5 |
| BANKING, FINANCE & INSURANCE | . | . | 1 | 4 | . | . | 1 | 5 | 30 | . | 2 | . | . | . | . | . | 1 | 44 | -0.6 |
| CHEMICALS, DRUGS, ALLIED PROD | . | . | . | . | . | 2 | 2 | 4 | 18 | 3 | . | 1 | . | 1 | . | . | . | 31 | 0.2 |
| COMM (RADIO, TV, & NEWSPAPR) | . | . | . | . | . | . | . | . | 1 | . | . | . | . | . | . | . | . | 1 | 0.0 |
| CONSTRUCTION & BUILDING MATLS | 2 | 1 | . | 1 | . | 1 | . | 2 | 12 | . | . | . | . | . | . | 1 | . | 20 | 10.9 |
| EDUCATIONAL INSTITUTIONS | 4 | . | 1 | 2 | 1 | 7 | 11 | 18 | 44 | 1 | . | 1 | . | 1 | 1 | . | 1 | 93 | 4.6 |
| ELECTR MACH & EQUIP (COMPTR) | 1 | . | . | . | . | . | . | . | 13 | . | 1 | . | . | . | . | 2 | . | 17 | -0.3 |
| ELECTRONICS & INSTRUMENTS | . | 1 | 2 | 1 | . | . | . | 2 | 19 | 1 | . | . | . | 1 | 1 | . | . | 28 | 2.0 |
| FOOD, BEVERAGE PROC, & RESTR | 3 | 2 | 1 | 2 | . | 2 | 1 | 1 | 13 | . | 1 | . | . | . | . | . | . | 26 | 17.5 |
| GLASS, PKG, & ALLIED PRODUCTS | . | . | 1 | . | . | . | . | . | 4 | . | . | 1 | . | . | . | . | 1 | 7 | -11 |
| GOVERNMENTAL ADMINISTRATION | . | 1 | 1 | . | 2 | 1 | 1 | 3 | 20 | . | . | . | . | 1 | . | . | . | 30 | 3.2 |
| HOSPITALS & HEALTH SERVICES | . | . | . | . | . | . | 2 | . | 3 | . | . | . | . | . | . | . | . | 5 | 1.6 |
| HOTELS, MOTELS, RESORTS & REC | . | 1 | . | . | . | 2 | . | 1 | 3 | . | . | . | . | . | . | 1 | . | 11 | 1.3 |
| MERCHANDISING & RETAIL SERVS | . | 1 | 4 | . | 1 | 2 | . | 2 | 17 | . | . | . | . | 1 | 1 | . | . | 30 | 5.0 |
| METALS & METAL PRODUCTS | 1 | . | . | . | . | 1 | . | . | 14 | . | . | . | . | . | . | 2 | 1 | 21 | -3.5 |
| MILITARY SERVICES | . | . | . | . | . | . | . | . | 3 | . | 1 | . | . | . | . | . | . | 4 | -1.0 |
| PETROLEUM & ALLIED PRODUCTS | . | 1 | . | 1 | . | . | . | . | 6 | . | . | . | . | . | . | 1 | 2 | 11 | -17 |
| PRINTING, PUBL & INFO SERVICES | . | . | . | . | . | . | 2 | 1 | 4 | . | . | . | . | . | . | . | . | 7 | 1.4 |
| PUBLIC UTILITIES INCL TRANSPD | 2 | . | . | 3 | . | 1 | . | 5 | 33 | 5 | . | 1 | . | 1 | 1 | 3 | 1 | 53 | -1.0 |
| RESEARCH & CONSULTING SERVICES | 1 | . | 1 | . | . | 1 | 1 | 1 | 19 | . | 2 | . | . | . | . | . | 3 | 29 | -5.8 |
| SERVICE & VOLUNTEER ORGANIZATNS | . | 1 | . | . | . | . | 1 | . | 3 | . | . | . | . | . | . | . | . | 5 | 10.8 |
| TIRE & RUBBER PRODUCTS | . | . | . | . | . | . | . | 1 | 1 | . | . | . | . | . | . | . | . | 2 | 1.0 |
| DIVERSIFIED CONGLOMERATES | 1 | . | . | . | . | . | . | 1 | 8 | . | . | . | . | 1 | 1 | 1 | . | 13 | 1.2 |

Continued. . .

Observations: Among different types of organizations, a diverse range of hiring trends are expected this year. According to employers responding to this survey, the greatest increases in hiring for bachelor's degree graduates will be in food, beverage processing and restaurants (19.0%); accounting (18.6%); construction and building materials (11.5%); service and volunteer organizations (10.8%).

Those organizations expecting moderate increases in the job market will include aerospace & components (8.8%); merchandising and retail services (5.1%); educational institutions (4.6%); automotive and mechanical equipment (4.5%); agribusiness (4.2%); governmental administration (3.2%); electronics and instruments (2.8%); hospitals and health services (1.6%); printing, publishing and informational services (1.4%); hotels, motels, resorts and recreational (1.3%); diversified conglomerates (1.2%); tire and rubber products (1.0%).

Expected to remain about the same or increase very slightly will be communication, radio, TV, and newspapers (0.0%); chemicals, drugs, allied products (0.2%).

Those organizations with declining job markets include electrical machinery and equipment-computers (-0.3%); banking, finance and insurance (-0.7%); military services (-1.0%); public utilities including transportation (-1.0%); metals and metal products (-4.2%); research and consulting services (-5.8%); glass, packaging, and allied products (-13.0%); petroleum and allied products (-17.0%).

What change, if any, do you anticipate in the number of INTERVIEW SCHEDULES arranged by your organization on college campuses this year (1985-86)?

| CHANGE IN NO. OF INTERVIEW SCHEDULES | | | | | | | | | | | | | | | | | TOT- AL | WEI- GHT- ED |
|--------------------------------------|-------------------|-------------------|--------------|-------------|-------------|-------------|-------------|------|-------------|-------------|-------------|-------------|--------------|-------------------|-------------------|--------------------|------------|--------------------|
| INC. 50+ | INC. 25- 49 | INC. 11- 24 | INC. 9-10 | INC. 7-8 | INC. 5-6 | INC. 3-4 | INC. 1-2 | SAME | DEC. 1-2 | DEC. 3-4 | DEC. 5-6 | DEC. 7-8 | DEC. 9-10 | DEC. 11- 24 | DEC. 25- 49 | DEC. 50- 100 | | |
| N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | MEAN |
| 26 | 8 | 17 | 37 | 11 | 37 | 33 | 36 | 207 | 14 | 9 | 8 | 2 | 18 | 16 | 29 | 8 | 516 | 2.6 |

Observations: According to employers responding to this survey, a very slight increase in numbers of interview schedules is expected on college campuses (+2.6%) this year. With hiring quotas increasing by 1.7% and campus interviewing schedules increasing 2.6%, it is evident that employers are emphasizing quality of new hires and just a few more hires when interviewing on college campuses this year.

What change, if any, do you anticipate in the number of INTERVIEW SCHEDULES arranged by your organization on college campuses this year (1985-86)? Responses are listed by EMPLOYER CATEGORY.

|EMPLOYER CATEGORIES | CHANGE IN NO. OF INTERVIEW SCHEDULES | | | | | | | | | | | | | | | | | TOT- AL | WEI- GHT- ED MEAN |
|--------------------------------|--------------------------------------|-------------------|-------------------|--------------|-------------|-------------|-------------|-------------|------|-------------|-------------|-------------|-------------|--------------|-------------------|-------------------|--------------------|------------|----------------------------|
| | INC. 50+ | INC. 25- 49 | INC. 11- 24 | INC. 9-10 | INC. 7-8 | INC. 5-6 | INC. 3-4 | INC. 1-2 | SAME | DEC. 1-2 | DEC. 3-4 | DEC. 5-6 | DEC. 7-8 | DEC. 9-10 | DEC. 11- 24 | DEC. 25- 49 | DEC. 50- 100 | | |
| | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | | |
| ACCOUNTING | 1 | . | 1 | 1 | 1 | 2 | . | . | 10 | . | 1 | . | . | . | . | . | . | 17 | 8.8 |
| AEROSPACE & COMPONENTS | 2 | . | 1 | 1 | . | . | 1 | 1 | 5 | 2 | . | 1 | . | 1 | 1 | 1 | 1 | 18 | 2.5 |
| AGRIBUSINESS | . | . | 1 | . | . | . | . | . | 3 | . | . | 1 | . | . | . | . | . | 5 | 3.8 |
| AUTOMOTIVE AND MECH EQUIPMENT | . | . | . | 1 | . | 1 | . | 3 | 3 | 1 | . | . | . | 2 | . | 2 | . | 13 | -7.7 |
| BANKING, FINANCE & INSURANCE | . | 1 | 3 | 3 | 1 | 4 | 7 | 5 | 12 | . | . | 1 | . | 2 | 1 | 1 | 1 | 42 | 0.6 |
| CHEMICALS, DRUGS, ALLIED PROD | . | . | . | 3 | . | 1 | . | 2 | 11 | 1 | 1 | 1 | 1 | 4 | 3 | 2 | . | 30 | -6.5 |
| COMM (RADIO, TV, & NEWSPAPR) | . | . | . | . | . | . | . | 1 | . | . | . | . | . | . | . | . | . | 1 | 2.0 |
| CONSTRUCTION & BUILDING MATLS | 3 | . | . | . | . | 2 | 3 | 1 | 4 | 1 | . | . | . | . | 2 | 1 | . | 17 | 13.0 |
| EDUCATIONAL INSTITUTIONS | 7 | 2 | 2 | 9 | 3 | 13 | 5 | 8 | 33 | . | . | 1 | . | . | . | . | . | 83 | 12.8 |
| ELECTR MACH & EQUIP (COMPTR) | . | . | . | . | 1 | 1 | . | . | 9 | . | 1 | 1 | 1 | 1 | . | 2 | 2 | 19 | -16 |
| ELECTRONICS & INSTRUMENTS | 2 | . | . | 3 | . | . | 1 | 1 | 15 | 2 | 2 | . | . | 1 | 1 | . | . | 30 | 2.9 |
| FOOD, BEVERAGE PROC. & RESTR | 4 | 1 | 2 | 1 | . | 2 | 3 | 1 | 9 | . | . | . | . | 1 | . | 1 | . | 25 | 18.9 |
| GLASS, PKG. & ALLIED PRODUCTS | . | . | . | 1 | . | . | . | . | 3 | . | . | . | . | . | 1 | 1 | . | 6 | -11 |
| GOVERNMENTAL ADMINISTRATION | 1 | . | . | 3 | . | 3 | 2 | 1 | 15 | 1 | 1 | . | . | . | . | . | . | 27 | 5.6 |
| HOSPITALS & HEALTH SERVICES | . | . | . | 1 | . | . | . | 1 | 3 | . | . | . | . | . | . | . | . | 5 | 2.4 |
| HOTELS, MOTELS, RESORTS & REC | . | 2 | . | . | 1 | 1 | 2 | . | 4 | . | . | . | . | . | . | 1 | . | 11 | 6.5 |
| MERCHANDISING & RETAIL SERVS | . | . | 2 | 3 | 1 | 2 | 2 | 4 | 13 | 1 | . | . | . | . | . | 1 | . | 29 | 2.2 |
| METALS & METAL PRODUCTS | 2 | . | . | . | 1 | . | . | 1 | 8 | 1 | . | . | . | 1 | . | 3 | 1 | 18 | -2.9 |
| MILITARY SERVICES | . | . | . | . | . | . | . | . | 4 | . | . | . | . | . | . | . | . | 4 | 0.0 |
| PETROLEUM & ALLIED PRODUCTS | . | . | 1 | . | . | . | . | . | 4 | 1 | . | . | . | . | 1 | 4 | 2 | 13 | -31 |
| PRINTING, PUBL & INFO SERVICES | . | . | . | 1 | . | . | . | . | 2 | . | . | . | . | . | . | . | . | 3 | 3.3 |
| PUBLIC UTILITIES INCL TRANSPD | 1 | . | 2 | 5 | 2 | . | 3 | 4 | 18 | . | 1 | 2 | . | 3 | 1 | 4 | . | 46 | -0.8 |
| RESEARCH & CONSULTING SERVICES | 2 | . | 1 | . | . | 4 | 3 | 1 | 12 | 1 | 1 | . | . | . | 2 | . | . | 27 | 7.6 |
| SERVICE & VOLUNTEER ORGANZATNS | 1 | 1 | 1 | 1 | . | . | 1 | . | 1 | . | . | . | . | . | . | . | . | 6 | 31.3 |
| TIRE & RUBBER PRODUCTS | . | . | . | . | . | . | . | . | . | 1 | . | . | . | . | . | . | . | 1 | -2.0 |
| DIVERSIFIED CONGLOMERATES | . | 1 | . | . | . | . | . | . | 3 | 1 | 1 | . | . | 2 | 3 | 1 | 1 | 13 | -15 |

Continued. . .

Observations: Again this year, changes in numbers of interview schedules will vary according to type of organization. According to the surveyed employers, the greatest increases in interview schedules can be expected from the following organizations: service and volunteer organizations (+31.3%); food, beverage processing, and restaurants (+18.9%); construction and building materials manufacturers (+13.0%); and educational institutions (+12.8%).

Moderate increases can be expected from accounting (+8.8%); research and consulting services (+7.6%); hotels, motels, resorts and recreational facilities (+6.5%); governmental administration (+5.6%); agribusiness (+3.8%); printing, publishing, and information services (+3.3%); electronics and instruments (+2.9%); aerospace and components (+2.5%); hospitals and health services (+2.4%); merchandising and retail services (+2.2%); communication, radio, TV, and newspapers (+2.0%); and banking, finance and insurance (+0.6%).

No change in numbers of campus interview schedules is expected for military organizations (0.0%).

Those organizations expecting declines in interview schedules will include the following: public utilities including transportation (-0.8%); tire and rubber products (-2.0%); metals and metal products (-2.9%); automotive and mechanical equipment (-7.7%); chemicals, drugs, and allied products (-6.5%); glass, paper, packaging, and allied products (-11.0%); diversified conglomerates (-15.0%); electrical machinery and equipment (-16.0%); and petroleum and allied products (-31.0%);

Of those organizations surveyed this year, 72 do not expect to interview on any college campuses.

What change, if any, do you anticipate in the number of CAMPUS VISITS for recruiting by your organization this year (1985-86)?

| CHANGE IN NO. OF CAMPUS VISITS | | | | | | | | | | | | | | | | | TOT- AL | WEI- GHT- ED MEAN |
|--------------------------------|-------------------|-------------------|--------------|-------------|-------------|-------------|-------------|------|-------------|-------------|-------------|-------------|--------------|-------------------|-------------------|--------------------|------------|--------------------------------|
| INC. 50+ | INC. 25- 49 | INC. 11- 24 | INC. 9-10 | INC. 7-8 | INC. 5-6 | INC. 3-4 | INC. 1-2 | SAME | DEC. 1-2 | DEC. 3-4 | DEC. 5-6 | DEC. 7-8 | DEC. 9-10 | DEC. 11- 24 | DEC. 25- 49 | DEC. 50- 100 | | |
| N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | | |
| 28 | 12 | 18 | 40 | 8 | 45 | 33 | 32 | 218 | 13 | 11 | 8 | 5 | 14 | 19 | 22 | 14 | 540 | 2.8 |

Observations: Employers are expecting to conduct approximately 2.8% more campus visits this year, according to those surveyed. However, 78 organizations do not expect to visit any college campuses.

What percentage change, if any, does your organization anticipate in salary offers to 1985-86 college graduates by academic major and degree level? Listed below are anticipated changes in salary offers for various TYPES OF GRADUATES.

| | ANTICIPATED CHANGES IN SALARY OFFERS | | | | | | | | | | | | | | BAC- HEL- ORS GRA- DUA- TES | WEI- GHT- ED |
|---------------------|--------------------------------------|-------------------|--------------|--------------|--------------|--------------|------|--------------|--------------|--------------|--------------|-------------------|---------------------|--------------------|--|--------------------|
| | INC. OVER 10% | INC. 9- 10% | INC. 7-8% | INC. 5-6% | INC. 3-4% | INC. 1-2% | SAME | DEC. 1-2% | DEC. 3-4% | DEC. 5-6% | DEC. 7-8% | DEC. 9- 10% | DEC. OVER 10% | NONE HIR- ED | | |
| | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | MEAN |
| BACHELORS GRADUATES | 68 | 61 | 190 | 664 | 1024 | 718 | 4044 | 110 | 67 | 82 | 7 | 2 | 21 | 1968 | 9026 | 1.8 |

Observations: According to employers responding to this survey, starting salary offers will increase by an average of 1.8% for bachelor's degree graduates.

| | ANTICIPATED CHANGES IN SALARY OFFERS | | | | | | | | | | | | | | TOT- AL | WEI- GHT- ED |
|-------------------------|--------------------------------------|-------------------|--------------|--------------|--------------|--------------|------|--------------|--------------|--------------|--------------|---------------------|--------------------|----|------------|--------------------|
| | INC. OVER 10% | INC. 9- 10% | INC. 7-8% | INC. 5-6% | INC. 3-4% | INC. 1-2% | SAME | DEC. 1-2% | DEC. 3-4% | DEC. 5-6% | DEC. 7-8% | DEC. OVER 10% | NONE HIR- ED | | | |
| | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | MEAN |
|TYPES OF GRADUATES | | | | | | | | | | | | | | | | |
| WOMEN GRADUATES | | 5 | 14 | 22 | 106 | 112 | 61 | 140 | 5 | 7 | 4 | 1 | 1 | 6 | 484 | 3.1 |
| MINORITY GRADUATES | | 9 | 12 | 21 | 107 | 108 | 58 | 130 | 6 | 7 | 4 | 1 | 1 | 6 | 470 | 3.2 |
| MBA/MS GRADUATES | | 3 | 4 | 18 | 57 | 75 | 42 | 136 | 5 | 3 | 3 | . | 2 | 40 | 388 | 2.7 |
| DOCTORAL GRADUATES | | 1 | 1 | 10 | 37 | 54 | 22 | 148 | 5 | 2 | 4 | . | . | 65 | 349 | 2.2 |

Observations: According to surveyed employers, starting salary offers for women and minorities will increase by an average of 3.1% and 3.2%, respectively. At the MBA/master's level, increases of 2.7% are anticipated, and for doctoral degree graduates, 2.2%.

(Continued)

What percentage change, if any, does your organization anticipate in salary offers to 1985-86 college graduates by academic major and degree level? Listed below are changes in salary offers for bachelor's degree graduates expected by various EMPLOYER CATEGORIES.

| | ANTICIPATED CHANGES IN SALARY OFFERS | | | | | | | | | | | | | TOT- AL | WEI- GHT- ED MEAN | |
|--------------------------|--------------------------------------|-------------------|--------------|--------------|--------------|--------------|------|--------------|--------------|--------------|--------------|---------------------|--------------------|------------|----------------------------|-----|
| | INC. OVER 10% | INC. 9- 10% | INC. 7-8% | INC. 5-6% | INC. 3-4% | INC. 1-2% | SAME | DEC. 1-2% | DEC. 3-4% | DEC. 5-6% | DEC. 7-8% | DEC. OVER 10% | NONE HIR- ED | | | |
| | N | N | N | N | N | N | N | N | N | N | N | N | N | | | |
|EMPLOYER CATEGORIES | | | | | | | | | | | | | | | | |
| ACCOUNTING | . | . | 1 | 8 | 4 | . | 2 | . | . | . | 1 | . | . | 16 | 4.0 | |
| AEROSPACE | 1 | . | 2 | 2 | 6 | 2 | 2 | 1 | . | . | . | . | . | 16 | 4.1 | |
| AGRIBUSINESS | . | . | . | 1 | 1 | . | . | . | . | 1 | . | . | . | 3 | 1.3 | |
| AUTOMOTIVE | . | 1 | . | 1 | 5 | 5 | 3 | . | . | . | . | . | . | 15 | 3.1 | |
| BANKING FIN | . | 2 | 1 | 9 | 7 | 6 | 15 | 2 | 1 | . | . | . | . | 43 | 2.7 | |
| CHEMICALS | . | . | . | 6 | 8 | 7 | 7 | 1 | 1 | 1 | . | . | . | 31 | 2.3 | |
| COMMUNICATION | . | . | . | . | . | . | 1 | . | . | . | . | . | . | 1 | 0.0 | |
| CONSTRUCTION | . | . | . | 5 | 4 | 4 | 4 | . | . | . | . | . | . | 17 | 3.2 | |
| EDUCATION | 1 | 1 | 9 | 38 | 12 | 5 | 11 | . | 1 | 2 | . | 1 | 1 | 82 | 4.3 | |
| ELECTR MACH | . | . | 1 | 2 | 2 | 1 | 7 | . | . | . | . | . | . | 14 | 1.3 | |
| ELECTRONICS | . | . | . | 6 | 6 | 3 | 12 | 1 | . | . | . | . | . | 2 | 30 | 2.3 |
| RESTAURANTS | 1 | . | 2 | 7 | 4 | 3 | 7 | 1 | . | . | . | . | . | 25 | 3.6 | |
| PACKAGING | . | . | . | 1 | 3 | . | . | . | . | 2 | . | . | . | 6 | 1.0 | |
| GOVERNMENT | . | . | . | 6 | 9 | 4 | 12 | . | . | . | . | . | . | 31 | 2.6 | |
| HOSPITALS | . | . | . | 1 | 2 | . | 2 | . | . | . | . | . | . | 5 | 2.8 | |
| HOTELS MOTELS | . | 2 | . | 2 | 2 | 3 | 2 | . | . | . | . | . | . | 11 | 4.2 | |
| MERCHANDISING | 3 | 2 | 2 | 4 | 4 | 4 | 6 | 1 | . | . | . | . | . | 26 | 4.5 | |
| METALS PROOS | . | . | . | 4 | 5 | . | 7 | . | . | . | . | 1 | . | 17 | 1.9 | |
| MILITARY | . | . | . | 1 | 2 | 1 | . | . | . | . | . | . | . | 4 | 4.0 | |
| PETROLEUM | . | . | 1 | . | 4 | . | 6 | . | . | . | . | . | . | 11 | 2.2 | |
| PRINTING PUBL | . | . | . | . | 2 | 1 | 4 | . | . | . | . | . | . | 7 | 1.4 | |
| UTILITIES | . | . | 1 | 9 | 20 | 7 | 10 | . | 2 | 1 | . | . | . | 50 | 2.8 | |
| RESEARCH | 1 | . | 2 | 4 | 8 | 2 | 8 | . | . | . | . | . | . | 25 | 3.5 | |
| SERV VOL ORGS | . | . | . | 2 | 1 | 2 | 2 | . | . | . | . | . | . | 7 | 2.9 | |
| TIRE RUBBER | . | . | . | 1 | . | 1 | . | . | . | . | . | . | . | 2 | 4.0 | |
| CONGLOMERATES | 1 | . | 1 | 2 | 4 | 1 | 3 | . | 1 | . | . | . | . | 13 | 3.5 | |

(Continued) ...

Continued . . .

Observations: Several employer categories are expecting to offer starting salary increases of 4.0% or greater to the 1985-86 graduating class. These include: merchandising and related services (retailing industries) (+4.5%); educational institution (+4.3%); hotels, motels, resorts, camps, recreational facilities (+4.2%); aerospace and components (+4.1%); accounting (+4.0%); military (+4.0%); and tire and rubber products (+4.0%).

Starting salary increases in the range of 3.0% to 3.9% include: restaurants (+3.6%); diversified conglomerates (+3.5%); research and/or consulting services (+3.5%); construction and building materials manufacturing (+3.2%); and automotive and mechanical equipment (+3.1%).

Increases of 2.0% to 2.9% are anticipated from: service or volunteer organizations (+2.9%); public utilities (including transportation) (+2.8%); hospitals and health services (+2.8%); banking finance and insurance (+2.7%); governmental administration (+2.6%); electronics and instruments (+2.3%); chemical, drugs and allied products (+2.3%); and petroleum and allied products (+2.2%).

Increases of 1.9% or less are expected from: metals and metal products (+1.9%); printing, publishing and informational services (+1.4%); electrical machinery and equipment (computers) (+1.3%); agribusiness (+1.3%); packaging, glass and allied products (+1.0%); and communication-radio, television, and newspapers (0.0%).

What percentage change, if any, does your organization anticipate in salary offers to 1985-86 college graduates by academic major and degree level? Listed below are anticipated changes in salary offers to bachelor's degree graduates with various ACADEMIC MAJORS.

| | ANTICIPATED CHANGES IN SALARY OFFERS | | | | | | | | | | | | | | TOT- AL | WEI- GHT- ED MEAN |
|------------------------------|--------------------------------------|-------------------|--------------|--------------|--------------|--------------|------|--------------|--------------|--------------|--------------|-------------------|---------------------|--------------------|------------|----------------------------|
| | INC. OVER 10% | INC. 9- 10% | INC. 7-8% | INC. 5-6% | INC. 3-4% | INC. 1-2% | SAME | DEC. 1-2% | DEC. 3-4% | DEC. 5-6% | DEC. 7-8% | DEC. 9- 10% | DEC. OVER 10% | NONE HIR- ED | | |
| | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N |
|ACADEMIC MAJORS | | | | | | | | | | | | | | | | |
| AGRICULTURE | 2 | 1 | 2 | 12 | 17 | 16 | 154 | 3 | 1 | 3 | . | . | 2 | 83 | 296 | 0.8 |
| NATURAL RESOURCES | 2 | . | 3 | 9 | 16 | 13 | 150 | 3 | 1 | 2 | . | 1 | . | 85 | 285 | 0.7 |
| ACCOUNTING | 3 | 3 | 7 | 56 | 67 | 44 | 137 | 6 | 6 | 7 | 1 | . | 1 | 37 | 375 | 2.1 |
| FINANCIAL ADMIN | 2 | 4 | 2 | 37 | 42 | 32 | 135 | 3 | 3 | 5 | . | . | 2 | 51 | 318 | 1.8 |
| GEN BUS ADMIN | 3 | 5 | 5 | 41 | 47 | 38 | 138 | 6 | 2 | 5 | . | . | 2 | 44 | 338 | 1.9 |
| HOTEL REST INST MGT | 2 | 4 | 3 | 11 | 21 | 17 | 134 | 3 | 1 | 3 | . | . | . | 90 | 289 | 1.4 |
| MARKETING/SALES | 5 | 5 | 6 | 33 | 47 | 42 | 129 | 4 | 5 | 1 | 1 | . | 2 | 52 | 335 | 2.1 |
| PERSONNEL | 4 | 2 | 4 | 26 | 31 | 32 | 153 | 5 | 2 | 3 | . | . | 1 | 57 | 320 | 1.6 |
| ADVERTISING | 1 | 1 | 2 | 14 | 18 | 18 | 151 | 3 | 1 | 2 | . | . | 1 | 78 | 290 | 1.3 |
| COMMUNICATIONS | 1 | 2 | 2 | 13 | 25 | 21 | 151 | 3 | 1 | 2 | . | . | . | 73 | 294 | 1.4 |
| JOURNALISM | 1 | 1 | 2 | 11 | 23 | 18 | 143 | 4 | 1 | 2 | . | . | . | 82 | 294 | 1.4 |
| TELECOMMUNICATION | 1 | . | 2 | 11 | 23 | 21 | 143 | 3 | 1 | 2 | . | . | . | 79 | 286 | 1.4 |
| EDUCATION | 1 | 2 | 9 | 41 | 30 | 17 | 147 | 4 | 3 | 3 | . | . | 1 | 79 | 337 | 2.0 |
| CHEMICAL ENGR | 4 | 1 | 8 | 26 | 55 | 27 | 134 | 5 | 1 | 3 | . | 1 | 1 | 62 | 328 | 2.0 |
| CIVIL ENGR | 1 | 1 | 4 | 21 | 40 | 26 | 139 | 6 | 2 | 2 | . | . | . | 76 | 318 | 1.8 |
| COMPUTER SCIENCE | 4 | 3 | 14 | 57 | 69 | 39 | 126 | 4 | 4 | 3 | 1 | . | 2 | 44 | 370 | 2.6 |
| ELECTRICAL ENGR | 4 | 4 | 13 | 45 | 68 | 42 | 130 | 3 | 5 | 4 | . | . | 1 | 53 | 372 | 2.5 |
| INDUSTRIAL ENGR | 4 | 3 | 6 | 23 | 44 | 31 | 133 | 4 | 2 | 4 | . | . | 1 | 68 | 323 | 2.0 |
| MECHANICAL ENGR | 4 | 4 | 13 | 41 | 76 | 44 | 125 | 4 | 3 | 4 | . | . | 3 | 59 | 380 | 2.3 |
| METALLURGY MATERIALS SCIENCE | 3 | . | 5 | 17 | 33 | 18 | 137 | 4 | 3 | 2 | . | . | 1 | 79 | 302 | 1.6 |
| HUMAN ECDL/HOME ECONOMICS | 3 | 1 | 4 | 9 | 16 | 16 | 150 | 3 | 1 | 2 | 1 | . | . | 82 | 288 | 1.4 |
| LIBERAL ARTS/ARTS/LETTERS | 2 | 5 | 4 | 17 | 39 | 24 | 143 | 5 | 2 | 2 | 1 | . | . | 65 | 309 | 1.8 |
| CHEMISTRY | 2 | 1 | 7 | 17 | 38 | 22 | 140 | 4 | 1 | 3 | . | . | . | 73 | 308 | 1.8 |
| GEOLOGY | 2 | . | 5 | 12 | 22 | 12 | 148 | 3 | 1 | 2 | . | . | . | 80 | 287 | 1.5 |
| MATHEMATICS | 1 | 1 | 10 | 24 | 36 | 24 | 139 | 4 | 2 | 3 | . | . | . | 66 | 310 | 1.9 |
| PHYSICS | 1 | 1 | 8 | 16 | 35 | 20 | 142 | 3 | 1 | 2 | . | . | . | 72 | 301 | 1.8 |
| RETAILING | 3 | 3 | 4 | 9 | 16 | 18 | 144 | 4 | 1 | 2 | 1 | . | . | 85 | 290 | 1.6 |
| SOCIAL SCIENCES | 2 | 3 | 6 | 13 | 20 | 19 | 154 | 4 | 1 | 1 | 1 | . | . | 75 | 299 | 1.6 |

(Continued)

Continued . . .

Observations: Starting salary offers for new bachelor's degree graduates are not expected to increase this year (1985-86) as much as they did last year. Highest anticipated increases for graduates this year are expected for computer science majors (2.6%), electrical engineers (2.5%), mechanical engineers (2.3%), accounting (2.1%), marketing/sales (2.1%), education (2.0%), chemical engineers (2.0%), and industrial engineers (2.0%).

Those majors with anticipated increases in the moderate range are: general business administration (1.9%); mathematics (1.9%); financial administration (1.8%); civil engineering (1.8%); liberal arts/arts & letters (1.8%); chemistry (1.8%); physics (1.8%); personnel (1.6%); metallurgy and materials science (1.6%); retailing (1.6%); social sciences (1.6%); geology (1.5%); hotel, restaurant, and institutional management (1.4%); communications (1.4%); journalism (1.4%); telcommunication (1.4%); human ecology/home economics (1.4%); and advertising (1.3%).

Expected to increase less than 1.0% are: agriculture (0.8%) and natural resources (0.7%).

ACADEMIC MAJORS, ESTIMATED PERCENT CHANGE
AND ESTIMATED STARTING SALARIES 1985-86

| Academic Majors Bachelor's Degrees | Estimated % Change | Estimated Starting Salary 1985-86 |
|---------------------------------------|-----------------------|--------------------------------------|
| Electrical Engineering | 2.5% | \$ 29,187 |
| Mechanical Engineering | 2.3% | 28,971 |
| Chemical Engineering | 2.0% | 28,739 |
| Computer Science | 2.6% | 27,775 |
| Industrial Engineering | 2.0% | 26,817 |
| Civil Engineering | 1.8% | 24,761 |
| Physics | 1.8% | 24,370 |
| Financial Administration | 1.8% | 20,803 |
| Accounting | 2.1% | 20,338 |
| Chemistry | 1.8% | 19,679 |
| General Business Administration | 1.9% | 19,589 |
| Marketing/Sales | 2.1% | 19,284 |
| Mathematics | 1.9% | 19,014 |
| Social Science | 1.6% | 18,324 |
| Communications | 1.4% | 17,923 |
| Agriculture | 0.8% | 17,841 |
| Advertising | 1.3% | 17,832 |
| Personnel Administration | 1.6% | 17,727 |
| Telecommunication | 1.4% | 17,473 |
| Hotel, Rest, Inst. Mgmt | 1.4% | 17,375 |
| Liberal Arts/Arts and Letters | 1.8% | 17,358 |
| Geology | 1.5% | 17,185 |
| Education | 2.0% | 16,903 |
| Journalism | 1.4% | 16,207 |
| Human Ecology/Home Economics | 1.4% | 15,635 |
| Natural Resources | 0.7% | 15,709 |
| Retailing | 1.6% | 15,898 |

Average for Different Degree Levels

| | | |
|------------|------|--------|
| Bachelor's | 1.8% | 21,601 |
| Master's | 2.7% | 26,010 |
| PhD | 2.2% | 30,011 |

*Source for base starting salaries when preparing this chart: John D. Shingleton and Edwin B. Fitzpatrick, ANNUAL SALARY REPORT---1984-85. East Lansing, Michigan: Placement Services, Michigan State University, 1985.

Observations: Again this year, the highest starting salaries are expected for electrical engineers, (\$29,187), mechanical engineers (\$28,971), chemical engineers (\$28,739), computer science majors (\$27,775), and industrial engineers (\$26,817). Estimated starting salaries for other academic majors are listed above.

When calculating starting salary offers, does your organization provide extra compensation for the following factors?

| | FREQUENCY OF RESPONSE | | | | | | | | | | | | TOTAL RESPONSE | TOT- AL MEAN |
|--|-----------------------|------|------------------|------|-----------|------|--------|------|-------|------|-----|-----|-------------------|------------------------|
| | ALWAYS | | ALMOST ALWAYS | | SOMETIMES | | SELOOM | | NEVER | | | | | |
| | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | | | | |
| WHEN CALCULATING STARTING SALARY | | | | | | | | | | | | | | |
| HIGH GRADE POINT AVERAGES | 45 | 7 | 74 | 12 | 129 | 21 | 92 | 15 | 261 | 43 | 601 | 100 | 3.7 | |
| PREVIOUS PART-TIME WORK EXPERIENCES | 59 | 10 | 120 | 20 | 204 | 34 | 84 | 14 | 136 | 23 | 607 | 100 | 3.2 | |
| PRIOR MILITARY EXPERIENCES | 50 | 8 | 36 | 6 | 140 | 24 | 131 | 22 | 237 | 40 | 594 | 100 | 3.8 | |
| QUALITY OF COLLEGE GRANTING DEGREE | 30 | 5 | 64 | 11 | 137 | 23 | 96 | 16 | 271 | 45 | 598 | 100 | 3.9 | |
| HIGH DEMAND ACADEMIC MAJOR | 36 | 6 | 127 | 21 | 206 | 35 | 71 | 12 | 157 | 26 | 597 | 100 | 3.3 | |

Observations: According to employers responding to the survey, previous part-time work experiences and high demand academic majors "sometimes" influence their decisions when calculating starting salary offers. Sometimes considered are high grade point averages, prior military experiences, and quality of the college granting an individual's degree.

In your opinion, should entry-level candidates state career objectives on their resumes?

| | FREQUENCY OF RESPONSE | | | | | | | | | | | | TOTAL RESPONSE | TOT- AL MEAN |
|--|-----------------------|------|------------------|------|-----------|------|--------|------|-------|------|-----|-----|-------------------|------------------------|
| | ALWAYS | | ALMOST ALWAYS | | SOMETIMES | | SELOOM | | NEVER | | | | | |
| | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | | | | |
| | | | | | | | | | | | | | | |
| SHOULD CAREER OBJECTIVES BE STATED ON | | | | | | | | | | | | | | |
| RESUMES OF NEW GRAUATES | 276 | 45 | 188 | 31 | 102 | 17 | 28 | 5 | 17 | 3 | 611 | 100 | 1.9 | |

Observations: The surveyed employers suggested that entry-level candidates should generally state career objectives on their resumes. About 92% of the employers agreed with this recommendation.

Based upon your experiences, what will be the availability of employment opportunities during 1985-86 for new college graduates in each geographical region of the United States?

| GEOGRAPHICAL REGIONS | LEVELS OF JOB AVAILABILITY | | | | | | | | | | TOTAL RESPONSE | | TOTAL |
|-------------------------------------|----------------------------|------|------|------|--------|------|-----|------|----|------|----------------|------|-------|
| | EXTREMELY HIGH | | HIGH | | MEDIUM | | LOW | | NO | | | | MEAN |
| | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | |
| NORTHEAST (ME, NH, CT, NY, RI, ETC) | 9 | 2 | 81 | 17 | 241 | 51 | 109 | 23 | 35 | 7 | 475 | 100 | 3.2 |
| SOUTHEAST (FL, GA, VA, NC, SC, ETC) | 22 | 5 | 140 | 30 | 203 | 43 | 73 | 16 | 32 | 7 | 470 | 100 | 2.9 |
| NORTHCENTRAL (MI, IL, OH, WI, ETC) | 12 | 2 | 53 | 10 | 249 | 49 | 173 | 34 | 24 | 5 | 511 | 100 | 3.3 |
| SOUTHCENTRAL (TX, OK, MO, KS, ETC) | 20 | 4 | 116 | 25 | 216 | 46 | 85 | 18 | 31 | 7 | 468 | 100 | 3.0 |
| NORTHWEST (AK, WA, OR, MT, ID, ETC) | 4 | 1 | 42 | 9 | 187 | 41 | 172 | 37 | | 12 | 461 | 100 | 3.5 |
| SOUTHWEST (CA, NV, HI, NM, AZ, ETC) | 27 | 6 | 180 | 38 | 171 | 36 | 62 | 13 | 35 | 7 | 475 | 100 | 2.8 |

Observations: The greatest availability of jobs for new college graduates during 1985-86 will be in the southwestern region of the United States, according to employers responding to this survey. The southeastern and southcentral regions were considered next best on the employers' list of best geographical areas for jobs. For the last two years, these regions were rated near this same order.

The best geographical regions for jobs in order of availability are: southwest, southeast, southcentral, northeast, northcentral, and northwest, according to the surveyed employers.

What percent of new college graduates hired last year (1984-85) by your organization were from the following sources?

| SOURCES OF NEW COLLEGE GRADUATES | PERCENTAGE OF NEW COLLEGE HIRES | | | | | | | | | | | | | | | | TOTAL | WEIGHTED MEAN |
|-------------------------------------|---------------------------------|------|------|------|------|-------|--------|--------|--------|--------|--------|--------|--------|--------|---------|-----|-------|---------------|
| | 0% | 1-2% | 3-4% | 5-6% | 7-8% | 9-10% | 11-20% | 21-30% | 31-40% | 41-50% | 51-60% | 61-70% | 71-80% | 81-90% | 91-100% | | | |
| | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | | | |
| ON-CAMPUS INTERVIEWING | 97 | 22 | 8 | 17 | 5 | 28 | 27 | 34 | 28 | 50 | 38 | 61 | 61 | 51 | 46 | 573 | 45.9 | |
| JOB LISTINGS WITH PLACEMENT OFFICE | 194 | 103 | 39 | 32 | 12 | 37 | 17 | 10 | 7 | 19 | 2 | 2 | 6 | 4 | 10 | 494 | 10.1 | |
| UNSOLICITED REFERRALS FROM PLACMNT | 299 | 84 | 32 | 24 | 5 | 14 | 6 | 2 | 2 | 4 | | 1 | | 1 | | 474 | 2.6 | |
| REFERRALS FROM CAMPUS ORGANIZATIONS | 340 | 70 | 27 | 12 | 4 | 8 | 4 | 3 | 2 | 1 | 1 | | | | | 472 | 1.7 | |
| JOB LISTINGS WITH EMPLYMNT AGENCIES | 359 | 49 | 17 | 15 | 5 | 11 | 10 | 4 | 2 | 3 | | | 1 | | 1 | 477 | 2.4 | |
| COLLEGE FACULTY/STAFF REFERRALS | 227 | 121 | 45 | 33 | 12 | 31 | 5 | 3 | 2 | 3 | | 1 | 1 | | 2 | 486 | 3.7 | |
| CURRENT EMPLOYEE REFERRALS | 134 | 110 | 37 | 52 | 17 | 53 | 41 | 21 | 9 | 10 | 1 | | 1 | 1 | 3 | 510 | 8.4 | |
| MINORITY CAREER PROGRAMS | 304 | 89 | 28 | 26 | 8 | 12 | 2 | 2 | 2 | 2 | | | 2 | | | 477 | 2.2 | |
| WJMENS CAREER PROGRAMS | 369 | 50 | 22 | 12 | 3 | 3 | | | 2 | 1 | | | 1 | | | 463 | 1.1 | |
| HIGH DEMAND MAJOR PROGRAMS | 342 | 21 | 19 | 18 | 1 | 13 | 7 | 4 | 3 | 4 | 4 | 1 | 1 | 3 | 4 | 445 | 4.5 | |
| COOPERATIVE EDUCATION PROGRAMS | 220 | 76 | 27 | 29 | 7 | 26 | 14 | 6 | 2 | 2 | 1 | 5 | | | 2 | 477 | 4.2 | |
| SUMMER EMPLOYMENT | 253 | 82 | 39 | 40 | 13 | 21 | 10 | 4 | 3 | 3 | 1 | 2 | 2 | | 1 | 474 | 4.1 | |
| PART-TIME EMPLOYMENT | 276 | 87 | 33 | 25 | 4 | 16 | 10 | 4 | 4 | 3 | | 2 | | | 1 | 465 | 3.3 | |
| INTERNSHIP PROGRAMS | 266 | 80 | 31 | 30 | 9 | 22 | 17 | 11 | 2 | 2 | | 1 | | | 4 | 475 | 4.4 | |
| WALK-INS | 212 | 75 | 42 | 54 | 7 | 37 | 27 | 9 | 12 | 9 | | 3 | 3 | 1 | 1 | 492 | 7.0 | |
| WRITE-INS | 119 | 79 | 54 | 64 | 10 | 65 | 62 | 28 | 19 | 11 | 5 | 3 | 1 | 3 | 3 | 526 | 11.5 | |
| RESPONSES FROM WANT ADS | 214 | 3 | 26 | 33 | 10 | 11 | 34 | 17 | 9 | 13 | 3 | 1 | 5 | 1 | 13 | 496 | 10.5 | |

Continued . . .

Observations: When prospective employers are seeking new college graduates, certain sources are more productive than others, according to surveyed employers. For both graduating students planning their job campaigns and employers wanting to hire new graduates, this knowledge can be helpful.

Employers reported that 45.9% of their new hires were obtained from on-campus interviewing, 11.5% from write-ins, 10.5% from want ads, 10.1% from job listings sent to placement offices, 8.4% from current employee referrals, and 7.0% from walk-ins.

Percentages obtained from other sources include: high demand academic major programs (4.5%), internship programs (4.4%), cooperative education programs (4.2%), summer employment programs (4.1%), referrals from college faculty and staff (3.7%), part-time employment programs (3.3%), unsolicited referrals from placement offices (2.6%), minority career programs (2.2%), job listings with employment agencies (2.4%), referrals from campus organizations (1.7%), and women's career programs (1.1%).

What percent of your new hires last year (1984-85) had the following grade point averages (on a 4.0 system).

| GRADE POINT AVERAGES | PERCENTAGE OF NEW PROFESSIONAL HIRES | | | | | | | | | | | | | | | TOT-AL | WEI-GHT-ED MEAN |
|----------------------|--------------------------------------|------|------|------|------|-------|--------|--------|--------|--------|--------|--------|--------|--------|---------|--------|-----------------|
| | 0% | 1-2% | 3-4% | 5-6% | 7-8% | 9-10% | 11-20% | 21-30% | 31-40% | 41-50% | 51-60% | 61-70% | 71-80% | 81-90% | 91-100% | | |
| | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | | |
| 3.76-4.00 | 69 | 72 | 47 | 49 | 14 | 62 | 49 | 25 | 5 | 14 | 3 | 5 | 6 | 3 | 4 | 427 | 13.3 |
| 3.51-3.75 | 50 | 39 | 41 | 36 | 28 | 63 | 74 | 49 | 25 | 27 | 5 | 2 | 5 | 6 | 5 | 455 | 18.7 |
| 3.26-3.50 | 30 | 23 | 16 | 30 | 14 | 64 | 91 | 77 | 45 | 33 | 11 | 7 | 4 | 3 | 4 | 452 | 23.8 |
| 3.01-3.25 | 38 | 24 | 13 | 16 | 6 | 49 | 80 | 74 | 48 | 44 | 22 | 10 | 6 | 6 | 12 | 448 | 28.8 |
| 2.76-3.00 | 63 | 39 | 18 | 23 | 11 | 62 | 75 | 45 | 33 | 30 | 14 | 3 | 6 | 5 | 5 | 432 | 21.2 |
| 2.51-2.75 | 114 | 46 | 30 | 31 | 19 | 55 | 33 | 23 | 10 | 6 | 2 | 1 | 2 | 1 | 3 | 376 | 10.3 |
| 2.26-2.50 | 199 | 44 | 26 | 31 | 9 | 17 | 8 | 6 | 2 | 2 | . | . | . | . | . | 344 | 3.3 |
| 2.01-2.25 | 266 | 36 | 13 | 8 | 2 | 7 | 1 | 2 | . | . | 1 | . | . | . | . | 336 | 1.2 |
| 2.00 OR BELOW | 318 | 10 | 3 | 1 | . | 1 | . | . | . | . | . | . | . | . | . | 333 | 0.1 |

Observations: Employers responding to this survey indicated that over 70% of their new hires had grade point averages of 3.0 or better. Other employers, however, reported that their new hires had grade point averages of less than 3.0.

In recent years, it seems, the grade point average has become the measuring stick for success in college. Data from this report may also tell us that most graduating students with high grade point averages are hired by prospective employers who conduct campus interviews.

When considering new college graduates for employment in your organization, how important are each of the following?

| | LEVELS OF IMPORTANCE | | | | | | | | | | | | TOTAL RESPONSE | TOT- AL |
|--|----------------------|------|------|------|--------|------|-----|------|-----------------------|------|-----|-----|-------------------|------------|
| | EXTREMELY HIGH | | HIGH | | MEDIUM | | LOW | | NO IMPORTAN- CE | | | | | |
| | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | | | | |
| FACTORS CONSIDERED IN NEW GRADUATES | | | | | | | | | | | | | | |
| STAYING POWER AND STABILITY | 160 | 24 | 318 | 48 | 146 | 22 | 31 | 5 | 7 | 1 | 662 | 100 | 2.4 | |
| BUDGETING ABILITIES | 15 | 2 | 73 | 11 | 213 | 33 | 224 | 35 | 114 | 18 | 639 | 100 | 3.5 | |
| TEAM MANAGEMENT SKILLS | 84 | 13 | 269 | 42 | 203 | 31 | 65 | 10 | 27 | 4 | 648 | 100 | 2.5 | |
| SELF-PRIDE | 56 | 15 | 377 | 58 | 154 | 24 | 13 | 2 | 8 | 1 | 648 | 100 | 2.2 | |
| INTEREST IN FAMILY LIFE | 16 | 2 | 104 | 16 | 215 | 33 | 150 | 23 | 173 | 26 | 658 | 100 | 3.5 | |
| NEATNESS | 67 | 10 | 297 | 46 | 235 | 36 | 39 | 6 | 14 | 2 | 652 | 100 | 2.4 | |
| PHYSICAL FITNESS | 17 | 3 | 160 | 24 | 306 | 46 | 117 | 18 | 59 | 9 | 659 | 100 | 3.1 | |
| GOOD LOOKS AND YOUTHFULNESS | 11 | 2 | 49 | 8 | 221 | 34 | 193 | 30 | 176 | 27 | 650 | 100 | 3.7 | |
| SPEAKING ABILITIES | 160 | 24 | 367 | 56 | 115 | 18 | 11 | 2 | 3 | 0 | 636 | 100 | 2.0 | |
| ORGAN ABILITIES WHEN SPEAKING | 139 | 21 | 360 | 55 | 127 | 19 | 22 | 3 | 6 | 1 | 654 | 100 | 2.1 | |
| ENTREPRENEURIAL SPIRIT | 53 | 8 | 162 | 25 | 227 | 35 | 131 | 20 | 68 | 11 | 641 | 100 | 3.0 | |
| ABILITY TO GO ALONG WITH ORG. | 53 | 8 | 204 | 31 | 302 | 46 | 85 | 13 | 14 | 2 | 658 | 100 | 2.7 | |
| MATURITY | 197 | 30 | 382 | 58 | 75 | 11 | 2 | 0 | 1 | 0 | 657 | 100 | 1.8 | |
| ABILITY TO ACCEPT RESPONSIBILITY | 299 | 45 | 315 | 48 | 40 | 6 | 2 | 0 | 2 | 0 | 658 | 100 | 1.6 | |
| ABILITY TO WORK IN CLOSE QUARTERS | 28 | 4 | 97 | 15 | 225 | 35 | 181 | 28 | 120 | 18 | 651 | 100 | 3.4 | |
| ABILITY TO DEPEND ON PEOPLE | 24 | 4 | 131 | 20 | 294 | 45 | 160 | 25 | 44 | 7 | 653 | 100 | 3.1 | |
| TACTICAL AND STRATEGIC PLANNING | 48 | 7 | 188 | 29 | 272 | 41 | 122 | 19 | 27 | 4 | 657 | 100 | 2.8 | |
| AN EXAMPLE FOR OTHERS | 95 | 14 | 250 | 38 | 229 | 35 | 70 | 11 | 16 | 2 | 660 | 100 | 2.5 | |
| COMPETITIVE ABILITIES | 55 | 8 | 256 | 39 | 256 | 39 | 77 | 12 | 10 | 2 | 654 | 100 | 2.6 | |
| COMMUNICATION ABILITIES | 319 | 48 | 300 | 45 | 42 | 6 | 1 | 0 | | | 662 | 100 | 1.6 | |
| MOTIVATIONAL ABILITIES | 250 | 38 | 309 | 47 | 85 | 13 | 8 | 1 | 2 | 0 | 654 | 100 | 1.8 | |
| PERSEVERANCE | 182 | 28 | 355 | 54 | 107 | 16 | 9 | 1 | 5 | 1 | 658 | 100 | 1.9 | |

(Continued)

Continued . . .

Observations: When considering new college graduates for employment in their organizations, surveyed employers believe that the most important factors include ability to accept responsibility, communication abilities, maturity, motivational abilities, perseverance, speaking abilities, staying power and stability, organizational abilities when speaking, self-pride, and neatness.

Receiving ratings of "medium" importance (2.5 to 3.4) were team management skills , an example for others, competitive abilities, ability to go along with the organization, tactical and strategic planning skills, entrepreneurial spirit, physical fitness, ability to depend on other people, and the ability to work in close quarters.

Ratings of "low" importance (3.5 to 4.4) were given to budgeting abilities , interest in family life, and good looks and youthfulness.

When screening applicants for employment in your organization, which of the following methods are used?

| | FREQUENCY OF RESPONSE | | | | | | | | | | | | TOTAL RESPONSE | TOT- AL MEAN |
|--|-----------------------|------|------------------|------|-----------|------|--------|------|-------|------|-----|-----|-------------------|--------------------|
| | ALWAYS | | ALMOST ALWAYS | | SOMETIMES | | SELDOM | | NEVER | | | | | |
| | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | | | | |
|SCREENING METHDOOS USED | | | | | | | | | | | | | | |
| ABILITY/APTITUOE TESTS | 64 | 10 | 29 | 4 | 109 | 16 | 119 | 18 | 344 | 52 | 665 | 100 | 4.0 | |
| JOB TRYOUTS | 9 | 1 | 12 | 2 | 83 | 13 | 158 | 24 | 397 | 60 | 659 | 100 | 4.4 | |
| ASSESSMENT CENTER ANALYSES | 6 | 1 | 15 | 2 | 55 | 9 | 86 | 13 | 480 | 75 | 642 | 100 | 4.6 | |
| COMPREHENSIVE BIO-INVENTORIES | 11 | 2 | 14 | 2 | 24 | 4 | 65 | 10 | 511 | 82 | 625 | 100 | 4.7 | |
| REFERENCE CHECKS | 300 | 45 | 153 | 23 | 155 | 23 | 52 | 8 | 12 | 2 | 672 | 100 | 2.0 | |
| TRANSCRIPT CHECKS | 284 | 42 | 158 | 24 | 146 | 22 | 59 | 9 | 25 | 4 | 672 | 100 | 2.1 | |
| GRAOE POINT AVERAGES | 215 | 32 | 209 | 31 | 188 | 28 | 41 | 6 | 13 | 2 | 666 | 100 | 2.1 | |
| RESUMES/SUMMARIES OF WORK EXPERIENCES | 470 | 70 | 158 | 23 | 40 | 6 | 4 | 1 | 1 | 0 | 673 | 100 | 1.4 | |
| INTERVIEWS | 621 | 92 | 48 | 7 | 6 | 1 | 1 | 0 | | | 676 | 100 | 1.1 | |
| RATINGS FROM TRAINING PROGRAMS | 63 | 10 | 81 | 12 | 182 | 28 | 137 | 21 | 189 | 29 | 652 | 100 | 3.5 | |
| YEARS OF EDUCATION | 281 | 42 | 180 | 27 | 169 | 25 | 20 | 3 | 16 | 2 | 666 | 100 | 2.0 | |
| DEGREE LEVELS ATTA'INED | 309 | 47 | 175 | 26 | 154 | 23 | 18 | 3 | 6 | 1 | 662 | 100 | 1.8 | |
| PRE-EMPLOYMENT SCREENING FOR DRUGS | 60 | 9 | 16 | 2 | 32 | 5 | 80 | 12 | 473 | 72 | 661 | 100 | 4.3 | |
| PHYSICAL EXAMINATIONS | 286 | 43 | 22 | 3 | 56 | 8 | 73 | 11 | 227 | 34 | 664 | 100 | 2.9 | |
| BLOOD TESTS | 143 | 22 | 14 | 2 | 38 | 6 | 70 | 11 | 379 | 59 | 644 | 100 | 3.8 | |
| MEOICAL HISTORY | 234 | 35 | 31 | 5 | 73 | 11 | 78 | 12 | 244 | 37 | 660 | 100 | 3.1 | |
| INTERVIEWS W/ CO. DOCTORS/NURSES | 140 | 22 | 13 | 2 | 52 | 8 | 72 | 11 | 374 | 57 | 651 | 100 | 3.8 | |

Observations: When screening applicants for employment in their organizations, the surveyed employers indicated that personal interviews and resumes or summaries of work experiences were "always" required.

Methods used "almost always" were degree levels attained, reference checks, years of education, transcript checks, and grade point averages.

Used "sometimes" were physical examinations and medical histories. "Seldom" used were ratings from training programs, blood tests, interviews with company doctors or nurses, ability and/or aptitude tests, pre-employment screening for drugs, and job tryouts.

The surveyed employers "never" use assessment center analyses or comprehensive bio-inventories.

Before graduating students are hired by your organization, which of the following references are checked?

| | FREQUENCY OF RESPONSE | | | | | | | | | | | | TOTAL RESPONSE | | TOT-AL |
|-------------------------------|-----------------------|------|---------------|------|-----------|------|--------|------|-------|------|-----|------|----------------|--|--------|
| | ALWAYS | | ALMOST ALWAYS | | SOMETIMES | | SELDOM | | NEVER | | | | | | |
| | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | MEAN | | |
| WHICH REFERENCES ARE CHECKED? | | | | | | | | | | | | | | | |
| FACULTY | 91 | 13 | 108 | 16 | 286 | 42 | 141 | 21 | 53 | 8 | 679 | 100 | 2.9 | | |
| PAST EMPLOYERS | 277 | 41 | 179 | 26 | 141 | 21 | 68 | 10 | 18 | 3 | 683 | 100 | 2.1 | | |
| PERSONAL REFERENCES | 94 | 14 | 99 | 15 | 203 | 31 | 172 | 26 | 97 | 15 | 665 | 100 | 3.1 | | |
| FORMER SUPERVISORS | 179 | 27 | 198 | 29 | 198 | 29 | 69 | 10 | 31 | 5 | 675 | 100 | 2.4 | | |
| BUSINESS ASSOCIATES | 38 | 6 | 60 | 9 | 269 | 40 | 195 | 29 | 106 | 16 | 668 | 100 | 3.4 | | |
| CLERGY | 1 | 0 | 5 | 1 | 56 | 8 | 215 | 32 | 393 | 59 | 670 | 100 | 4.5 | | |

Observations: Before graduating students are hired by most organizations, references from past employers and former supervisors are "almost always" checked, according to surveyed employers, "Sometimes" checked are references from faculty members, personal references, and those from business associates. "Never" checked are references from clergy.

If your organization checks references, which of the following methods are used?

| | FREQUENCY OF RESPONSE | | | | | | | | | | | | TOTAL RESPONSE | TOT- AL MEAN |
|-------------------------------------|-----------------------|------|------------------|------|-----------|------|--------|------|-------|------|-----|-----|-------------------|------------------------|
| | ALWAYS | | ALMOST ALWAYS | | SOMETIMES | | SELDOM | | NEVER | | | | | |
| | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | | | | |
| | | | | | | | | | | | | | | |
| METHODS USED TO CHECK REFERENCES | | | | | | | | | | | | | | |
| VERBALLY/PHONE | 189 | 29 | 256 | 40 | 169 | 26 | 25 | 4 | 9 | 1 | 648 | 100 | 2.1 | |
| WRITTEN INQUIRIES/LETTER | 104 | 16 | 127 | 20 | 247 | 38 | 106 | 16 | 63 | 10 | 64 | 100 | 2.8 | |
| PERSONAL VISIT | 3 | 0 | 9 | 1 | 57 | 9 | 166 | 26 | 401 | 63 | 636 | 100 | 4.5 | |
| CREDIT BUREAU CHECKS | 41 | 7 | 17 | 3 | 58 | 9 | 99 | 16 | 415 | 66 | 630 | 100 | 4.3 | |
| POLICE RECORD CHECKS | 78 | 13 | 15 | 2 | 91 | 15 | 129 | 21 | 295 | 49 | 608 | 100 | 3.8 | |

Observations: References are "almost always" checked by making telephone calls. "Sometimes" used as reference checks are written inquiries and letters. "Seldom" used are police record checks or credit bureau checks. "Never" used are personal visits to references.

Of the surveyed employers, 24 indicated that their organizations do not check any references before hiring new college graduates.

In your opinion, is it advantageous for candidates to list references on the resume?

| | FREQUENCY OF RESPONSE | | | | | | | | | | | TOTAL RESPONSE | | TOTAL |
|------------------------------|-----------------------|------|---------------|------|-----------|------|--------|------|-------|------|-----|----------------|-----|-------|
| | ALWAYS | | ALMOST ALWAYS | | SOMETIMES | | SELDOM | | NEVER | | | | | |
| | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | | |
| | | | | | | | | | | | | MEAN | | |
| SHOULD REFERENCES BE LISTED? | | | | | | | | | | | | | | |
| IS IT ADVANTAGEOUS | 174 | 26 | 132 | 19 | 182 | 27 | 126 | 19 | 66 | 10 | 680 | 100 | 2.7 | |

Observations: In the opinion of employers, candidates should usually list references on their resumes. Of those employers surveyed, 72% indicated that references should "always" or "almost always" or "sometimes" be listed. Only 28% of the surveyed employers indicated that references should "never" be listed.

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How would you describe today's college student?

| | FREQUENCY OF RESPONSE | | | | | | | | | | TOTAL RESPONSE | | TOTAL MEAN |
|--------------------------------------|-----------------------|------|---------------|------|-----------|------|--------|------|-------|------|----------------|------|------------|
| | ALWAYS | | ALMOST ALWAYS | | SOMETIMES | | SELDOM | | NEVER | | | | |
| | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | |
| DESCRIBE COLLEGE STUDENTS TODAY | | | | | | | | | | | | | |
| SELF CONCERNED AND ME-ORIENTED | 7 | 1 | 169 | 25 | 409 | 61 | 81 | 12 | 1 | 0 | 667 | 100 | 2.9 |
| IDEALISTIC | 8 | 1 | 183 | 28 | 412 | 63 | 53 | 8 | 2 | 0 | 658 | 100 | 2.8 |
| DISENCHANTED WITH POLITICS | 5 | 1 | 62 | 10 | 393 | 62 | 162 | 26 | 13 | 2 | 635 | 100 | 3.2 |
| MOODERATE IN POLITICAL ATTITUDES | 3 | 0 | 214 | 33 | 369 | 57 | 53 | 8 | 3 | 0 | 642 | 100 | 2.7 |
| LIBERAL IN SOCIAL ATTITUDES | 7 | 1 | 175 | 27 | 395 | 61 | 66 | 10 | 1 | 0 | 644 | 100 | 2.8 |
| WEAK IN BASIC SKILLS | 1 | 0 | 59 | 9 | 397 | 60 | 198 | 30 | 7 | 1 | 662 | 100 | 3.2 |
| CAREER-ORIENTED | 56 | 8 | 475 | 72 | 123 | 19 | 9 | 1 | . | . | 663 | 100 | 2.1 |
| COMPETITIVE | 27 | 4 | 396 | 60 | 230 | 35 | 8 | 1 | . | . | 661 | 100 | 2.3 |
| DIVERSE IN LIFESTYLES AND BACKGROUND | 64 | 10 | 313 | 48 | 243 | 37 | 35 | 5 | 1 | 0 | 656 | 100 | 2.4 |
| CONCERNED WITH PERSONAL DEVELOPMENT | 15 | 2 | 285 | 44 | 318 | 49 | 35 | 5 | 1 | 0 | 654 | 100 | 2.6 |
| OPTIMISTIC ABOUT INDIVIDUAL FUTURE | 38 | 6 | 479 | 73 | 134 | 20 | 4 | 1 | . | . | 655 | 100 | 2.2 |
| PESSIMISTIC ABOUT FUTURE OF COUNTRY | . | . | 19 | 3 | 275 | 43 | 315 | 49 | 31 | 5 | 640 | 100 | 3.6 |
| INTERESTED IN MATERIAL SUCCESS | 50 | 8 | 399 | 61 | 190 | 29 | 18 | 3 | 1 | 0 | 658 | 100 | 2.3 |
| FRIENDLY AND PLEASANT | 43 | 6 | 513 | 77 | 105 | 16 | 2 | 0 | . | . | 663 | 100 | 2.1 |
| PRAGMATIC | 9 | 1 | 202 | 31 | 389 | 60 | 43 | 7 | 1 | 0 | 644 | 100 | 2.7 |

Observations: When describing today's college students, employers say that they are "almost always" career-oriented, friendly and pleasant, optimistic about their future, interested in material success, competitive and diverse in their lifestyles and backgrounds.

College students are "sometimes" concerned with personal development, moderate in political attitudes, pragmatic, idealistic, liberal in social attitudes, self-concerned and me-oriented, disenchanted with politics, and weak in basic skills.

"Seldom" are college students pessimistic about the future of their country.

BEST COPY AVAILABLE

Does your organization pre-screen at colleges and universities where pre-screening is permitted?

| | FREQUENCY | CUM FREQ | PERCENT | CUM PERCENT |
|-------------|-----------|----------|---------|-------------|
| NO RESPONSE | 32 | . | | |
| YES | 458 | 458 | 67.552 | 67.552 |
| NO | 220 | 678 | 32.448 | 100.000 |

Observations: Of the surveyed employers, 67.6% indicated that their organizations will pre-screen on college campuses where pre-screening is permitted. Last year, 69.2% of the surveyed employers expected to pre-screen. This slight decrease in percentage is statistically insignificant, so continuing attention will be given to pre-screening on college campuses this year.

When pre-screening candidates for initial campus interviews with your organization, how important are each of the following?

| | LEVELS OF IMPORTANCE | | | | | | | | | | TOTAL RESPONSE | | TOTAL |
|--------------------------------------|----------------------|------|------|------|--------|------|-----|------|---------------|------|----------------|------|-------|
| | EXTREMELY HIGH | | HIGH | | MEDIUM | | LOW | | NO IMPORTANCE | | | | |
| | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | MEAN |
| FACTORS CONSIDERED WHEN PRESCREENING | | | | | | | | | | | | | |
| ACADEMIC MAJOR | 360 | 68 | 140 | 26 | 19 | 4 | 6 | 1 | 8 | 2 | 533 | 100 | 1.4 |
| DEGREE LEVELS | 173 | 33 | 224 | 42 | 98 | 19 | 25 | 5 | 9 | 2 | 529 | 100 | 2.0 |
| STATED CAREER GOALS | 45 | 9 | 255 | 48 | 181 | 34 | 39 | 7 | 8 | 2 | 528 | 100 | 2.5 |
| OVERALL GRADE POINT AVERAGE | 92 | 17 | 243 | 46 | 173 | 32 | 17 | 3 | 9 | 2 | 534 | 100 | 2.3 |
| MAJOR GRADE POINT AVERAGE | 98 | 19 | 270 | 52 | 133 | 25 | 13 | 2 | 10 | 2 | 524 | 100 | 2.2 |
| COLLEGE ORGANIZATIONS & ACTIVITIES | 51 | 9 | 190 | 35 | 226 | 42 | 57 | 11 | 15 | 3 | 539 | 100 | 2.6 |
| PREVIOUS WORK EXPERIENCES | 114 | 22 | 258 | 49 | 126 | 24 | 21 | 4 | 11 | 2 | 530 | 100 | 2.2 |
| LOCATIONAL PREFERENCES | 120 | 22 | 223 | 41 | 137 | 25 | 39 | 7 | 19 | 4 | 538 | 100 | 2.3 |
| EXPECTED DATE OF GRADUATION | 133 | 25 | 234 | 45 | 112 | 21 | 29 | 6 | 15 | 3 | 523 | 100 | 2.2 |
| MILITARY EXPERIENCES | 9 | 2 | 32 | 6 | 139 | 26 | 198 | 37 | 160 | 30 | 538 | 100 | 3.9 |

Observations: Those factors considered most important to prospective employers when pre-screening candidates for initial campus interviews (those receiving ratings of "extremely high" or "high" importance) were academic majors, degree levels, major grade point averages, previous work experiences, expected dates of graduation, overall grade point averages, and locational preferences.

Next on employers' lists of important factors (those with ratings of "medium" importance) were stated career goals, college organizations, and campus activities.

A rating of "low" importance was given to military experiences

Did your organization request any closed schedules when interviewing on college campuses last year?

| | FREQUENCY | CUM FREQ | PERCENT | CUM PERCENT |
|-------------|-----------|----------|---------|-------------|
| NO RESPONSE | 52 | | | |
| YES | 235 | 235 | 35.714 | 35.714 |
| NO | 423 | 658 | 64.286 | 100.000 |

Observations: Of the employers surveyed, 35.7% indicated that closed schedules were requested on college campuses last year. This compares to 36.9% who requested closed schedules in 1983-84, a slight decrease, but not statistically significant.

What change, if any, do you foresee in the number of closed schedules arranged by your organization on college campuses this year (1985-86)?

| CHANGE IN NO. OF CLOSED SCHEDULES | | | | | | | | | | | | | | TOTAL | WEIGHTED MEAN |
|-----------------------------------|------------|------------|-----------|----------|----------|----------|----------|------|----------|-----------|------------|------------|-------------|-------|---------------|
| INC. 50+ | INC. 25-49 | INC. 11-24 | INC. 9-10 | INC. 7-8 | INC. 5-6 | INC. 3-4 | INC. 1-2 | SAME | DEC. 5-6 | DEC. 9-10 | DEC. 11-24 | DEC. 25-49 | DEC. 50-100 | | |
| N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | |
| 11 | 8 | 12 | 20 | 7 | 17 | 10 | 14 | 479 | 3 | 5 | 1 | 2 | 10 | 599 | |
| | | | | | | | | | | | | | | 1.7 | |

Observations: During 1985-86, the surveyed employers expect to arrange about 1.7% more closed schedules. This increase is somewhat smaller than last year's increase of 4.7% more than 1983-84.

At colleges and universities where closed schedules are not permitted, what change, if any, do you foresee in numbers of interview schedules held by your organization on these campuses?

| CHANGE IN NO. OF SCHEDULES | | | | | | | | | | | | | | | TOT- AL | WEI- GHT- ED MEAN |
|----------------------------|-------------------|--------------|-------------|-------------|-------------|-------------|------|-------------|-------------|-------------|-------------|--------------|-------------------|-------------------|--------------------|----------------------------|
| INC. 50+ | INC. 25- 49 | INC. 9-10 | INC. 7-8 | INC. 5-6 | INC. 3-4 | INC. 1-2 | SAME | DEC. 1-2 | DEC. 3-4 | DEC. 5-6 | DEC. 7-8 | DEC. 9-10 | DEC. 11- 24 | DEC. 25- 49 | DEC. 50- 100 | |
| N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N |
| 1 | 2 | 3 | 1 | 3 | 5 | 7 | 509 | 8 | 3 | 8 | 1 | 12 | 5 | 5 | 16 | 589 -3.2 |

Observations: At colleges and universities where closed schedules are not permitted, surveyed employers expect to reduce their interviewing schedules by about 3.2%. In the words of surveyed employers, they will visit campuses where they receive the services they desire.

What percentage of new college graduates interviewed by your organization on campuses last year (1984-85) were hired?

| | FREQUENCY | CL | FREQ | PERCENT | CUM PE CENT |
|----|-----------|----|------|---------|-------------|
| | 108 | | | | |
| 0 | 96 | | 96 | 15.947 | 15.947 |
| 1 | 22 | | 118 | 3.654 | 19.601 |
| 2 | 15 | | 133 | 2.492 | 22.093 |
| 3 | 13 | | 146 | 2.159 | 24.252 |
| 4 | 23 | | 169 | 3.821 | 28.073 |
| 5 | 68 | | 237 | 11.296 | 39.369 |
| 6 | 17 | | 254 | 2.824 | 42.193 |
| 7 | 19 | | 273 | 3.156 | 45.349 |
| 8 | 22 | | 295 | 3.654 | 49.003 |
| 9 | 8 | | 303 | 1.329 | 50.332 |
| 10 | 89 | | 392 | 14.784 | 65.116 |
| 11 | 6 | | 398 | 0.907 | 66.113 |
| 12 | 12 | | 410 | 1.952 | 68.106 |
| 13 | 4 | | 414 | 0.664 | 68.771 |
| 15 | 23 | | 437 | 3.821 | 72.591 |
| 16 | 2 | | 439 | 0.332 | 72.924 |
| 17 | 2 | | 441 | 0.332 | 73.256 |
| 18 | 3 | | 444 | 0.498 | 73.754 |
| 19 | 1 | | 445 | 0.166 | 73.920 |
| 20 | 40 | | 485 | 5.645 | 80.565 |
| 23 | 1 | | 486 | 0.166 | 80.731 |
| 24 | 2 | | 488 | 0.332 | 81.063 |
| 25 | 18 | | 506 | 2.990 | 84.053 |
| 27 | 1 | | 507 | 0.166 | 84.219 |
| 29 | 1 | | 508 | 0.166 | 84.385 |
| 30 | 15 | | 523 | 2.492 | 86.877 |
| 32 | 1 | | 524 | 0.166 | 87.043 |
| 33 | 4 | | 528 | 0.664 | 87.708 |
| 35 | 5 | | 533 | 0.831 | 88.538 |
| 36 | 1 | | 534 | 0.166 | 88.704 |
| 38 | 1 | | 535 | 0.166 | 88.870 |
| 40 | 4 | | 539 | 0.664 | 89.535 |
| 45 | 2 | | 541 | 0.332 | 89.867 |
| 46 | 1 | | 542 | 0.166 | 90.033 |
| 47 | 1 | | 543 | 0.166 | 90.199 |
| 49 | 1 | | 544 | 0.166 | 90.365 |
| 50 | 17 | | 561 | 2.824 | 93.189 |
| 52 | 2 | | 563 | 0.332 | 93.522 |
| 54 | 1 | | 564 | 0.166 | 93.688 |
| 55 | 2 | | 566 | 0.332 | 94.020 |
| 60 | 3 | | 569 | 0.498 | 94.518 |
| 62 | 1 | | 570 | 0.166 | 94.684 |
| 65 | 5 | | 575 | 0.831 | 95.515 |
| 66 | 1 | | 576 | 0.166 | 95.681 |
| 70 | 7 | | 583 | 1.163 | 96.844 |
| 72 | 1 | | 584 | 0.166 | 97.010 |
| 75 | 5 | | 589 | 0.831 | 97.841 |
| 78 | 1 | | 590 | 0.166 | 98.007 |
| 80 | 3 | | 593 | 0.498 | 98.505 |
| 83 | 1 | | 594 | 0.166 | 98.671 |
| 85 | 2 | | 596 | 0.332 | 99.003 |
| 86 | 1 | | 597 | 0.166 | 99.169 |
| 90 | 1 | | 598 | 0.166 | 99.335 |
| 95 | 2 | | 600 | 0.332 | 99.668 |
| 97 | 1 | | 601 | 0.166 | 99.834 |
| 99 | 1 | | 602 | 0.166 | 100.000 |

Observations: According to surveyed employers, 77.1% percent of the new college graduates interviewed last year (1984-85) were hired by their organizations. During 1983-84, 13.3% of those interviewed on campuses were hired. Thus employers are edging ever so slightly toward more efficient recruitment procedures.

Did your organization visit college campuses last year (1984-85) knowing that no openings were expected for interviews being conducted?

| | FREQUENCY | CUM FREQ | PERCENT | CUM PERCENT |
|-------------|-----------|----------|---------|-------------|
| NO RESPONSE | 61 | | | |
| YES | 63 | 63 | 9.707 | 9.707 |

Observations: According to the surveyed organizations, 63 employers (9.7%) visited college campuses last year and interviewed graduating students when their organizations expected no openings.

Which of the following factors play a part in the decision to drop a college or university from your recruiting schedule?

| | FREQUENCY OF RESPONSE | | | | | | | | | | TOTAL RESPONSE | | TOTAL |
|---|-----------------------|------|---------------|------|-----------|------|--------|------|-------|------|----------------|------|-------|
| | ALWAYS | | ALMOST ALWAYS | | SOMETIMES | | SELOOM | | NEVER | | | | |
| | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | MEAN |
| FACTORS IN DECISION TO DROP COLLEGES | | | | | | | | | | | | | |
| POOR IMPRE. ION OF STUDENTS | 126 | 20 | 233 | 37 | 198 | 32 | 35 | 6 | 35 | 6 | 627 | 100 | 2.4 |
| STUDENT INDIFFERENCE TO PREVIOUS VISITS | 105 | 17 | 226 | 36 | 202 | 32 | 54 | 9 | 36 | 6 | 623 | 100 | 2.5 |
| POOR COLLEGE PLACEMENT CENTER | 76 | 12 | 158 | 25 | 258 | 41 | 89 | 14 | 42 | 7 | 623 | 100 | 2.8 |
| PREVIOUS HIRING RECORD | 113 | 18 | 245 | 40 | 197 | 32 | 40 | 6 | 25 | 4 | 620 | 100 | 2.4 |
| REPUTATION OF THE SCHOOL | 86 | 14 | 189 | 31 | 227 | 37 | 83 | 13 | 34 | 5 | 619 | 100 | 2.7 |

Observations: When dropping a college or university from their recruiting schedules, surveyed employers reported that the following factors "almost always" influenced their decisions: a poor impression of students based on previous recruiting experiences and the organization's previous record of hires from the institution. "Sometimes" influencing their decisions were the students' indifference to previous recruiting efforts, the reputation of the school, and a poor college placement center.

Should new employees entering a training program be required to sign a contract stating that they will reimburse a specified amount to the employing organization if they leave within a designated time period?

| FREQUENCY OF RESPONSE | | | | | | | | | | TOTAL RESPONSE | | TOTAL |
|-----------------------|------|---------------|------|-----------|------|--------|------|-------|------|----------------|------|-------|
| ALWAYS | | ALMOST ALWAYS | | SOMETIMES | | SELDOM | | NEVER | | | | |
| N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | MEAN |
| 47 | 7 | 46 | 7 | 124 | 18 | 99 | 15 | 359 | 53 | 675 | 100 | 4.0 |

Observations: Over 53% of the surveyed employers thought that new college graduates should "never" be required to sign a contract stating that they would reimburse a specified amount to the employing organization if they left within a designated time period. Another 15% said that this should "seldom" be required, while 18% suggested that a contract should "sometimes" be required. Another 7% agreed "almost always" and 7% "always" with this reimbursement policy.

Do you believe this is an ethical practice?

| FREQUENCY OF RESPONSE | | | | | | | | | | TOTAL RESPONSE | | TOTAL |
|-----------------------|------|---------------|------|-----------|------|--------|------|-------|------|----------------|------|-------|
| ALWAYS | | ALMOST ALWAYS | | SOMETIMES | | SELDOM | | NEVER | | | | |
| N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | MEAN |
| 60 | 9 | 60 | 9 | 153 | 23 | 109 | 16 | 279 | 42 | 661 | 100 | 3.7 |

Observations: Responses to this question were similar to the above inquiry. "Never" believing the ethics of this practice were 42% of the respondents, 16% "seldom", 23% "sometimes", 9% "almost always", and 9% "always".

Does your organization expect to implement this policy within the next year or two?

| | FREQUENCY | CUM FREQ | PERCENT | CUM PERCENT |
|-------------|-----------|----------|---------|-------------|
| NO RESPONSE | 30 | . | . | . |
| YES | 42 | 42 | 6.176 | 6.176 |
| NO | 638 | 680 | 93.824 | 100.000 |

Observations: Of the respondents, 42 organizations (6.2%) were expecting to implement this policy within the next year or two. The other 638 organizations (93.8%) did not anticipate this policy change.

Employers were encouraged to comment regarding the proposal that new employees entering a training program be required to sign a contract stating that they would reimburse a specified amount to the employing organization if they left within a designated time period. Remarks from surveyed employers are provided below:

When we hire someone from 50 miles away or more, we pay to have this person's household goods moved to our area plus a travel allowance and 28 days of relocation. If the employee quits of his own accord in less than one year's time, he is required to reimburse the company for the cost of moving him here plus the 28 days relocation. After one year's time, he is under no obligation.

I do not believe any organization should require new employees to sign a contract stating that they will stay employed for a specified time frame, nor should employees be required to reimburse any amount.

If our recruiters do their job of prescreening, interviewing, and matching student qualifications with appropriate positions, the risk of losing an employee should be minimal. We place a tremendous amount of time on training our people for "the campus interview" and "the follow-up interview". In most cases, we are able to detect a student's sincerity for the position during the follow-up interview (home office visit). Who would want to charge an employee for a placement error? It is the responsibility of an employer to make good selections and to provide an appropriate environment and challenges for new employees.

There is always a risk of losing a new employee before he/she can become a productive member of our company. If a new employee is displeased with our training program or for any reason cannot continue employment with our company, a resignation is acceptable. We would prefer a resignation to having an employee remain on a job for a "designated time period" (because he/she is under contract) and be unproductive during that time, waste our training time, and perhaps use our work time to search for other employment.

Taking the question to the other extreme, as an employer we would not sign a contract which would pay a specified amount to an employee if we found reason to terminate that individual within a designated time period.

If relocation expenses are provided, the individual is expected to remain with the company for one year. If not, then he is expected to repay the relocation expenses to the company.

We have an employment agreement. Reimbursement of relocation expenses is requested if the employee terminates within a one year period.

After an offer of employment has been extended by an organization, how much time should be allowed for a prospective employee to accept or reject the offer?

| | FREQUENCY OF RESPONSE | | | | | | | | | | | | TOT AL |
|---|-----------------------|------|------------------|------|-----------|------|--------|------|-------|------|-----|------|-----------|
| | ALWAYS | | ALMOST ALWAYS | | SOMETIMES | | SELDOM | | NEVER | | ALL | | |
| | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | |
| HOW MUCH TIME SHOULD BE ALLOWED? | | | | | | | | | | | | | |
| AT COMPLETION OF INTERVIEW | 2 | 0 | 5 | 1 | 56 | 9 | 151 | 23 | 439 | 67 | 653 | 100 | 4.6 |
| ONE DAY | 7 | 1 | 14 | 2 | 90 | 14 | 208 | 33 | 3 | 50 | 632 | 100 | 4.3 |
| TWO TO FIVE DAYS | 36 | 6 | 83 | 13 | 182 | 29 | 155 | 24 | 182 | 29 | 638 | 100 | 3.6 |
| ONE WEEK | 34 | 5 | 125 | 20 | 264 | 42 | 122 | 19 | 90 | 14 | 635 | 100 | 3.2 |
| TWO WEEKS | 73 | 11 | 188 | 29 | 207 | 32 | 109 | 17 | 73 | 11 | 650 | 100 | 2.9 |
| AT COMPLETION OF INTERVIEWING SEASON | 48 | 8 | 85 | 13 | 125 | 20 | 122 | 19 | 255 | 40 | 635 | 100 | 3.7 |

Observations: The most prominent answer regarding time that should be allowed for prospective employees to accept or reject an offer was two weeks (40% responding with "always" or "almost always"). The other popular answer was one week (25% responding with "always" or "almost always"). Employers responded that an applicant should "never" be required to accept or reject an offer immediately upon completion of the first interview. "Seldom" should candidates be required to accept or reject an offer within one day or two to five days. Employers objected to candidates waiting until the completion of an interviewing season to make their decisions (responding that this should "seldom" be allowed).

Some handicapper organizations are recommending that handicaps not be listed on credentials and resumes. Do you agree?

| | FREQUENCY OF RESPONSE | | | | | | | | | | | | TOTAL RESPONSE | TOT- AL | MEAN |
|-----------------------------|-----------------------|------|------------------|------|-----------|------|--------|------|-------|------|-----|------|-------------------|------------|------|
| | ALWAYS | | ALMOST ALWAYS | | SOMETIMES | | SELOOM | | NEVER | | | | | | |
| | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | | | |
| | | | | | | | | | | | | | | | |
| SHOULD HANDICAPS BE LISTED? | | | | | | | | | | | | | | | |
| EMPLOYERS RESPONSES | 77 | 11 | 110 | 16 | 214 | 32 | 130 | 19 | 147 | 22 | 678 | 100 | 3.2 | | |

Observations: Responses from employers were quite mixed when deciding if handicappers should list their disabilities on credentials and resumes. The consensus answer was that handicaps be listed "sometimes". Recommending that handicaps not be listed were 11% of the employers with an answer of "always" and 16% with "almost always". Responding to the contrary were 19% with the answer of "seldom" agreeing and 22% who "never" agree that handicaps not be listed.

When handicappers are applying to your organization for employment, which of the following strategies do you recommend:

| | FREQUENCY OF RESPONSE | | | | | | | | | | | | TOTAL RESPONSE | TOT- AL | MEAN |
|---|-----------------------|------|------------------|------|-----------|------|--------|------|-------|------|-----|-----|-------------------|------------|------|
| | ALWAYS | | ALMOST ALWAYS | | SOMETIMES | | SELDOM | | NEVER | | | | | | |
| | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | | | | | |
| STRATEGIES RECOMMENDED BY EMPLOYERS | | | | | | | | | | | | | | | |
| INTERVIEW ON REGULAR SCHEDULES | 277 | 43 | 248 | 38 | 96 | 15 | 8 | 1 | 21 | 3 | 650 | 100 | 1.8 | | |
| APPLY DIRECTLY TO DEPARTMENT | 69 | 11 | 89 | 14 | 203 | 31 | 124 | 19 | 166 | 25 | 651 | 100 | 3.4 | | |
| APPLY DIRECTLY TO CEO | 11 | 2 | 17 | 3 | 68 | 11 | 153 | 24 | 393 | 61 | 642 | 100 | 4.4 | | |
| CONTACT PERSONNEL AND EXPLAIN | 142 | 22 | 145 | 23 | 247 | 38 | 65 | 10 | 45 | 7 | 644 | 100 | 2.6 | | |
| APPLY THROUGH USUAL METHODS AND NO MENTI | 92 | 14 | 122 | 19 | 175 | 27 | 122 | 19 | 136 | 21 | 647 | 100 | 3.1 | | |
| FIND HANDICAPPER AND USE THEM AS CONTACT | 10 | 2 | 20 | 3 | 259 | 40 | 174 | 27 | | 29 | 648 | 100 | 3.8 | | |

Observations: When advising handicappers on application procedures to follow when approaching their organizations, the surveyed employers "almost always" recommended interviewing on campus when their organizations are recruiting. "Sometimes" recommended were (1) applications sent directly to the department where the candidate's skills and talents will be best utilized, (2) direct contact with the personnel office with an explanation of the situation, and (3) applying through usual methods and not mentioning the handicap. "Never" recommended were the suggestions that (1) individuals find handicappers in the organization and use them as a contact person and (2) applying directly to the chief executive officer of the organization and explaining the situation in detail.

When choosing between several job offers, how important, in your opinion, are the following factors to graduating students.

| | LEVELS OF IMPORTANCE | | | | | | | | | | TOTAL RESPONSE | | TOTAL MEAN |
|--|----------------------|------|------|------|--------|------|-----|------|---------------|------|----------------|------|------------|
| | EXTREMELY HIGH | | HIGH | | MEDIUM | | LOW | | NO IMPORTANCE | | | | |
| | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | |
| FACTORS AFFECTING STUDENT DECISIONS | | | | | | | | | | | | | |
| REPUTATION OF THE ORGANIZATION | 257 | 38 | 342 | 51 | 63 | 9 | 5 | 1 | 1 | 0 | 668 | 100 | 1.7 |
| ADEQUATE BENEFITS | 98 | 15 | 301 | 45 | 199 | 30 | 63 | 10 | 2 | 0 | 663 | 100 | 2.4 |
| AVAIL GRADUATE SCHOOL NEARBY | 26 | 4 | 213 | 32 | 315 | 48 | 106 | 16 | 3 | 0 | 663 | 100 | 2.8 |
| CHALLENGING WORK ASSIGNMENT | 262 | 39 | 346 | 52 | 55 | 8 | 2 | 0 | . | . | 665 | 100 | 1.7 |
| COMPETITIVE SALARY | 176 | 27 | 376 | 57 | 103 | 16 | 5 | 1 | . | . | 660 | 100 | 1.9 |
| GEOGRAPHICAL LOCATION OF JOB | 96 | 14 | 335 | 50 | 203 | 31 | 26 | 4 | 4 | 1 | 664 | 100 | 2.3 |
| JOB SECURITY AND STEADY EMPLOYMENT | 119 | 18 | 305 | 46 | 206 | 31 | 27 | 4 | 2 | 0 | 659 | 100 | 2.2 |
| OPPORTUNITIES FOR ADVANCEMENT | 267 | 40 | 326 | 49 | 65 | 10 | 6 | 1 | . | . | 664 | 100 | 1.7 |
| GENERAL REPUTATION OF ORGANIZATION | 212 | 32 | 377 | 58 | 61 | 9 | 4 | 1 | . | . | 654 | 100 | 1.8 |
| SPECIAL DEMAND OF THE POSITION | 38 | 6 | 234 | 40 | 313 | 48 | 38 | 6 | 3 | 0 | 656 | 100 | 2.5 |
| PERSONALITIES AND ABILITIES OF SUPVRS | 65 | 10 | 266 | 40 | 264 | 40 | 62 | 9 | 1 | 0 | 658 | 100 | 2.5 |
| PERSONALITIES AND ABILITIES OF WORKERS | 34 | 5 | 241 | 36 | 284 | 42 | 107 | 16 | 3 | 0 | 669 | 100 | 2.7 |
| PERSONNEL PROBLEMS IN ORGANIZATION | 23 | 4 | 145 | 22 | 291 | 44 | 177 | 27 | 19 | 3 | 661 | 100 | 3.0 |
| TALKING WITH PEOPLE WHO HELD POSITION | 50 | 8 | 222 | 33 | 240 | 36 | 131 | 20 | 20 | 3 | 663 | 100 | 2.8 |
| ORGANIZATIONAL STRUCTURE | 15 | 2 | 151 | 23 | 311 | 47 | 171 | 26 | 19 | 3 | 667 | 100 | 3.0 |
| PHYSICAL FACILITIES OF ORGANIZATION | 11 | 2 | 131 | 20 | 398 | 58 | 131 | 20 | 8 | 1 | 669 | 100 | 3.0 |
| OTHER APPLICANTS FOR THE POSITION | 8 | 1 | 65 | 10 | 221 | 34 | 274 | 42 | 89 | 14 | 657 | 100 | 3.6 |

Observations: In the opinion of employers, the most important factors considered by graduating students when choosing between several job offers are reputation of the organization, challenging work assignment, opportunities for advancement, general reputation of the organization, competitive salary, job security, steady employment, geographical location of the job, and adequate benefits.

Factors with "medium" importance include special demands of the position, personalities and abilities of supervisors, personalities and abilities of fellow workers, available graduate school nearby, talking with people who previously held the position, personnel problems in the organization, organizational structure, and physical facilities of the organization. Considered of "low" importance in the decision were other applicants for the position.

When new hires are attending graduate school while employed in your organization, what percentage of their

| | PERCENTAGE OF TUITION PAID | | | | | | | | | | | | | | | | TOT- AL | WEI- GHT- ED MEAN |
|---------------------------------|----------------------------|------|------|------|------|-------|--------|--------|--------|--------|--------|--------|--------|--------|---------|-----|------------|----------------------------|
| | 0% | 1-2% | 3-4% | 5-6% | 7-8% | 9-10% | 11-20% | 21-30% | 31-40% | 41-50% | 51-60% | 61-70% | 71-80% | 81-90% | 91-100% | | | |
| | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | | | |
| ... EMPLOYER CATEGORIES | | | | | | | | | | | | | | | | | | |
| ACCOUNTING | 16 | . | . | . | . | 1 | . | . | . | 2 | . | . | . | . | 4 | 23 | 22.2 | |
| AEROSPACE & COMPONENTS | 1 | . | . | . | . | . | . | . | . | . | . | 1 | 1 | . | 16 | 19 | 92.1 | |
| AGRIBUSINESS | 4 | . | . | . | . | . | . | . | . | . | . | . | . | . | 6 | 10 | 60.0 | |
| AUTOMOTIVE AND MECH EQUIPMENT | 1 | . | . | . | . | . | . | . | . | . | 1 | . | 3 | 2 | 15 | 22 | 90.0 | |
| BANKING, FINANCE & INSURANCE | 8 | . | . | . | . | . | . | 1 | . | 2 | 3 | 1 | 9 | 2 | 27 | 54 | 75.4 | |
| CHEMICALS, DRUGS, ALLIED PROD | . | . | . | . | . | . | . | . | . | . | . | . | 7 | 1 | 25 | 33 | 95.5 | |
| COMM (RADIO, TV, & NEWSPAPR) | 1 | . | . | . | . | . | . | . | . | . | . | . | . | . | . | 1 | 0.0 | |
| CONSTRUCTION & BUILDING MATLS | 3 | . | . | . | . | . | . | . | . | 2 | . | . | 2 | 2 | 14 | 23 | 80.0 | |
| EDUCATIONAL INSTITUTIONS | 70 | 2 | 2 | . | 1 | 5 | 4 | 3 | 2 | 3 | 3 | 2 | 5 | . | 10 | 112 | 19.6 | |
| ELECTR MACH & EQUIP (COMPTR) | . | . | . | . | . | . | . | . | . | . | 1 | 3 | 1 | 4 | 14 | 23 | 91.7 | |
| ELECTRONICS & INSTRUMENTS | 1 | . | . | . | . | . | . | . | . | . | . | . | 1 | 3 | 35 | 40 | 96.3 | |
| FOOD, BEVERAGE PROC. & RESTR | 11 | 2 | 1 | . | . | . | . | 1 | . | 2 | . | . | 4 | 1 | 10 | 32 | 48.4 | |
| GLASS, PKG, & ALLIED PRODUCTS | . | . | . | . | . | . | . | . | . | . | . | 2 | 3 | . | 2 | 8 | 72.5 | |
| GOVERNMENTAL ADMINISTRATION | 7 | 1 | . | . | . | . | 2 | 3 | . | 2 | 1 | . | 1 | 2 | 11 | 30 | 55.1 | |
| HOSPITALS & HEALTH SERVICES | 3 | . | . | . | . | . | . | 1 | . | 2 | . | . | . | . | 1 | 7 | 32.9 | |
| HOTELS, MOTELS, RESORTS & REC | 4 | 1 | . | 1 | . | . | . | 1 | . | 3 | . | . | . | 1 | 2 | 13 | 36.8 | |
| MERCHANDISING & RETAIL SERVS | 18 | . | 1 | . | . | . | . | 1 | . | 4 | . | . | 4 | . | 3 | 31 | 27.5 | |
| METALS & METAL PRODUCTS | 2 | . | . | . | . | . | . | 1 | . | 1 | 1 | 1 | 5 | 1 | 16 | 28 | 82.1 | |
| MILITARY SERVICES | . | . | . | . | . | . | . | . | . | . | . | . | . | . | 3 | 3 | 100 | |
| PETROLEUM & ALLIED PRODUCTS | 1 | . | . | . | . | . | . | . | . | 3 | . | 2 | 4 | 3 | 7 | 20 | 79.0 | |
| PRINTING, PUBL & INFO SERVICES | 2 | . | . | . | . | . | . | . | . | 2 | . | . | 1 | . | 2 | 7 | 54.3 | |
| PUBLIC UTILITIES INCL TRANSP | 1 | . | . | . | . | . | . | 1 | . | 3 | 1 | 1 | 18 | 9 | 29 | 63 | 86.7 | |
| RESEARCH & CONSULTING SERVICES | 5 | . | . | . | . | . | . | . | . | 2 | . | 1 | 7 | 1 | 21 | 37 | 78.9 | |
| SERVICE & VOLUNTEER ORGANIZATNS | 4 | . | . | . | . | . | . | . | 1 | 1 | . | . | 1 | . | 4 | 11 | 51.8 | |
| TIRE & RUBBER PRODUCTS | . | . | . | . | . | . | . | . | . | . | . | . | . | . | 2 | 2 | 100 | |
| DIVERSIFIED CONGLOMERATES | . | . | . | . | . | . | . | . | . | 2 | . | . | 3 | 1 | 12 | 18 | 90.6 | |

Continued . . .

Observations: Tuition for attending graduate school is paid in significantly varying amounts by employers responding to this survey. It was interesting to note, however, that educational institutions (19.9%) and accounting firms (19.5%) paid the least among employers responding to this question.

Paying over 90% of graduate school tuition were military services (100%); tire and rubber products (100%); electronics and instruments (96.3%); chemicals, drugs, and allied products (95.5%); aerospace and components (92.1%); electrical machinery and equipment (91.4%); diversified conglomerates (90.6%); and automotive and mechanical equipment (90.0%).

In the range of 70% to 89% of tuition for graduate school is paid by public utilities including transportation (86.7%); metals and metal products (82.2%); construction and building materials (79.1%); petroleum and allied products (79.0%); research and consulting services (78.9%); banking, finance and insurance (74.4%); and glass, packaging, and allied products (71.4%).

Paying less than 70% of tuition expenses were agribusiness (60.0%); governmental administration (55.1%); printing, publishing, and informational services (54.3%); service and volunteer organizations (51.8%); food, beverage processing, and restaurants (48.3%); hotels, motels, resorts and recreational facilities (36.8%); hospitals and health services (32.9%); merchandising and retail services (28.5%); educational institutions (19.9%); and accounting (19.5%).

AVERAGE OF TUITION PAID BY ALL EMPLOYERS

| PERCENTAGE OF TUITION PAID | | | | | | | | | | | | | | | ALL EMP- LOY- ER CAT- EGO- RIES | WEI- GHT- ED |
|----------------------------|------|------|------|------|-------|--------|--------|--------|--------|--------|--------|--------|--------|---------|---|--------------------|
| 0% | 1-2% | 3-4% | 5-6% | 7-8% | 9-10% | 11-20% | 21-30% | 31-40% | 41-50% | 51-60% | 61-70% | 71-80% | 81-90% | 91-100% | N | MEAN |
| 164 | 6 | 4 | 1 | 1 | 6 | 6 | 13 | 3 | 36 | 11 | 14 | 80 | 34 | 291 | 670 | 63.8 |

Observation: On the average, 63.8% of graduate school tuition is paid by surveyed employers.

Did your organization have any students renege on any offers of employment last year (1984-85)?

| | FREQUENCY | CUM FREQ | PERCENT | CUM PERCENT |
|-------------|-----------|----------|---------|-------------|
| NO RESPONSE | 39 | . | . | . |
| YES | 340 | 340 | 50.671 | 50.671 |
| NO | 331 | 671 | 49.329 | 100.000 |

Observations: Organizations responding to this year's survey indicated that over half of them (50.7%) had graduating students renege on offers of employment last year.

How many graduating students reneged on offers of employment last year?

| | FREQUENCY | CUM FREQ | PERCENT | CUM PERCENT |
|----|-----------|----------|---------|-------------|
| . | 299 | . | . | . |
| 0 | 81 | 81 | 19.708 | 19.708 |
| 1 | 104 | 185 | 25.304 | 45.012 |
| 2 | 80 | 265 | 19.465 | 64.477 |
| 3 | 39 | 304 | 9.489 | 73.966 |
| 4 | 15 | 319 | 3.650 | 77.616 |
| 5 | 32 | 351 | 7.786 | 85.401 |
| 6 | 7 | 358 | 1.703 | 87.105 |
| 7 | 2 | 360 | 0.487 | 87.591 |
| 8 | 6 | 366 | 1.460 | 89.051 |
| 9 | 2 | 368 | 0.487 | 89.538 |
| 10 | 14 | 382 | 3.406 | 92.944 |
| 12 | 2 | 384 | 0.487 | 93.431 |
| 14 | 1 | 385 | 0.243 | 93.674 |
| 15 | 6 | 391 | 1.460 | 95.134 |
| 16 | 1 | 392 | 0.243 | 95.377 |
| 17 | 1 | 393 | 0.243 | 95.620 |
| 19 | 1 | 394 | 0.243 | 95.864 |
| 20 | 2 | 396 | 0.487 | 96.350 |
| 25 | 5 | 401 | 1.217 | 97.567 |
| 30 | 3 | 404 | 0.730 | 98.297 |
| 35 | 1 | 405 | 0.243 | 98.540 |
| 50 | 1 | 406 | 0.243 | 98.783 |
| 52 | 1 | 407 | 0.243 | 99.027 |
| 60 | 1 | 408 | 0.243 | 99.270 |
| 79 | 1 | 409 | 0.243 | 99.513 |
| 93 | 1 | 410 | 0.243 | 99.757 |
| 99 | 1 | 411 | 0.243 | 100.000 |

Total Reneges: 1,766

Mean: 4.3

Observations: In 340 organizations who reported any reneges, a total of 1,766 cases were reported. From these data, it is evident that many graduating students are accepting employment with more than one organization or continuing their job searches after accepting an offer.

In your opinion, is it ethical for students to interview with other organizations after they have accepted an offer of employment?

| | FREQUENCY | CUM FREQ | PERCENT | CUM PERCENT |
|-------------|-----------|----------|---------|-------------|
| NO RESPONSE | 25 | | | |
| YES | 154 | 154 | 22.482 | 22.482 |
| NO | 531 | 685 | 77.518 | 100.000 |

Observations: According to 531 of the responding organizations (77.5%), it is not ethical for students to interview with other organizations after they have accepted an offer of employment. With the opposite viewpoint, 154 of the organizations (22.5%) believed it was ethical to continue to interview after accepting a job offer.

How frequent are the following problems experienced by graduating students after they have accepted an offer of employment with your organization?

| | LEVELS OF FREQUENCY | | | | | | | | | | | | TOTAL RESPONSE | TOT- AL |
|--------------------------------------|---------------------|------|------|------|--------|------|-----|------|---------------|------|-----|-----|-------------------|------------|
| | EXTREMELY HIGH | | HIGH | | MEDIUM | | LOW | | NO PROBLEM | | | | | |
| | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | | | | |
| PROBLEMS EXPERIENCED BY STUDENTS | | | | | | | | | | | | | | |
| RENEGING ON JOB OFFER | 143 | 22 | 98 | 15 | 57 | 9 | 241 | 37 | 116 | 18 | 655 | 100 | 3.1 | |
| REQUESTS FOR RENEGOTIATION OF SALARY | 89 | 14 | 98 | 15 | 79 | 12 | 206 | 31 | 185 | 28 | 657 | 100 | 3.5 | |
| LIVING ACCOMMODATIONS | 12 | 2 | 96 | 15 | 227 | 35 | 227 | 35 | 89 | 14 | 651 | 100 | 3.4 | |
| RECREATIONAL FACILITIES | 5 | 1 | 19 | 3 | 150 | 23 | 314 | 48 | 163 | 25 | 651 | 100 | 3.9 | |
| EDUCATION OPPORTUNITIES | 15 | 2 | 109 | 17 | 175 | 27 | 243 | 37 | 107 | 16 | 649 | 100 | 3.5 | |
| OTHER BENEFITS | 13 | 2 | 74 | 11 | 172 | 27 | 287 | 44 | 100 | 15 | 646 | 100 | 3.6 | |
| TRANSPORTATION | 12 | 2 | 63 | 10 | 160 | 25 | 293 | 46 | 114 | 18 | 642 | 100 | 3.7 | |
| LOANS | 10 | 2 | 25 | 4 | 137 | 22 | 300 | 48 | 159 | 25 | 631 | 100 | 3.9 | |
| CHANGE OF STARTING DATES | 16 | 2 | 56 | 9 | 159 | 25 | 309 | 48 | 103 | 16 | 643 | 100 | 3.7 | |
| SPOUSE RELOCATION | 16 | 2 | 95 | 15 | 202 | 31 | 244 | 38 | 91 | 14 | 648 | 100 | 3.5 | |

Observations: The most serious problems experienced by graduating students after they have accepted an offer of employment with an organization are (1) individuals renegeing on job offers and (2) locating adequate living accommodations for new hires. Both these problems had "medium" frequencies among the surveyed organizations.

Those problems with "low" frequencies were requests for renegotiation of starting salaries, education opportunities, spouse relocation, other benefits, transportation, change of starting dates, recreational facilities, and loans.

How frequently do graduating students experience difficulty with the following factors when beginning work in your organization?

| | FREQUENCY OF RESPONSE | | | | | | | | | | | | | TOTAL RESPONSE | TOT- AL |
|---|-----------------------|------|------------------|------|-----------|------|--------|------|-------|------|-----|-----|-----|-------------------|------------|
| | ALWAYS | | ALMOST ALWAYS | | SOMETIMES | | SELDOM | | NEVER | | | | | | |
| | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | | | | | |
| DIFFICULTIES EXPERIENCED BY STUOENTS | | | | | | | | | | | | | | | |
| ABSENTEEISM | . | . | 3 | 0 | 85 | 13 | 514 | 77 | 63 | 9 | 665 | 100 | 4.0 | | |
| WORK ETHIC | 1 | 0 | 9 | 1 | 186 | 28 | 427 | 65 | 35 | 5 | 658 | 100 | 3.7 | | |
| ORGANIZATION POLICIES | 1 | 0 | 22 | 3 | 275 | 42 | 332 | 51 | 22 | 3 | 652 | 100 | 3.5 | | |
| ROUTINE WORK | 1 | 0 | 31 | 5 | 283 | 43 | 310 | 48 | 26 | 4 | 651 | 100 | 3.5 | | |
| TRANSFER TO NEW LOCATION OR JOB | 1 | 0 | 18 | 3 | 238 | 37 | 309 | 47 | 85 | 13 | 651 | 100 | 3.7 | | |
| TRAVELLING WHEN REQUIRED BY JOB | 1 | 0 | 9 | 1 | 147 | 23 | 395 | 61 | 34 | 15 | 646 | 100 | 3.9 | | |
| FAMILY MATTERS NOT RELATED TO JOB | . | . | 11 | 2 | 179 | 28 | 408 | 64 | 37 | 6 | 635 | 100 | 3.7 | | |
| TECHNICAL EXPERTISE REQUIRED | 1 | 0 | 24 | 4 | 240 | 37 | 350 | 54 | 28 | 4 | 643 | 100 | 3.6 | | |
| ACCOMPLISHING ASSIGNED WORK | . | . | 8 | 1 | 259 | 40 | 360 | 56 | 13 | 2 | 640 | 100 | 3.6 | | |
| UNDERSTANDING THE JOB TASK | 2 | 0 | 15 | 2 | 227 | 36 | 374 | 59 | 18 | 3 | 636 | 100 | 3.6 | | |
| SATISFACTION WITH SALARY OFFER | 4 | 1 | 28 | 4 | 199 | 31 | 364 | 57 | 48 | 7 | 643 | 100 | 3.7 | | |
| VACATION REQUESTS EXCEEDING STANDARD | 1 | 0 | 16 | 2 | 99 | 15 | 386 | 60 | 138 | 22 | 640 | 100 | 4.0 | | |
| GETTING ALONG WITH THE BOSS | . | . | 5 | 1 | 220 | 34 | 400 | 63 | 14 | 2 | 639 | 100 | 3.7 | | |
| GETTING ALONG WITH OTHER EMPLOYEES | . | . | 3 | 0 | 170 | 27 | 444 | 71 | 11 | 2 | 628 | 100 | 3.7 | | |
| EXPECTING ADVANCEMENT PREMATURELY | 5 | 1 | 66 | 10 | 342 | 54 | 181 | 29 | 38 | 6 | 632 | 100 | 3.3 | | |
| UNDERSTANDING CHAIN OF COMMAND | 1 | 0 | 27 | 4 | 266 | 42 | 309 | 49 | 31 | 5 | 634 | 100 | 3.5 | | |
| PHYSICAL ENVIRONMENT OF THE JOB | 1 | 0 | 7 | 1 | 147 | 23 | 422 | 67 | 54 | 9 | 631 | 100 | 3.8 | | |
| INTELLIGENCE REQUIRED FOR JOB | . | . | 6 | 1 | 96 | 15 | 469 | 74 | 59 | 9 | 630 | 100 | 3.9 | | |
| COMMON SENSE TO PERFORM JOB | 1 | 0 | 20 | 3 | 206 | 33 | 378 | 60 | 25 | 4 | 630 | 100 | 3.6 | | |
| LEADERSHIP ABILITY REQUIRED ON JOB | 1 | 0 | 19 | 3 | 284 | 44 | 318 | 50 | 17 | 3 | 639 | 100 | 3.5 | | |
| PERSONAL VALUES VS ORGANS VALUES | 2 | 0 | 11 | 2 | 230 | 36 | 368 | 58 | 28 | 4 | 639 | 100 | 3.6 | | |

Observations: The most frequent difficulty experienced by graduating students when beginning work in organizations was an expectation of premature advancement. This difficulty was only "sometimes" cited as a problem. All other difficulties were "seldom" experienced.

1. In your opinion, what makes a college relations and recruiting program truly outstanding? Rate these characteristics on whether or not they are important for an effective program.

| | LEVELS OF IMPORTANCE | | | | | | | | | | TOTAL RESPONSE | | TOTAL MEAN |
|--|----------------------|------|---------------|------|-----------|------|--------|------|-------|------|----------------|------|------------|
| | ALWAYS | | ALMOST ALWAYS | | SOMETIMES | | SELDOM | | NEVER | | | | |
| | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | |
| WHAT MAKES A COLLEGE RELATIONS PROGRAM | | | | | | | | | | | | | |
| COLLEGE RELATIONS STAFF | 262 | 41 | 288 | 45 | 81 | 13 | 5 | 1 | 3 | 0 | 639 | 100 | 1.7 |
| JO-OP INTERNSHIPS AND/OR SUMMER JOBS | 95 | 15 | 238 | 38 | 232 | 37 | 60 | 9 | 7 | 1 | 632 | 100 | 2.4 |
| PRESCREENING/BIRD DOGGING | 52 | 8 | 221 | 35 | 256 | 41 | 81 | 12 | 6 | 3 | 626 | 100 | 2.7 |
| SPEAKER BUREAU | 10 | 2 | 80 | 13 | 297 | 46 | 80 | 12 | 52 | 8 | 619 | 100 | 3.3 |
| SCHOLARSHIPS | 20 | 3 | 120 | 20 | 265 | 44 | 169 | 28 | 35 | 6 | 609 | 100 | 3.1 |
| GRANTS | 21 | 3 | 103 | 17 | 274 | 45 | 171 | 28 | 44 | 7 | 613 | 100 | 3.2 |
| RESEARCH BY PERSONNEL SECTION | 23 | 4 | 123 | 20 | 277 | 46 | 148 | 25 | 30 | 5 | 601 | 100 | 3.1 |
| TRAINING PROGRAM FOR RECRUITERS | 123 | 20 | 244 | 40 | 166 | 27 | 73 | 12 | 11 | 2 | 617 | 100 | 2.4 |
| MAJOR LIAISON PERSON FOR EACH COLLEGE | 120 | 19 | 284 | 46 | 149 | 24 | 57 | 9 | 10 | 2 | 620 | 100 | 2.3 |
| SPECIAL PROGRAMS FOR MINORITIES WOMEN | 70 | 12 | 201 | 33 | 244 | 40 | 78 | 13 | 15 | 2 | 608 | 100 | 2.6 |
| PROMOTION PROGRAM | 53 | 9 | 189 | 31 | 265 | 44 | 77 | 13 | 18 | 3 | 602 | 100 | 2.7 |
| COMPUTERIZED RECORD SYSTEM | 61 | 10 | 198 | 33 | 226 | 37 | 98 | 16 | 26 | 4 | 609 | 100 | 2.7 |
| MEMBERSHIP IN PROFESSIONAL ASSOC | 61 | 10 | 167 | 27 | 247 | 40 | 117 | 19 | 21 | 3 | 613 | 100 | 2.8 |
| COMPREHENSIVE CAMPUS VISITATIONS | 125 | 20 | 265 | 43 | 183 | 30 | 35 | 6 | 6 | 1 | 614 | 100 | 2.2 |
| STUDENT NEWSPAPER | 21 | 3 | 83 | 14 | 288 | 47 | 186 | 31 | 31 | 5 | 609 | 100 | 3.2 |
| SELECTION OF SCHOOLS | 141 | 24 | 286 | 48 | 131 | 22 | 33 | 6 | 8 | 1 | 600 | 100 | 2.1 |
| SELECTION OF REPRESENTATIVES | 192 | 32 | 264 | 44 | 117 | 19 | 27 | 4 | 4 | 1 | 604 | 100 | 2.0 |
| INTERVIEW TECHNIQUES | 221 | 36 | 300 | 49 | 79 | 13 | 12 | 2 | . | . | 612 | 100 | 1.8 |
| COMMUNICATION ABILITIES | 285 | 47 | 279 | 46 | 40 | 7 | 6 | 1 | . | . | 610 | 100 | 1.6 |
| KNOWLEDGE OF ORGANIZATIONAL OPPT | 215 | 36 | 285 | 47 | 90 | 15 | 12 | 2 | 2 | 0 | 604 | 100 | 1.8 |
| KNOWLEDGE OF COMPETITION | 119 | 20 | 277 | 46 | 179 | 30 | 29 | 5 | 1 | 0 | 605 | 100 | 2.2 |
| FAMILIARITY WITH ACADEMIC PROGRAMS | 135 | 22 | 298 | 48 | 158 | 26 | 24 | 4 | 1 | 0 | 616 | 100 | 2.1 |
| CONTACTS W/ FACULTY, DEANS, OTHERS | 181 | 29 | 274 | 44 | 134 | 22 | 22 | 4 | 6 | 1 | 617 | 100 | 2.0 |
| AVAIL OF STUDENT LISTS/RESUME BOOKS | 90 | 15 | 223 | 36 | 27 | 37 | 69 | 11 | 8 | 1 | 617 | 100 | 2.5 |

(Continued) ...

Continued . . .

Observations: It takes certain characteristics to make a college relations and recruitment program truly outstanding, according to the surveyed employers. "Almost always" important are communication abilities; college relations staff; interview techniques; knowledge of organizational opportunities; selection of representatives contacts with faculty, deans, and others; selection of schools; familiarity with academic programs; comprehensive campus visitations; knowledge of competition; a major liaison person for each college; cooperative education; internship and summer jobs; and a training program for recruiters.

"Sometimes" important are availability of student lists and resume books, special programs for minorities and women, prescreening and bird dogging techniques, a promotion program, computerized record systems especially for large organizations, membership in professional associations (MCPA, CPC, etc.), scholarships, research by the personnel section, grants, student newspaper advertisements, and a speaker's bureau.

All the characteristics mentioned in this question were cited as "almost always" or "sometimes" important. None of the characteristics were rated as "seldom" or "never" important.

In your opinion, what are the important characteristics or practices of a good interviewer?

| | LEVELS OF IMPORTANCE | | | | | | | | | | TOTAL RESPONSE | | TOTAL |
|--|----------------------|------|------|------|--------|------|-----|------|---------------|------|----------------|------|-------|
| | EXTREMELY HIGH | | HIGH | | MEDIUM | | LOW | | NO IMPORTANCE | | | | |
| | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | MEAN |
| CHARACTERISTICS OF A GOOD INTERVIEWER | | | | | | | | | | | | | |
| INDIVIDUAL AT ADMIN OR MGT LEVEL | 93 | 14 | 288 | 43 | 203 | 31 | 70 | 11 | 9 | 1 | 663 | 100 | 2.4 |
| SAME SEX AS INTERVIEWEE | 1 | 0 | 4 | 1 | 94 | 14 | 290 | 43 | 283 | 42 | 672 | 100 | 4.3 |
| ETHNIC ORIGIN MATCHING INTERVIEWEE | 3 | 0 | 7 | 1 | 105 | 16 | 281 | 42 | 271 | 41 | 667 | 100 | 4.2 |
| HIGHLY STRUCTURED INTERVIEW FORMAT | 25 | 4 | 87 | 13 | 229 | 35 | 270 | 41 | 50 | 8 | 661 | 100 | 3.4 |
| WELL ORGANIZED WITHOUT OBVIOUS STRUCTURE | 170 | 25 | 356 | 53 | 108 | 16 | 33 | 5 | 6 | 1 | 673 | 100 | 2.0 |
| A SINCERE ATTITUDE | 391 | 58 | 258 | 38 | 26 | 4 | . | . | . | . | 675 | 100 | 1.5 |
| CONCERNED WITH CANDIDATES CAREER PATH | 240 | 36 | 358 | 53 | 68 | 10 | 4 | 1 | . | . | 670 | 100 | 1.8 |
| REVIEWS JOBS AVAIL BEFORE INTERVIEWING | 251 | 37 | 296 | 44 | 96 | 14 | 27 | 4 | 5 | 1 | 675 | 100 | 1.9 |
| CLOSE TO THE AGE OF INTERVIEWEES | 3 | 0 | 39 | 6 | 176 | 26 | 288 | 43 | 161 | 24 | 667 | 100 | 3.8 |
| REVIEWS RESUMES AND TRANSCRIPTS BEFORE | 290 | 43 | 284 | 42 | 83 | 12 | 14 | 2 | 2 | 0 | 673 | 100 | 1.7 |
| TACTFUL AND POLITE | 360 | 54 | 280 | 42 | 30 | 4 | 2 | 0 | . | . | 672 | 100 | 1.5 |
| LISTENS TO WHAT IS SAID | 497 | 74 | 169 | 25 | 5 | 1 | 1 | 0 | . | . | 672 | 100 | 1.3 |
| APPEARS INTERESTED IN THE INDIVIDUAL | 439 | 66 | 212 | 32 | 16 | 2 | 1 | 0 | . | . | 668 | 100 | 1.4 |
| INDIVIDUAL FROM LINE POSITION | 39 | 6 | 146 | 22 | 268 | 40 | 170 | 25 | 44 | 7 | 667 | 100 | 3.1 |
| GOOD APPEARANCE | 224 | 33 | 363 | 54 | 79 | 12 | 5 | . | 2 | 0 | 673 | 100 | 1.8 |
| GOOD SENSE OF HUMOR | 158 | 24 | 320 | 48 | 172 | 26 | 18 | 3 | 1 | 0 | 669 | 100 | 2.1 |
| WELL ORGANIZED | 299 | 45 | 323 | 49 | 43 | 6 | . | . | . | . | 665 | 100 | 1.6 |
| PROVIDES INTERACTION W/D GEN QUESTIONS | 202 | 30 | 337 | 50 | 117 | 17 | 14 | 2 | 5 | 1 | 675 | 100 | 1.9 |
| GIVES CANDIDATES SUFFICIENT TIME | 283 | 42 | 334 | 49 | 56 | 8 | 2 | 0 | . | . | 675 | 100 | 1.7 |

(Continued)

Continued . . .

Observations: A good campus interviewer must possess certain characteristics and perform specific practices, if they expect to achieve their organization's recruiting goals, according to employers contacted in this survey. "Extremely important" are the following: listening to what is said and appearing interested in the individual.

Factors of "high" importance according to employers are being well-organized, a sincere attitude, being tactful and polite, reviewing resumes and transcripts before interviews, giving candidates sufficient time during the interview, being concerned with the candidate's career path, having a good appearance, reviewing jobs available before interviewing, providing interaction without general questions, being well organized without obvious structure, having a good sense of humor, and being an individual at the administrative or management level.

Less important, but still deserving "medium" attention, are an individual from a line position and having a highly structured interview format.

"Low" importance was given to being close to the age of interviewees, having an ethnic origin matching the interviewees, and being of the same sex as interviewees.

What change, if any do you anticipate in numbers of cooperative education and summer internship positions in your organization this year (1985-86) contrasted with last year's opportunities?

| CHANGE IN COOP/SUMMER JOBS | | | | | | | | | | | | | | | | | TOT- AL | WEI- GHT- ED |
|----------------------------|-------------------|-------------------|--------------|-------------|-------------|-------------|-------------|------|-------------|-------------|-------------|-------------|--------------|-------------------|-------------------|--------------------|------------|--------------------|
| INC. 50+ | INC. 25- 49 | INC. 11- 24 | INC. 9-10 | INC. 7-8 | J.C. 5-6 | INC. 3-4 | INC. 1-2 | SAME | DEC. 1-2 | DEC. 3-4 | DEC. 5-6 | DEC. 7-8 | DEC. 9-10 | DEC. 11- 24 | DEC. 25- 49 | DEC. 50- 100 | | |
| N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | MEAN |
| 24 | 6 | 5 | 30 | 2 | 31 | 26 | 31 | 477 | 3 | 4 | 8 | 2 | 10 | 4 | 4 | 11 | 678 | 2.8 |

Observations: Cooperative education and summer internship experiences are expected to increase by about 2.8% over those available in 1984-85 in the surveyed employer organizations during 1985-86.

In your opinion, what percent of graduating students typically accept job offers with organizations where they held cooperative education positions or summer internships?

| PERCENTAGE OF GRADUATING STUDENTS | | | | | | | | | | | | | | | TOT- AL | WEI- GHT- ED MEAN |
|-----------------------------------|------|------|------|------|-------|--------|--------|--------|--------|--------|--------|--------|--------|---------|------------|----------------------------|
| 0% | 1-2% | 3-4% | 5-6% | 7-8% | 9-10% | 11-20% | 21-30% | 31-40% | 41-50% | 51-60% | 61-70% | 71-80% | 81-90% | 91-100% | | |
| N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | N | |
| 4 | 17 | 12 | 27 | 6 | 54 | 47 | 72 | 48 | 94 | 70 | 70 | 88 | 27 | 9 | 645 | 46.5 |

Observations: Evidently summer employment opportunities and cooperative education positions are very good recruitment programs for full-time employment, since 46.8% of the individuals in these positions typically accept job offers with the organizations where they held such assignments, according to reports from surveyed employers. Thus, if college students obtain a summer internship or cooperative education position with an organization, their chances are almost 50% of landing a full-time job offer with that organization.

What percentage of new college hires leave your organization?

| | PERCENTAGE LEAVING YOUR ORGANIZATION | | | | | | | | | | | | | | | TOT- AL | WEI- GHT- ED |
|------------------------------|--------------------------------------|------|------|------|------|-------|--------|--------|--------|--------|--------|--------|--------|---------|-----|------------|--------------------|
| | 0% | 1-2% | 3-4% | 5-6% | 7-8% | 9-10% | 11-20% | 21-30% | 31-40% | 41-50% | 51-60% | 61-70% | 71-80% | 91-100% | | | |
| | N | N | N | N | N | N | N | N | N | N | N | N | N | N | | | |
|TYPES OF CANDIDATES | | | | | | | | | | | | | | | | | |
| TECH GRADS DURING 1ST YR | 210 | 134 | 45 | 57 | 7 | 39 | 15 | 5 | 1 | 6 | . | . | . | 1 | 520 | 4.7 | |
| NON TECH GRADS DURING 1ST YR | 200 | 133 | 52 | 66 | 10 | 53 | 25 | 12 | 3 | 4 | 2 | . | . | 1 | 561 | 5.1 | |
| TECH GRADS DURING 2ND YR | 133 | 109 | 72 | 66 | 21 | 62 | 32 | 13 | 2 | 3 | . | 1 | 1 | 1 | 516 | 6.2 | |
| NON TECH GRADS DURING 2ND YR | 115 | 114 | 88 | 80 | 28 | 71 | 30 | 13 | 4 | 2 | . | . | . | . | 545 | 6.0 | |
| TECH GRADS DURING 3RD YR | 85 | 129 | 68 | 65 | 17 | 64 | 48 | 15 | 5 | 10 | 1 | 1 | 1 | 1 | 510 | 8.1 | |
| NON TECH GRADS DURING 3RD YR | 88 | 143 | 81 | 72 | 22 | 77 | 32 | 19 | 4 | 6 | . | 1 | . | . | 545 | 6.8 | |

Observations: The longer a new college graduate stays with an organization just after graduation, the more likely they are to leave, according to the surveyed employers. It was reported that technical graduates leave at the rate of 4.2% during the first year, 6.4% during the second year, and 8.4% during the third year.

Non-technical graduates are more likely than technical graduates to leave during the first year (5.1%) and less likely during the second (6.0%) and third years (6.9%). Possibly non-technical graduates are initially placed in positions that do not closely match their career interests, so they are more likely to leave the first year. Also, job opportunities are not as plentiful for non-technical graduates (compared to job availability for technical graduates), so they are less likely to leave during the second and third years.

In your opinion, how important are each of the following for an effective placement service?

| | LEVELS OF IMPORTANCE | | | | | | | | | | | | TOTAL RESPONSE | TOT- AL | MEAN |
|---|----------------------|------|------|------|--------|------|-----|------|-----------------------|------|-----|-----|-------------------|------------|------|
| | EXTREMELY HIGH | | HIGH | | MEDIUM | | LOW | | NO IMPORTAN- CE | | | | | | |
| | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | | | | | |
| WHAT MAKES AN EFFECTIVE PLACEMENT OFFICE | | | | | | | | | | | | | | | |
| ADVISING ON CAREER PLANNING | 282 | 42 | 311 | 46 | 67 | 10 | 9 | 1 | . | . | 669 | 100 | 1.7 | | |
| JOB CAMPAIGN ASSISTANCE | 145 | 22 | 332 | 51 | 150 | 23 | 25 | 4 | 3 | 0 | 655 | 100 | 2.1 | | |
| PRE-SCREENING SERVICES | 125 | 19 | 311 | 48 | 185 | 28 | 31 | 5 | 1 | 0 | 653 | 100 | 2.2 | | |
| ARRANGING CAMPUS INTERVIEWS | 351 | 54 | 256 | 39 | 42 | 6 | 3 | 0 | 2 | 0 | 654 | 100 | 1.5 | | |
| CREDENTIAL REFERRALS | 113 | 17 | 245 | 38 | 226 | 35 | 64 | 10 | 3 | 0 | 651 | 100 | 2.4 | | |
| WORKSHOPS AND COURSES IN EMPLOYMENT | 116 | 18 | 261 | 40 | 214 | 33 | 54 | 8 | 6 | 1 | 651 | 100 | 2.3 | | |
| VACANCY LISTINGS | 154 | 24 | 318 | 49 | 153 | 23 | 26 | 4 | 4 | 1 | 655 | 100 | 2.1 | | |
| CAREER INFORMATION CENTER | 217 | 33 | 317 | 49 | 109 | 17 | 6 | 1 | 2 | 0 | 651 | 100 | 1.9 | | |
| PLACEMENT ANNUAL | 74 | 11 | 230 | 36 | 262 | 41 | 68 | 11 | 12 | 2 | 646 | 100 | 2.5 | | |
| VIDEO TAPES | 34 | 5 | 146 | 23 | 301 | 47 | 147 | 23 | 13 | 2 | 641 | 100 | 2.9 | | |
| BOOKS | 49 | 8 | 192 | 30 | 270 | 43 | 110 | 7 | 11 | 2 | 632 | 100 | 2.8 | | |
| EMPLOYER LITERATURE | 234 | 36 | 305 | 47 | 90 | 14 | 12 | 2 | 4 | 1 | 645 | 100 | 1.8 | | |
| GRADUATE SCHOOL INFORMATION | 78 | 12 | 242 | 38 | 242 | 38 | 63 | 10 | 12 | 2 | 637 | 100 | 2.5 | | |
| RESEARCH | 67 | 11 | 217 | 35 | 268 | 43 | 55 | 6 | 10 | 2 | 617 | 100 | 2.6 | | |
| FOLLOW-UP REPORTS | 49 | 8 | 231 | 36 | 281 | 44 | 67 | 11 | 7 | 1 | 635 | 100 | 2.6 | | |
| RECRUITING TRENDS | 93 | 15 | 276 | 44 | 209 | 33 | 51 | 8 | 4 | 1 | 633 | 100 | 2.4 | | |
| SALARY REPORTS | 110 | 17 | 315 | 50 | 159 | 25 | 45 | 7 | 6 | 1 | 635 | 100 | 2.2 | | |
| SUPPLY/DEMAND STUDIES | 98 | 15 | 296 | 46 | 187 | 29 | 51 | 8 | 8 | 1 | 640 | 100 | 2.3 | | |
| STUDENT EMPLOYMENT | 135 | 22 | 264 | 43 | 169 | 28 | 32 | 5 | 9 | 1 | 609 | 100 | 2.2 | | |
| CO-OP AND INTERNSHIPS | 167 | 26 | 283 | 45 | 141 | 22 | 37 | 6 | 6 | 1 | 634 | 100 | 2.1 | | |
| SUMMER EMPLOYMENT | 140 | 22 | 259 | 41 | 173 | 28 | 50 | 8 | 7 | 1 | 629 | 100 | 2.2 | | |
| PART-TIME EMPLOYMENT | 101 | 16 | 253 | 40 | 192 | 31 | 72 | 11 | 11 | 2 | 629 | 100 | 2.4 | | |
| CAREER FAIRS | 133 | 21 | 229 | 37 | 191 | 31 | 55 | 9 | 12 | 2 | 620 | 100 | 2.3 | | |
| MINORITY PROGRAMS | 125 | 20 | 233 | 38 | 165 | 27 | 77 | 12 | 17 | 3 | 617 | 100 | 2.4 | | |
| WOMEN PROGRAMS | 105 | 17 | 197 | 33 | 196 | 32 | 87 | 14 | 19 | 3 | 604 | 100 | 2.5 | | |
| BUSINESS CAREER PROGRAMS | 72 | 12 | 184 | 31 | 214 | 36 | 93 | 16 | 36 | 6 | 599 | 100 | 2.7 | | |
| ENGINEERING CAREER PROGRAMS | 85 | 14 | 207 | 34 | 192 | 32 | 79 | 13 | 38 | 6 | 601 | 100 | 2.6 | | |
| GOVERNMENT EMPLOYMENT PROGS | 22 | 5 | 110 | 20 | 230 | 38 | 140 | 23 | 79 | 13 | 599 | 100 | 3.2 | | |
| MILITARY OPTIONS PROGRAMS | 22 | 4 | 98 | 16 | 215 | 36 | 169 | 28 | 92 | 15 | 596 | 100 | 3.4 | | |
| EXPERIENCED CANDIDATE PROGRAMS | 92 | 15 | 262 | 43 | 179 | 29 | 71 | 12 | 10 | 2 | 614 | 100 | 2.4 | | |

(CONTINUED)

Continued . . .

| | LEVELS OF IMPORTANCE | | | | | | | | | | TOTAL RESPONSE | | TOT- AL MEAN |
|---|----------------------|------|------|------|--------|------|-----|------|-----------------------|------|-------------------|------|--------------------|
| | EXTREMELY HIGH | | HIGH | | MEOIUM | | LOW | | NO IMPORTAN- CE | | | | |
| | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | N | PCTN | |
| WHAT MAKES AN EFFECTIVE PLACEMENT OFFICE | | | | | | | | | | | | | |
| FRESH GRAOUATES PROGRAMS | 130 | 21 | 248 | 40 | 174 | 28 | 52 | 8 | 11 | 2 | 615 | 100 | 2.3 |
| SPECIAL SERVICES | 59 | 10 | 164 | 28 | 254 | 44 | 87 | 15 | 18 | 3 | 582 | 100 | 2.7 |
| MINORITY AND WOMEN PROGRAMS | 89 | 14 | 226 | 37 | 210 | 34 | 77 | 12 | 17 | 3 | 619 | 100 | 2.5 |
| VOLUNTEER SERVICES | 22 | 4 | 98 | 16 | 312 | 52 | 135 | 23 | 32 | 5 | 599 | 100 | 3.1 |
| HIGH SCHOOL AND COLL LECTURES | 43 | 7 | 140 | 23 | 282 | 46 | 116 | 19 | 29 | 5 | 610 | 100 | 2.9 |
| MILITARY PROGRAMS | 11 | 2 | 59 | 10 | 262 | 43 | 198 | 33 | 77 | 13 | 607 | 100 | 3.4 |

Observations: In the opinions of the surveyed employers, it is most important (rated as "high" importance) that effective placement services provide: campus interviews, advising on career planning, employer literature, career information center, job campaign assistance, vacancy listings, co-op and internships, pre-screening services, student employment, summer employment, salary reports, supply/demand studies, career fairs, fresh graduate programs, workshops and courses on employment, credential referrals, recruiting trends, part-time employment, minority programs, and experienced candidate programs.

Moderately important (rated as "medium" important) are: graduate school information, women's programs, minority programs, placement annuals, follow-up reports, business career programs, reference books, high school and college lectures, video tapes, volunteer services, government employment programs, and military options programs.

What can colleges and universities do to improve their services to employers seeking new college graduates? Comments from employers are listed below:

At all the colleges and universities I have visited, the placement offices were always cooperative and accommodating, except for one (and I believe this was a personnel problem). Overall, placement offices have shown a sincere interest in their students and their needs.

I recruit on several university campuses and I have found that my most successful recruiting is on campuses that care. As an example, one smaller college offers as much to recruiters as to students. This placement director screens students for those who would work well with me or my company. This placement director shows a genuine interest in my objectives and takes the time to learn about my needs. The placement director of this university has also visited my city and company to further enhance his knowledge of my organization. The enthusiasm he exudes when he talks about his students is a great selling point.

The other campus where I have had success is a much larger state university. Although the placement office has shown an increased interest in retailing, they cannot know their students as well as the smaller college due to the sheer numbers of students. On this campus I consult with one of the professors who has years of knowledge and experience with placing students in our business. He not only knows his students, he knows me and my company. This type of assistance is very valuable to recruiters.

Campuses that care and take a sincere interest in their students, recruiters and company goals, in my opinion, will always be successful.

A continuing effort should be exerted to bring employers on campus for company information programs, and placement workshops should be offered to students on career alternatives and interviewing.

Colleges and universities should provide more support to their placement services in areas of need identified by their placement directors. A career search and interviewing techniques course should be a two (2) credit course required for all graduating students.

Generally, we have been pleased with the services provided at placement offices. Our reasons for selecting certain institutions over others in the past have been the availability of pre-screening in specialized curricula and the numbers of available candidates. One area that could be improved, but would be difficult, is the physical facilities of some offices. More comfortable chairs for interviewers and the candidates would be helpful. A review of the lighting within interview rooms might be another area of possible improvement.

Colleges could better prepare students for the "real world" of employment. Too many students have unrealistic expectations for starting salaries, time frames for promotions, and where they "fit" in an organization. Work experiences play a key role in hiring decisions and some students are not willing to start in a position that will allow them to gain valuable

experiences. They want to start at the top. Encourage students to participate in internship prior to graduation. This is a growing trend and will be strongly considered when students are ready to start their careers.

I feel that colleges could help more by being more realistic with their advice in terms of salary, benefits and types of companies. It would help if the major thrust was not entirely towards Fortune 500 companies. There are many small to mid-size corporations that can offer students a career and a challenge. These should be considered even though they do not always have the resources of major corporations. Also students should prepare themselves for the varied screening processes that exist today. Many companies are more involved in thorough screening than ever before, so students should be made aware of these (polygraph tests, drug screens, physical exams, mental ability tests, etc.).

Placement centers have a difficult job: satisfying the needs of thousands of students and hundreds of employers with limited resources. On the whole, placement centers do quite a good job in meeting those needs. Rather than suggest specific practices for placement centers to consider, I would like to reinforce the importance of a "customer" orientation. Placement centers provide a service to two primary groups of "customers": students and employers. The value of this service can only be judged by these customers. My recommendation is that placement centers establish ways to get feedback from these two customer groups. Student or employer advisory boards or surveys of users are two ways of getting such feedback. Specific suggestions will result from hearing what the customers think, and these surveys can be tailored to each school's unique situation.

Recruiting at highly organized and structured placement offices has always been enjoyable. However, one area for improvement would be to insure that all recruiters have a full schedule of students to interview. With the expense involved, especially for out-of-state recruiters, this would make the trip more cost effective. Otherwise, the services provided by your office are excellent.

The main thing that colleges and universities can do to enhance our recruiting program is to provide for co-op experiences. Over the past two years, we have developed an extensive outreach effort to get as many co-op students as possible for future hires. We intend to offer jobs to all co-ops who "work out" well with our different divisions. Those we cannot hire but are rated highly will be referred to other branches. We would also be interested in an enhanced alumni placement service, especially in the technical fields.

At present most colleges where we recruit are very well-equipped to handle both the employers' needs and students' needs. I feel it is important to continue a real harmonious atmosphere between the schools and employers.

Colleges and universities should encourage students to include references with their resumes. This would greatly simplify the reference checking process if a faculty member and prior employers evaluated the student in

the following areas: initiative, ability to motivate, leadership abilities, energy level, ability to accept criticism, ability to take direction, and analytical and problem solving abilities. Telephone numbers and/or addresses should be included so that we can do additional checking if necessary.

When dealing with students, placement officers should not base their advise solely on surveys and government information. Individuals in placement should visit employers and see first-hand what is happening in the "real world".

Students should be advised to select several career goals and then devise steps to achieve them. Also, all prior, career related work experiences are the most valuable aspect of a successful job search. Placement officers and employers should do whatever is possible to help students become involved in their future career areas. These students will then have distinct advantage on the job market, because they will have a very good idea of what is involved in their future career. After many years of exposure to a variety of employers, it has become evident that their major selection criteria is a strong work ethic/attitude. Fresh graduates should be aware of this!

College placements services keep themselves too isolated thereby becoming idealistic and sometimes unrealistic about the business sector. As a consequence, many students come to employers with the same attitude and are surprised, and sometimes disappointed, with reality.

EMPLOYERS RESPONDING TO THE 1985-86 SURVEY

-A-

A C Neilsen Co
A E Staley Manufctrng
Acme-Cleveland Corp
Addison-Wesley Pub Schl
Aerojet Electrosyste
Aetna Life & Casualt
Ail Corp Div Eaton
Airesearch Mfg
Alabama Power Co
Alexander Grant & Co
Algonac Comm Schls
Allegheny Ludlum Steel Corp
Allen & O'Hara Inc
Almont Comm Schls
Alpena Pub Schls
Amdahl Corp
Amer Natl Bank Trust
Amer Natl Life Ins
Amer Natural Res Co
Amer Sym Orch League
American Appraisal
American Cyanamid Co
American Elec Power
American Family Ins
American Hosp Supply
American Motors Corp
American Re Insurance
American Red Cross
Amerisure Insurance
Ameritrust Corp
Ames Laboratory
Amoco Production Co
Anchor Hocking Corp
Anderson Tuckey Bernhardt & Co
Anheuser-Busch Co
Ann Arbor Pub Schls
Appleton Area Schl Dist
Applied Physic Lab
Applied Technology
Argonne National Laboratory
Arkansas Power & Light
Armstrong Machines
Armstrong World Ind
Arthur Andersen & Co
Arthur Young & Co
ASG Industries Inc
Ashland Oil Inc
Atlanta Research Co
Aurora Public Schls
Austin Co The
Austin Paper Co
Avery International

-B-

B'Nai B'Rith Organization
Babcock & Wilcox
Badger Engineers Inc
Badische Corp
Balt Dept Pub Works
Baltimore Gas & Electric
Bangor Pub Schls
Bank of Commonwealth
Bank of Lansing
Bank of the West
Bank One-Dayton National
Bankers Life Co
Battle Creek Schls
BDM Corp The
Berkeley City Sch' Dist
Belden Cooper Industries
Belk Stores Service
Bell Helicopter Text
Bell of Pennsylvania
Bendix Allied Auto
Bendix ECD
Beneficial Mgmt Corp
Benefits Admin
Benton Harbor Schls
Bessemer & Lake Erie Prod
Betz Labs Inc
Big Rapids Pub Schls
Birmingham Schl Dist
Bishop Buffets Inc
Bloomfield Hls Schls
Bloom Engineering Co
Bloomfield Hills Schools
Bloomingdales
Blue Shield of California
Boehringer Ingelheim
Boise Cascade Corp
Booker Assoc Inc
Borg-Warner Air Cond
Bortz Enterprises
Boy Scouts of Amer
BRC
Bristol Leisenring
Brookline Pub Schls
Brooklyn Union Gas
Brown Co
Bridgeport-Spaulling
Brown Derby Inc
Brown & Root Inc
Brown & Sharpe
Bullitt County Schl Dist
Bunker Ramo Corp

Burgess & Niple LTD
Buena Vista Schls
Burroughs Corp

-C-

Cable News Network
C P Rail
Caltex Petroleum Co
CBS Technology Cntr
Cahill-Stone Inc
CAI
Calcasieu Parish SB
Camp Fowler Inc
Capital Analysts
Carnation Co
Carstab
Caterpillar Tractor Co
Catholic Soc Servs
CECO Corp
Centel Corp
Central Illinois Public Ser
Central Maine Power
Central Michigan Univ
Central National Bank
Central National Bank-Cleveland
Central Services
Central Soya Co Inc
Central & SW Service
Central Tele Util Co
Cessna Aircraft
Champion Internatl
Charleston County Schol Dist
Checkers Simon & Rosner
Chem-Trend Inc
Chemical Abstracts
Chemical Bank
Cherry Central Corp
Chesapeake Poto Tele
Chevron Companies
Chicago & NW Trans
Chittenden School District
Christina School District
Chrysler Corp
Ciba-Geigy Corp
Cigna Corporation
Cinci Milic on Heald
Cintas Corp
Civilian Personnel Office
Clarence Davids & Sons
Clark County School District
Clovis School District
Coldwater Community Schools
Coll Life Insur Co
Collins & Aikman Corp
Collins Foods Intl

Colt Indust-Steel Div
Columbia Gas Dist
Columbia Gas System
Commodore Semiconductor
Commonwealth Edison
Community Unit Schl Dist
Comptrol of Currency
Compuserve Inc
Computer Science Co
Comsat Laboratories
Congoleum Corp
Consolidated Edison
Consumers Power Co
Container Sales Corp
Continental Grain Co
Continental Insurance Co
Control Data Corp
Cook Family Foods
Coopers & Lybrand
Cordis Corp
Corduroy Rubber Co
Corning Glass Works
Cozad City Schools
Craig Systems
Croswell Lex Com Schl
Crowe Chizek & Co
CRS Sirrine Inc
CTS of Elkhart Inc
Cullinet Software
Cummins Engine Co

-D-

Dade County School Systems
Dallas Ind School District
Dallas Police Department
Davison Community Schls
Dayco Corp
Dearborn Public Schools
Def Contract Audit
Defense Comm Agency
DeKalb-Pfizer Gentcs
Denver Public Schools
Detroit City Per Dept
Detroit Edison Co
Detroit Police Dept
Devilbiss Company
Devlieg Machine Co
Douglas School District 51-1
Dow Chemical USA
Dow Corning Corp
Drackett Company
Dravo Engineers Corp
Duke Power Company
Dupuis & Ryden P C
Duplex Products Inc

-E-

E I Dupont De Nemour
Eau Claire Schl District
Easter Seals Soc Cr
E G & G Idaho Inc
E & J Gallo Winery
Eli Lilly & Co
Ellis Naeyaert Genheimer Assoc
Engelhard Corp
Ensearch Explor Inc
Environmental Research Inst
Ernst & Whinney
Escambia Schl Board
Ethyl Corp
Evansville-Vanderbur
Excel Corporation

-F-

Fairchild Industries
Family & Child Serv
Famous-Barr Co
Farm Credit Services
Fed Reserve Bank New York
Federal Highway Administration
Federal Mogul Corp
Federal Reserve System
First City Natl Bank Houston
First Hawaiian Bank
First Natl Bank-Atlanta
First Natl Bank-Oregon
First of America Bank
First Wisconsin Natl Bank
Fisher Controls Intl
Floating Point System
Fluor Power Services
Flexible Corp The
FMC Corp
Foleys Department Stores
Foote Cone & Belding
Ford Aerospace & Com
Ford Elec & Refrigeration Corp
Ford Motor Car Truck
Ford Motor Company
Foremost Insurance Co
Formation Inc
Fort Bend ISD
Foster Forbes Glass Division
Frederick & Nelson
Freightliner Corp
Fremont Public Schools

-G-

G A Technologies Inc
Gearhart Industries
GE-Lighting Bus Group
General Mills Inc
General Motors Corp
General Motors-Packard
General Pub Util Serv Co
General Reinsurance Corp
General Telephone Co Florida
General Telephone Co Illinois
General Electric Comany
George A Hormel & Co
Georgetown City Schl Dist
Gilbert Commonwealth
Gilbert Robinson Inc
Gimbels Midwest
Gimbels Pittsburgh
Glenridge Properties
Gold Kist Inc
Goldsmiths Dept Store
Golva School District
Good Earth General Mills
Goodyear Aerospace
Goodyear Tire & Rubber
Goulds Pumps Inc
Grand Ledge Pub Schls
Granite Construction Co
Great-West Life Assr
GTE Data Services Inc
Guardian Industries

-H-

HBE Corporation
HRB Singer Inc
Hahnemann University
Halliburton Services
Hallmark Cards Inc
Hancock/Dikewood Inc
Harford County Public Schools
Harris Corp Elec Div
Harris Corp RF Comm
Haworth Inc
Havi Corp
Heath Consultants
Hendrix & Dail Inc
Herman & Maclean PC
Hewitt Associates
Hewlett Packard
Hewlett-Packard Co
Higbee Company The
Highland Park City of
Hilshire Farm Co

Hilton Hotels Corp
Home Insurance Co
Honeywell Inc
Hoover Company
Horton Nursery
Host Enterprise Inc
Howmet Turbine Corp
Hughes Aircraft
Hyatt Hotel Corp
Hygrade Food Production

-I-

IBM Corp
ICI Americas Inc
Illinois Bell
Illinois Department of Transportation
Illinois Environmental Prot
Illinois Farm Bureau
Illinois Power Company
Imed Corporation
Indiana Farm Bureau
Inco US
Indian River School District
Industrial National Bank
Indiana St Personnel Dept
Indiana Dept Natural Resources
Ingersoll-Rand Co
Information Intl
Inland Container
Inst for Paralegal Training
Insurance Service Office
Interlake Inc
Intl Minerals & Chem Corp
International Paper
International Harvester
Internal Revenue Service
Internorth Inc
Intl Res & Dev Corp
Irish Hills GSC
ITT Aerospace OPT DV

-J-

J A Jones Construct
J Walter Thompson Co
Jackson County Extension Off
Jackson Public Schools
Jacobson Stores Inc
Jenison Public Schools
Johnson & Johnson
F Joseph Lamb Co

-K-

Kansas Dept of Transportation
Kansas Div of Pers Services
Kaufman & Broad
Kaufmann's Dept Store
Kellogg Company
Kelly Services Inc
Kelsey Hayes Co
Kentucky Power Co
Kent County Public Schools
Kern High School District
Key State Bank
Koch Industries
Koch Refining
Kohi's Dept Stores
Kurt Salmon Assoc

-L-

LNR Communications, Inc
L S Ayres & Co
Labelle Management
Lakewood Public Schools
Lansing School District
Lear Siegler Home DI
Lettuce Ent You
Levy Organization The
Liberty Mut Insur Co
Lincoln Laboratory
Lincoln Telephone Co
Long Beach Unified Schl Dist
Loral Electronic Systems
Los Angeles Cnty Dept Pub Wks
Los Angeles UFSD
Lutron Electronics
Lyle D Hepfer & Co, P.C.

-M-

Maccabees Mutual Life
Mackinac Hotel & Con
Madison Metro Schl Dist
Madison School Dist 321
Mallory Components Group
Management Information
Manufac Natl Bank Detroit
Manufac Data Systems Inc
Manufac Hanover Trust
Marathon Oil Co
March of Dimes
Markem Corp
Marriott Hotels
Marshall Fields

Mason & Hanger Silas Mason Co
 Mason City Comm School Dist
 Masonite Corp
 Mayo Clinic
 McAllen Indep School
 McClelland Engineers In
 McDonnell Douglas
 McGladrey Hendrickson Pullen
 McLouth Steel Corp
 Mead Corp
 Mead Johnson & Co
 Meijer Inc
 Mellon Bank East
 Memorex
 Merck & Co Inc
 Metcalf & Eddy Inc
 Metro Edison Co
 Michigan Bell Telephone Co
 Michigan Capital Girl Scout Council
 Michigan City Area Schools
 Michigan Civil Service
 Michigan Dept of Trans
 Michigan Office of Audit
 Michigan State Police
 Midland Public Schools
 Milford Public Schools
 Millard Public Schools
 Millhouse & Holaly
 Milliken & Co
 Milwaukee City of
 Milwaukee Public Schools
 Milwaukee Dept Pers
 Minnesota Mutual Life
 Minnesota Power
 Missouri Highway & Trans
 Mobile County Public Schls
 Mobile Oil Corp
 Monroe City of
 Monroe Personnel Dept
 Monsanto Company
 Moore Products Co
 Morrison Knudsen Engineers Inc
 Morton Salt Co
 Morton Thiokol Wasatch Operations
 Motor Wheel Corp
 Motorola Inc
 Mountain Bell Telephone
 Mt Fuel Supply Co
 Muskegon Public Schools
 Mutual of Omaha

-N-

Nabisco Brands Inc
 Nalco Chemical Co

NARF Placement Office
 Nash Finch Company
 National Bank of Detroit
 National Blvd Bank of Chicago
 National Gypsum Company
 National Lead Co of Ohio
 National Steel Corp
 Navy Department of
 Navy Resale & Serv Support Off
 NCR Corp US Data Pro
 Neches Butane Prods
 Needham Harper Advertising
 Nevada Power Company
 Newaygo Public Schools
 Newmont Services Ltd
 Niagara Machine Tool
 Niagara Mohawk Power Co
 Nielsen Restaurant
 Norfolk City Schools
 Norfolk Southern Co
 Norfolk Southern Corp
 Northern Illinois Gas
 Northern Telecom Inc
 Northrop Corp
 Northwest Public Schools
 Northwestern Bell
 Northwestern Mutual
 Norton Company
 Noxell Corporation

-O-

Oak Park River Forest High School
 Oakland Unif School Dist
 Oakland University
 Ohio Edison Company
 Ohio Power Company
 Old Kent Bank Trust
 Olin Corporation
 Olofsson Corp
 Omaha Public Power Dist
 Omaha Public Schools
 Omark Industries
 O Niels
 Optical Coating Lab
 Orange & Rockland Utilities
 Ore Ida Foods Inc
 Ortho Pharmaceutical
 Oshkosh Area School Dist
 Oster
 Ostego Public Schools
 Owens Corning Fiberglass
 Owens Corning
 Owens Illinois Inc
 Owens Public Schools

-P-

Pacesetter Bank & Trust
Pacific Northwest Bell
Pacific Western Bank
Paradyne Corp
Parker Chemical Company
Parker Pen Co
Parker Unified School Dist #27
Peat Marwick Mitchell & Lo
Penelec Company
Penn Mutual Life Ins Company
Pennsylvania Dept of Trans
Pennsylvania Power Light Co
Pennsylvania State University
Peoples Gas Light Co
Personnel Services
Petosky Public Schools
Petrie Stores Corp
Pfizer Inc
Philips Ind Inc
Phoenix Mutual Life
Planning Research Co
Plante & Moran
Plaquemines Parish
Polack Corp
Polaroid Corp
Polytech Foundation
Ponderosa Inc
Pontiac City School Dist
Port Authority Trans
PPG Industries Inc
Pratt & Whitney Airc
Precision Monolithics Inc
Prestolite Motor Div
Price Waterhouse
Prince George City Public Schools
Procter & Gamble
Professional Ser Ind
Public Service Colorado
Public Service Electric Gas
Public Service Indiana
Public Service Oklahoma
Pullen AM & Co
Pulte Home Corp

-Q-

Quaker Oats
Quincy Stamping & MA

-R-

Racal-Miglo Inc
Radisson Hotel
Ranco Inc
Rapid City Area Schools

Rauland
Raymond Intl Builders
Raytheon Co
Raytheon ESD NJO
RCA
Ren Plastics
Republic Bank Corp
Rexham Corp
Reynolds Metal Co
River Valley School
Robert Morris College
Rochester City School District
Rochester Community Schools
Rocket Research Co
Rockwell Intl
Rodeway Inns Intl
Rohm & Haas Company
Rolscreen Co
Ruby Tuesday Inc
Russell Bus Forms
Rust-Oleum
Ryland Homes

-S-

Saginaw Public Schools
Saint Marys Hospital
San Diego Gas & Electric
Sandia National Labs
Sangamo Weston Inc
Santa Fe School District
Saudi American Bank
Scallop Corporation
Schippers Kintner Ro
Schlumberger Well Se
Schneider Transport
School District, Number 67
Schulze & Burch Co
Sci Systems
Scientific Atlanta
Scranton School District
SDG & E
Seaboard Systems Railroad
Second National Bank
Seidman & Seidman
Seismograph Serv Corp
S G Carlton & Company
Shaker Heights City Schools
Shopko Stores Inc
Siemens-Allis
Sikorsky Aircraft
Siliconix
Sky Chefs
Smithkline Beckman
Snap-On-Tools

Sohigrc Service Co
Sonat Inc
South Redford School District
South Texas ISD
Southeastern Michigan Gas
Southern New Eng Telephone
Southwest Research Institute
Southwire Company
Sperry Corporation
Sperry Informatin Systems Group
Sperry New Holland
Spring Branch ISD
Spring Independent Schools
Springfield Public Schools
SPS Technologies
St Johns Hospital
St Louis County Water
Standard Federal Bank
Standard Oil Company
Standard Oil Company Ohio
Stanley Consultants
Star Market Company
State Farm Insurance Co
State Mutual of America
Steelcase Inc
Steketees
Sterling Winthrop
Stewart Dry Goods Co
Stewart Warner Corp
Stcuffer Foods
Stroh Brewery
Strouss
Sun Banks Inc
Sun Exploration & Production
Sundstrand Advanced Tech Group
Sybra Inc
Szabo Food Service

-T-

Taco Bell
Tacoma Public Schools
Televideo Systems
Telex Computer Products
Tennessee Valley Aut
Texas American Bank
Texas Eastern Co
Texas Oil & Gas Corp
Texas Utilities Service
Thalhimer Bros Inc
Thomas & Betts Corp
Timken Co
Toledo Edison
Topeka Shawnee D-501

Torrington Co
Touche Ross & Co
Town & Country Fashions
Transition Team
Travenol Labs Inc
Troy School District
Tulahoma City Schools
Tulsa Public Schools
Tyler Refrigeration Corp

-U-

UOP Inc
US Army Aberdeen Proving Ground
US Dept of Commerce
US Dept of Energy
US Dept of Health Education
US Dept of Hud
US FBI
US General Acct Office
US Nasa Lewis Res CE
US Naval Weapons Sta
US Navy Dept of
US Social Security
UNC Nuclear IND
Union Electric Co
Union Mutual Life Insurance
Union Texas Petro Corp
United Energy Resources
United Methodist HSE
United Space Boosters
United Technologies
United Tech Corp
University of Arizona
University Park
Univac Data Proc Div
Universal Forest Pr
Upshur County School Dist

-V-

Valley Natl Bank
Valmont Industries
Vermeer Manuf Co
Vestal Laboratories
Veterans Admin Ct of
Vickers Incorporated
Virginia Dept Trans
Virginia Elec Power
Volkswagen of America

-W-

Wachovia Bank & Trust Co
Warren Consolidated Schools

Washington Personnel
Washoe County School District
Waterford Schools
Waukesha School District
Waukesha Engine Division
Wausau Insurance COS
Weber County School District
Westinghouse Electric Corp
Westinghouse Furniture Systems
Weyerhaeuser Company
Wickes Lumber Company
Wilcox Electric Inc
Winkelman Stores Inc
Wisconsin Bell
Wisconsin Electric Power
Wisconsin State of
Wisconsin Telephone Co
Wolverine Technologies
Wyandotte Public Schools
Wyatt Cafeterias
Wyman-Gordon Co

-Y-

Yoplait USA

-Z-

Zelenka Evergreen Nursery

11/25/85

Contact: John Shingleton or Patrick Scheetz,
Placement Services
(517) 355-9510
or Ed Zabrusky, News Bureau
(517) 355-2282

Survey Shows

JOB PICTURE SLIGHTLY BRIGHTER
FOR COLLEGE GRADUATES IN '86

EAST LANSING, Mich. -- Hiring quotas are up slightly and the job market looks good for the nation's new college graduates in 1986, according to a national survey of employers.

The 15th annual Recruiting Trends Survey reports that employers expect to hire 1.4 percent more bachelor's degree graduates in 1986 at starting salaries averaging 1.8 percent more than the current year.

The annual study is conducted by John Shingleton, director, and L. Patrick Scheetz, assistant director, of Placement Services at Michigan State University.

The survey includes responses from 710 employers in business, industry, governmental agencies and educational institutions throughout the United States.

Shingleton points out that the favorable outlook for 1986 graduates follows on the heels of 1985, which was the best job market since World War II.

Demand remains high for minorities and women, the report indicates. Quotas for minorities are expected to increase 6.4 percent and for women graduates, 4.7 percent.

Salary offers vary according to academic major but, for all bachelor's degree graduates, the average starting salary is expected to be \$21,601. Master's degree candidates will average \$26,010, up 2.7 percent, and those with doctorates will average \$30,011.

(more)

"Again this year, the largest demand and highest starting salaries are those in the technical fields," Shingleton reports. Employers indicate they will hire 3.9 percent more electrical engineers, 3.8 percent more computer scientists, 3.4 percent more mechanical engineers and 3 percent more industrial engineers.

"One of the significant changes," according to Patrick Scheetz, "is the increased demand for graduates with degrees in education. This year for the first time in a decade, education moved into the top 10 of fields showing the highest percentage of increase, 1.9 percent.

"The demand is especially good," Scheetz points out, "in special education, mathematics and science, and teachers of English, Spanish and French."

Almost every academic major showed minimal gains, with the exception of agriculture, which remained the same as the previous year. Other percentage increases in demand include accounting (2.7); marketing/sales (2.7); hotel, restaurant and institutional management (1.8); chemical engineering (1.8); general business administration (1.5); metallurgy and materials science (1.5); chemistry (1.4); and civil engineering (1.3).

Highest starting salaries for graduates, as in the past, are going to those in the technical fields. Electrical engineers are at the top, \$29,187. Other graduates who will be offered high starting salaries are mechanical engineers, chemical engineers and computer science majors.

The best job opportunities, according to the responses from employers in the survey, are in the same geographical regions as the past two years. In order, they are the Southwest, Southeast, South Central, Northeast, North Central and Northwest.

(more)

Shingleton and Scheetz report that in recent years, it seems that grade point averages have become the main measuring stick for employers in selecting candidates. The report also indicates that most of the graduates with high grade point averages are hired by prospective employers who conduct interviews on campus.

The survey revealed that 45.9 percent of new hires were made from on-campus interviews and another 10.1 percent from job listings sent to placement offices. Also, 11.5 percent of new hires came from write-ins, 10.5 percent from want ads, 8.4 percent from current employee referrals and 7 percent from walk-ins.

#ejz#

(Note: A list of estimated starting salaries by academic majors is attached.)

103A

AVERAGE STARTING SALARIES

Class of 1986
With Bachelor's Degree

15th Annual Recruiting Trends Survey

MICHIGAN STATE UNIVERSITY
ACADEMIC MAJORS, ESTIMATED PERCENT CHANGE
AND ESTIMATED STARTING SALARIES 1986

| Academic Majors Bachelor's Degrees | Estimated % Change | Estimated Starting Salary 1986 |
|---------------------------------------|-----------------------|-----------------------------------|
| Electrical Engineering | 2.5% | \$29,187 |
| Mechanical Engineering | 2.3% | 28,971 |
| Chemical Engineering | 2.0% | 28,739 |
| Computer Science | 2.6% | 27,775 |
| Industrial Engineering | 2.0% | 26,817 |
| Civil Engineering | 1.8% | 24,761 |
| Physics | 1.8% | 24,370 |
| Financial Administration | 1.8% | 20,803 |
| Accounting | 2.1% | 20,338 |
| Chemistry | 1.8% | 19,679 |
| General Business Administration | 1.9% | 19,589 |
| Marketing/Sales | 21.1% | 19,284 |
| Mathematics | 1.9% | 19,014 |
| Social Science | 1.6% | 18,324 |
| Communications | 1.4% | 17,923 |
| Agriculture | 0.8% | 17,841 |
| Advertising | 1.3% | 17,832 |
| Personnel Administration | 1.6% | 17,727 |
| Telecommunication | 1.4% | 17,473 |
| Hotel, Rest., Inst. Mgmt. | 1.4% | 17,375 |
| Liberal Arts/Arts and Letters | 1.8% | 17,358 |
| Geology | 1.5% | 17,185 |
| Education | 2.0% | 16,903 |
| Journalism | 1.4% | 16,207 |
| Human Ecology/Home Economics | 1.4% | 15,635 |
| Natural Resources | 0.7% | 15,709 |
| Retailing | 1.6% | 15,898 |

Average for Different Degree Levels

| | | |
|------------|------|--------|
| Bachelor's | 1.8% | 21,601 |
| Master's | 2.7% | 26,001 |
| Ph.D. | 2.2% | 30,011 |