

Free to NACE members / \$49.95 list price



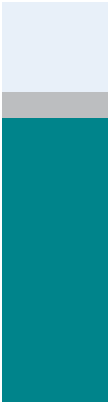
11 | 2012

# Job Outlook 2013



National Association of Colleges and Employers  
62 Highland Avenue • Bethlehem, PA 18017-9085 • 800.544.5272  
FAX: 610.868.0208 • [www.nacweb.org](http://www.nacweb.org)

©Copyright November 2012 by the National Association of Colleges and Employers



# TABLE OF CONTENTS

**ABOUT THE JOB OUTLOOK 2013 SURVEY** ..... 4

**FOR THE CLASS OF 2013, 13 IS A LUCKY NUMBER** ..... 5

    Figure 1: Job Outlook hiring projections, 2007-2013

    Figure 2: Employers’ hiring expectations

    Available vs. Unfilled Positions for New College Graduates

    Figure 3: Available vs. unfilled positions for 2011-12 and 2010-11 graduates

    Job Market Ratings

    Figure 4: Employers rate the job market for 2012-13 graduates

    Figure 5: Employers’ plans to reassess hiring needs

    Fall vs. Spring Recruiting

    Figure 6: Percentage of college recruiting conducted in fall vs. spring, 2010-2013

    Figure 7: Spring 2013 recruiting plans

    Figure 8: Change in recruiting plans, 2010 – 2013, by percent of respondents

    Analysis by Industry

    Figure 9: Total change in hiring, by industry

    Figure 10: Spring 2013 on-campus recruiting plans, by industry

    Figure 11: Job market rating, by industry

    Hiring by Region

    Figure 12: Total change in hiring, by region

    Figure 13: Hiring expectations by region, percent of respondents

    Figure 14: Spring 2013 recruiting plans, by region

**WHO’S IN DEMAND?** ..... 15

    Figure 15: Top degrees in demand, by degree level and broad category

    Figure 16: Top degrees in demand (bachelor’s degree level)

    Figure 17: Top business degrees in demand

    Figure 18: Top engineering degrees in demand

    Figure 19: Top science degrees in demand

    Figure 20: Top communications degrees in demand

    Figure 21: Top liberal arts degrees in demand

    Figure 22: Top degrees in demand (master’s degree level)

    Figure 23: Top degrees in demand (doctorate degree level)

    Figure 24: Top five undergraduate degrees—Northeast

    Figure 25: Top five undergraduate degrees—Southeast

    Figure 26: Top five undergraduate degrees—Midwest

    Figure 27: Top five undergraduate degrees—West

Figure 28: Who's hiring by industry (bachelor's degree level)

Figure 29: Who's hiring by region (bachelor's degree level)

International and Associate Degree Student Hiring

Figure 30: International student hiring plans, 2006-2013

Figure 31: Associate degree student hiring, 2006-2013

Figure 32: International student hiring plans, by industry

Figure 33: Associate degree student hiring, by industry

Figure 34: International student hiring plans, by region

Figure 35: Associate degree student hiring, by region

## **HOW EMPLOYERS VIEW CANDIDATES ..... 27**

Figure 36: Screen candidates by GPA, by percent of respondents

Figure 37: Screen candidates by GPA, by industry

Figure 38: Attributes employers seek on a candidate's resume

Figure 39: Influence of attributes

Figure 40: Employers rate the importance of candidate skills/qualities

Figure 41: Employers grade their average new graduate recruit on skills/attributes

Figure 42: Employers' hiring preferences relative to experience, by percent of respondents

Figure 43: Employers' preference for work experience, by percent of respondents

## **COMPENSATION AND BENEFITS ..... 33**

Starting Salaries

Figure 44: Employers with plans to increase starting salaries to bachelor's degree graduates

Figure 45: Employers with plans to increase starting salaries, by industry

Figure 46: Employers with plans to increase starting salaries, by region

Signing Bonuses

Figure 47: Employers offers signing bonuses

Figure 48: Percent of employers offering signing bonuses to 2012-13 graduates, by industry

Figure 49: Percent of employers offering signing bonuses in 2012-13, by region

Figure 50: Average signing bonus, by major (bachelor's degrees)

Figure 51: Average signing bonus, by major (master's degrees)

Figure 52: Benefits and policies, Class of 2013

## **APPENDIX ..... 40**

Figure 53: Respondents by size of department/business unit

Figure 54: Respondents by industry

Participating Organizations



## ABOUT THE *JOB OUTLOOK 2013* SURVEY

---

The Job Outlook survey is a forecast of hiring intentions of employers as they relate to new college graduates. Each year, the National Association of Colleges and Employers (NACE) surveys its employer members about their hiring plans and other employment-related issues in order to project the market for new college graduates for the current class and to assess a variety of conditions that may influence that market.

From July 25, 2012 through September 10, 2012, data was collected for the Job Outlook 2013 survey. A total of 244 surveys were returned – a 25.2 percent response rate.

Of those responding, 14.3 percent of respondents were from the West, 27.5 percent were from the Northeast, 27.9 percent were from the Southeast, and 30.3 percent were from the Midwest. For a list of respondents by industry and size, and a partial list of organizations that supplied data for this report, see page 34.

Totals throughout the report may not equal 100 percent due to rounding.

NACE expects to provide a formal update of job market information once more in the 2012-13 academic year: The Job Outlook 2013 Spring Update survey (data collected in February-March) will give NACE members a final update on hiring for 2012-13 graduates. Results will be available in early April.

### **RESEARCH:**

Director of Strategic & Foundation Research: Edwin Koc  
Employment Information Manager: Andrea Koncz

## FOR THE CLASS OF 2013, 13 IS A LUCKY NUMBER

When it comes to the job market for new college graduates, 13 is proving to be a lucky number. Respondents to the *Job Outlook 2013* survey are reporting that they plan to hire 13 percent more new college graduates in 2012-13 than they did in 2011-12. Hiring appears to be on the upswing as this year's anticipated increase is higher than both the original and final hiring projections for the Class of 2012. (See Figure 1.)

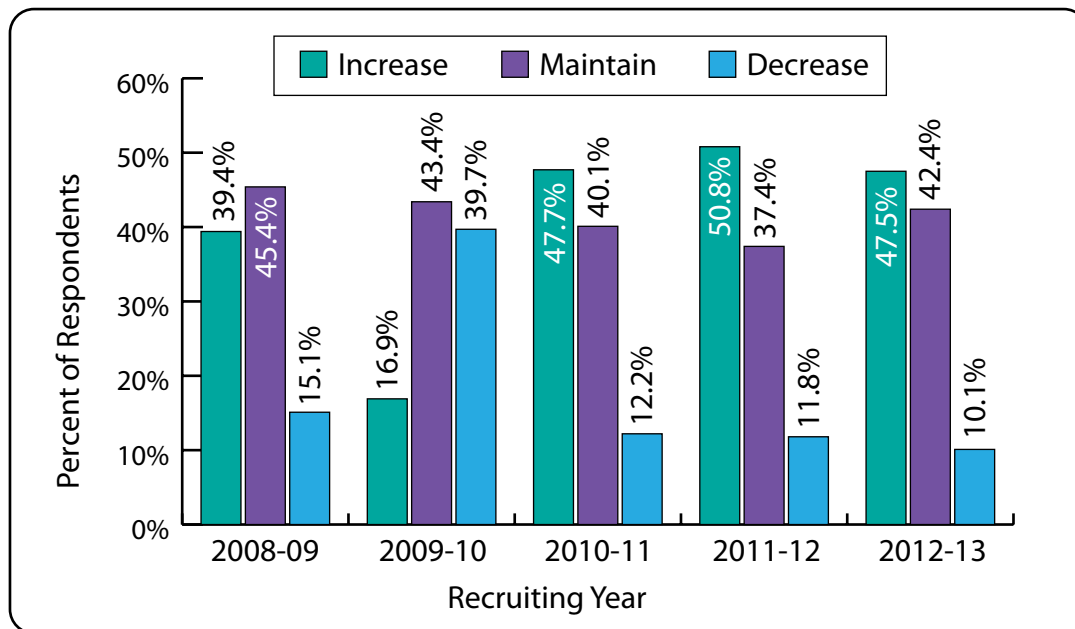
There are other factors that point to a positive job market for Class of 2013 graduates: For example, the percentage of employers with plans to decrease their individual hiring numbers has dropped to its lowest level in five years. (See Figure 2.) And, while the group of respondents with plans to increase their hiring has dipped slightly this year, it still represents the largest portion of the respondents.

The combination of these factors paints an encouraging picture of the job market for Class of 2013 graduates.

Figure 1: *Job Outlook* hiring projections, 2007-2013



Figure 2: Employers' hiring expectations



As expected, the increase in college hiring is primarily the result of company growth or an increase in business. But these weren't the only reasons for hiring increases. Employers also noted they are hiring to feed their talent pipelines with new college graduates, to compensate for an aging work force, and to establish new college recruiting programs or expanding existing ones.

Employers that plan to maintain their number of college hires reported steady business conditions and, therefore, no need to change their college hiring numbers. An uncertain economy, level budgets, and low turnover were other key factors contributing for these employers holding steady.

Of the 10 percent of respondents with plans to lower their college hires, three common reasons prevailed: reorganization, less business, and economic uncertainty.

### Available vs. Unfilled Positions for New College Graduates

When asked about their total positions available and how many went unfilled in 2011-12, employers reported an average of 152 openings and five that went unfilled.



This compares favorably to 2010-11; not only did employers have more positions available in 2011-12, but they left fewer of them unfilled (see Figure 3).

**Figure 3: Available vs. unfilled positions for 2011-12 and 2010-11 graduates**

Recruiting Year	Total Number of Available Positions	Average Number of Available Positions	Total Number of Unfilled Positions	Average Number of Unfilled Positions	Percent of Unfilled to Available Positions
2011-12	24,854	152	855	5	3.4%
2010-11	24,356	148	1,172	7	4.8%

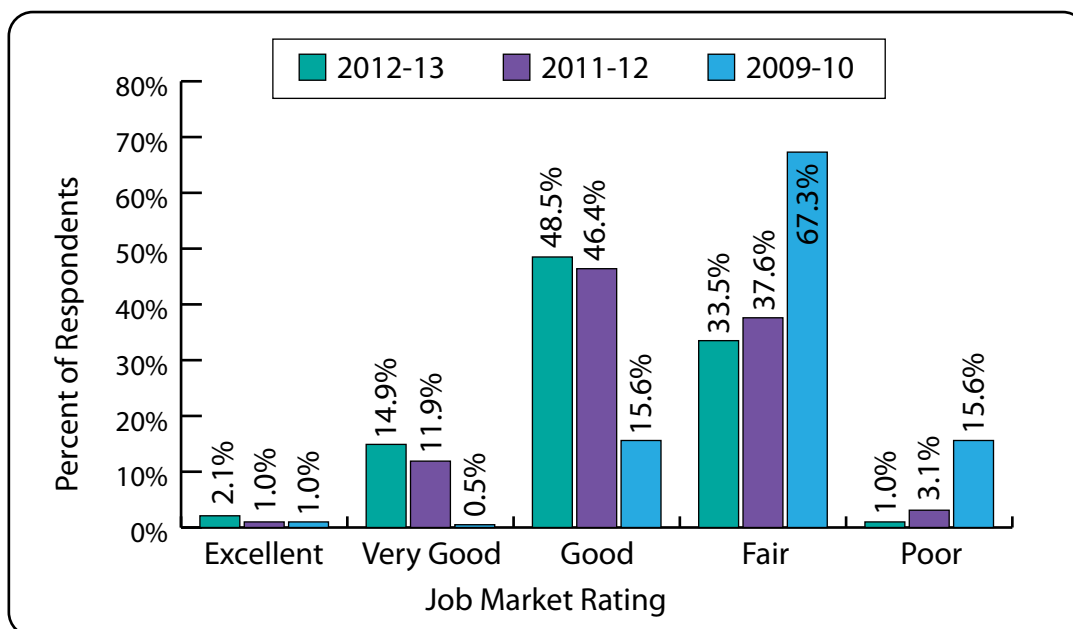
### Job Market Ratings

Nearly 49 percent of employers rate the overall job market for Class of 2013 graduates as “good,” which represents little change from last year when 46.4 percent assigned the same rating. (See Figure 4.)

However, the percentages are advancing for the more positive ratings—“very good” (14.9 percent this year vs. 11.9 percent last year) and “excellent” (2.1 percent vs. 1 percent)—while they are receding for the more negative ratings—“fair” (33.5 percent this year vs. 37.6 percent last year) and “poor” (1 percent vs. 3.1 percent).

To see just how much the employer perception of the job market has improved, compare their ratings of this year’s job market to those for the Class of 2010, when the overwhelming majority of employers (67.3 percent) rated the job market as “fair” and just 15.6 percent rated it as “good,” the same percentage that rated it “poor.” Less than 1 percent rated that job market “very good.”

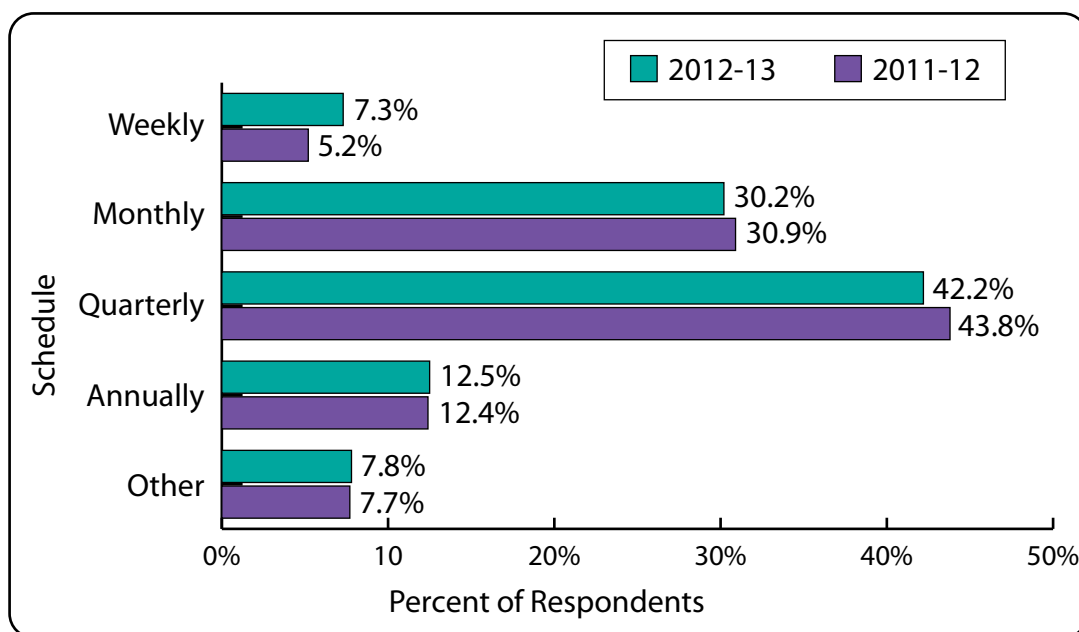
**Figure 4: Employers rate the job market for 2012-13 graduates**



Employers show little change in how often they will reassess their college hiring needs. Like last year, most employers will reassess on a quarterly (42.2 percent) or monthly (30.2 percent) basis. (See Figure 5.)

In *Job Outlook 2012*, employers indicated similar plans to reassess hiring needs quarterly (43.8 percent) and monthly (30.9 percent).

Figure 5: Employers' plans to reassess hiring needs



### Fall vs. Spring Recruiting

As the job market improves, employers are conducting a growing percentage of their college recruiting in the fall. This continues a shift from their cautious, "wait and see" approach to college hiring in recent years.

In 2010, when employers rated the job market as "fair," they conducted 60 percent of their college recruiting in the fall. This year, respondents report that they will conduct more than two-thirds of their college recruiting in fall, with the remaining one-third to be done in the spring. (See Figure 6.)

Figure 6: Percentage of college recruiting conducted in fall vs. spring, 2010 - 2013

Job Outlook Survey Year	Fall	Spring
2013	68%	32%
2012	65%	35%
2011	64%	36%
2010	60%	40%



Of the employers that will conduct on-campus recruiting in spring 2013, nearly 38 percent have firm plans to do so, and slightly more than one-quarter have tentative plans. Although nearly the same total percentage of employers with spring recruiting plans have firm or tentative plans as last year, the percentage of employers with definite spring recruiting plans has increased. (See Figure 7.)

**Figure 7: Spring 2013 recruiting plans**

Recruiting Plans	Spring 2013	Spring 2012
Firm recruiting plans	37.6%	34.4%
Tentative plans in place	27.3%	31.8%
All recruiting in Fall	18.6%	18.2%
Unsure	15.5%	15.1%
Not hiring	1.0%	0.5%

**Figure 8: Change in recruiting methods, 2010 - 2013, by percent of respondents**

Change	% of 2013 Respondents	% of 2012 Respondents	% of 2011 Respondents	% of 2010 Respondents
Using more technology in general	59.6%	58.3%	42.6%	13.7%
Using more social networks	57.3%	57.1%	41.1%	23.9%
Attending more career fairs	39.3%	42.3%	28.4%	2.5%
Change in branding	34.8%	41.7%	33.5%	14.2%
Attending fewer career fairs	24.7%	27.4%	28.9%	27.9%
More travel	21.9%	22.3%	15.2%	0.0%
Less travel	21.3%	18.3%	19.3%	20.3%
Other	18.5%	13.1%	18.3%	—

The growth of technology has greatly affected how employers recruit new college graduates, and its use continues to grow. Nearly 60 percent of respondents plan to increase their use of technology in general when they recruit Class of 2013 graduates and close to 60 percent plan specifically to use social networks more often as college recruiting tools. (See Figure 8.)

While the change in the use of technology over last year is incremental, it's a sizable difference compared to results for the Class of 2011 when 42.6 percent of employer respondents indicated they would use technology more for recruiting and 41.1 percent planned to use social networks more.

Still, although the perception may be that the use of technology can decrease the need for face-to-face contact, nearly 40 percent of respondents plan to attend more career fairs and slightly more than 20 percent plan to do more traveling.

Other changes in their recruiting methods that employers identified include connecting with student organizations and faculty, conducting information sessions, visiting new schools or more schools, improving their relationships with their existing schools, and taking a more targeted approach to their programs.

### Analysis by Industry

It's important to approach the hiring projections by industry in the Job Outlook 2013 report with a great deal of caution because of the fairly small number of respondents in each category. Only industries where five or more data points were provided show an overall hiring projection; because of this, not all industries are represented in this report.

With this in mind, the news is encouraging. The industries represented in Figure 9 show that all but one are expecting to increase college hiring. This was true of the industry projections in last year's survey, when just chemical (pharmaceutical) manufacturers expected a decrease in college hiring of 16.2 percent. This year, miscellaneous manufacturers indicated a decrease in college hiring of just 1.5 percent.

Employers in the information and retail trade sectors may be "best bets" for Class of 2013 graduates. Both groups are planning rather large overall increases and have no respondents who plan to decrease their number of college hires.

 Figure 9: Total change in hiring, by industry

Industry	# of 2013 Projected Hires	# of 2012 Actual Hires	% Change	# of Respondents
Oil & Gas Extraction	3,076	2,893	6.3%	5
Utilities	148	129	14.7%	6
Construction	400	329	21.6%	6
Food & Beverage Mfg.	844	826	2.2%	9
Chemical (Pharmaceutical) Mfg.	1,056	951	11.0%	11
Computer & Electronics Mfg.	1,810	1,579	14.6%	15
Misc. Mfg.	2,098	2,130	-1.5%	15
Retail Trade	2,378	1,618	47.0%	12
Information	687	423	62.4%	9
Finance, Insurance & Real Estate	5,162	4,585	12.6%	24
Engineering Services	715	686	4.2%	7
Management Consulting	1,052	903	16.5%	11
Misc. Prof. Services	637	562	13.3%	11
Government	856	760	12.6%	5

(Only industries with 5 or more respondents are represented here.)

Employers in the information sector are reporting plans to increase their new college hiring by an impressive 62.4 percent. This is buoyed by the fact that two-thirds of these respondents plan to increase hiring by more than 50 percent.

Retail employers are planning a 47 percent increase overall, and 11 of the 12 respondents plan to increase their number of hires (the other respondent will maintain its number of college hires).

Employers in construction (21.6 percent increase) and management consulting (16.5 percent increase) are also projecting hiring increases that exceed 15 percent.

In order to realize their healthy hiring projection increase, employers in the retail trade sector plan to be very active in spring recruiting, with more than 90 percent of respondents either with firm (64.3 percent) or tentative (28.6 percent) plans in place for recruiting this spring. (See Figure 10.)

Construction and food and beverage manufacturing employers also have strong intentions for spring recruiting with 57.1 percent and 50 percent of employers, respectively, with firm plans in place.

Although less than half of respondents (45.5 percent) in the information sector have firm plans for spring 2013 recruiting, a high percentage (36.4 percent) do have tentative plans in place.

**Figure 10: Spring 2013 on-campus recruiting plans, by industry**

Industry	Firm plans in place	Tentative plans	All recruiting in Fall 2012	Not hiring	Unsure	# of Respondents
Oil & Gas Extraction	33.3%	33.3%	0.0%	0.0%	33.3%	5
Utilities	37.5%	25.0%	12.5%	0.0%	25.0%	6
Construction	57.1%	0.0%	14.3%	0.0%	28.6%	6
Food & Beverage Mfg.	50.0%	25.0%	12.5%	0.0%	12.5%	9
Chemical (Pharmaceutical) Mfg.	0.0%	16.7%	50.0%	8.3%	25.0%	11
Computer & Electronics Mfg.	38.1%	38.1%	9.5%	0.0%	14.3%	15
Misc. Mfg.	38.9%	22.2%	16.7%	0.0%	22.2%	15
Retail Trade	64.3%	28.6%	7.1%	0.0%	0.0%	12
Information	45.5%	36.4%	9.1%	0.0%	9.1%	9
Finance, Insurance & Real Estate	26.9%	30.8%	26.9%	0.0%	15.4%	24
Engineering Services	37.5%	37.5%	12.5%	0.0%	12.5%	7
Management Consulting	25.0%	25.0%	33.3%	0.0%	16.7%	11
Misc. Prof. Services	42.9%	28.6%	0.0%	0.0%	28.6%	11
Government	20.0%	20.0%	40.0%	20.0%	0.0%	5

Job market ratings by industry reiterate the previous findings. Although federal government employers show the highest overall average rating for the job market specific to their industry (3.6), retail trade (3.57) and information (3.55) also perceive the job market for the Class of 2013 to be a strong one. (See Figure 11.)

Like last year, the overall employer rating of the job market for Class of 2013 graduates is “good” However, individual industry ratings appear slightly more positive this year.

Of the 15 industries that rated their individual job markets in last year’s survey, eight were rated “good” or above. In this year’s survey, 14 industries are represented and all but two gave ratings of “good” or above.

**Figure 11: Job market rating, by industry**

Industry	Average Rating	# of Respondents
Government	3.60	5
Retail Trade	3.57	12
Information	3.55	9
Management Consulting	3.42	11
Misc. Prof. Services	3.31	11
Utilities	3.25	6
Finance, Insurance & Real Estate	3.23	24
Computer & Electronics Mfg.	3.14	15
Food & Beverage Mfg.	3.13	9
Chemical (Pharmaceutical) Mfg.	3.08	11
Misc. Mfg.	3.06	15
Engineering Services	3.00	7
Oil & Gas Extraction	2.83	5
Construction	2.71	6

(\*5-point scale, where 1=Poor, 2=Fair, 3=Good, 4=Very good, 5=Excellent)

## Hiring by Region

Not surprising, regional hiring projections are also positive across the board, with the West projecting the largest increase in new college hiring. (See Figure 12.)

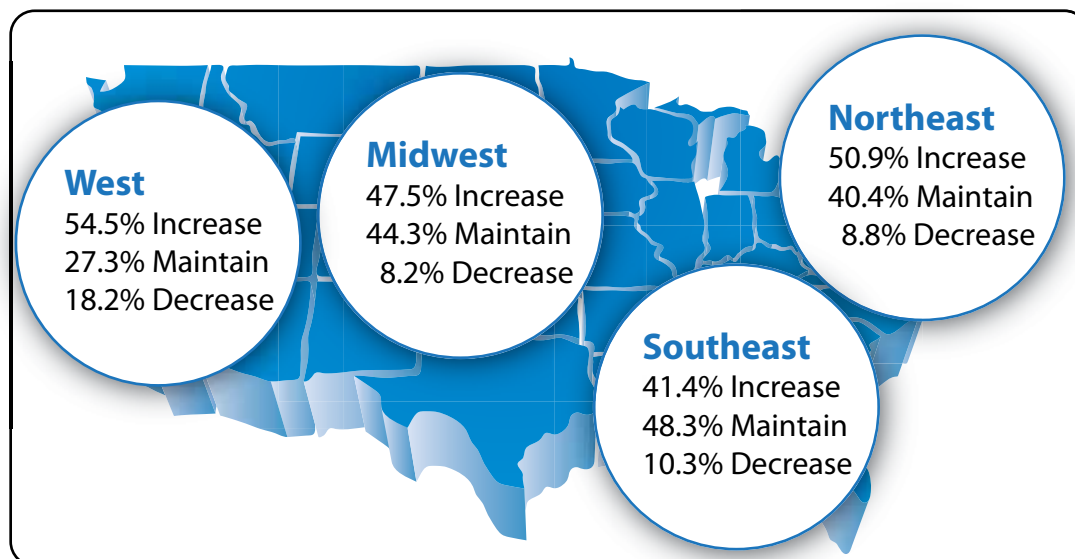
Analysis of the results in the West region shows:

- There are significantly fewer respondents in the region, so the overall percent change is more easily distorted.
- Only two of the 17 respondents in the region are projecting hiring decreases.
- Of the 12 respondents that are planning hiring increases, four are in the “best bet” industries and are planning increases of 100 percent or more.

Figure 12: Total change in hiring, by region

Region	# of 2013 Projected Hires	% of 2012 Actual Hires	% Change	# of Respondents
Northeast	12,498	11,123	12.4%	47
Southeast	8,215	7,523	9.2%	49
Midwest	4,718	4,600	2.6%	49
West	2,704	1,660	62.9%	17

Figure 13: Hiring expectations by region, by percent of respondents



Just as western employers lead the hiring projections by region, their spring 2013 recruiting plans also look most promising. Nearly 70 percent of respondents from this region have firm or tentative plans in place for on-campus recruiting in the spring. (See Figure 14.)

On the other side, more than one-quarter of employers from the Midwest are unsure of their spring 2013 recruiting plans. This group has more than doubled compared to last year's survey results when just 12 percent of Midwest employers were unsure of their spring 2012 recruiting plans.

However, things remain positive as more than half of Midwestern respondents have firm or tentative plans to be on campus recruiting in spring 2013.

 Figure 14: Spring 2013 recruiting plans, by region

Recruiting Plans	Northeast	Southeast	Midwest	West
Firm plans in place	35.7%	42.1%	33.9%	40.9%
Tentative plans in place	25.0%	33.3%	23.7%	27.3%
All recruiting in fall	26.8%	12.3%	16.9%	18.2%
Unsure	8.9%	12.3%	25.4%	13.6%
Not hiring	3.6%	0.0%	0.0%	0.0%



## WHO'S IN DEMAND?

As with previous years, students with business and technical degrees continue to be in highest demand among Class of 2013 graduates. Business, engineering, and computer science degrees are most sought after at both the bachelor's and master's degree levels. (See Figure 15.)

This, too, holds true at the doctorate level, however, degrees in the sciences are more sought after than business degrees.

**Figure 15: Top degrees in demand, by degree level and broad category**

<b>Bachelor's</b>	<b>Broad Category</b>	<b># of Respondents Who Will Hire</b>	<b>% of Total Respondents Who Will Hire Bachelor's Degree Students (n=196)</b>
	Business	168	85.7%
	Engineering	145	74.0%
	Computer & Information Sciences	128	65.3%
	Sciences	85	43.4%
	Communications	64	32.7%
	Liberal Arts	54	27.6%
	Agriculture & Natural Resources	20	10.2%
<b>Master's</b>	<b>Broad Category</b>	<b># of Respondents Who Will Hire</b>	<b>% of Total Respondents Who Will Hire Master's Degree Students (n=144)</b>
	Business	110	76.4%
	Engineering	88	61.1%
	Computer & Information Sciences	82	56.9%
<b>Doctorate</b>	<b>Broad Category</b>	<b># of Respondents Who Will Hire</b>	<b>% of Total Respondents Who Will Hire Doctoral Degree Students (n=64)</b>
	Engineering	50	78.1%
	Computer & Information Sciences	34	53.1%
	Sciences	31	48.4%
	Business	21	32.8%
	Humanities & Social Sciences	5	7.8%
	Education	2	3.1%



At the bachelor's degree level, finance majors are in highest demand as they were last year, with computer and information sciences following closely behind. (See Figure 16.)

Computer and information sciences majors also held the second spot on the list last year, however, they shared it with accounting majors, who dropped to third on this year's list.

**Figure 16: Top degrees in demand (bachelor's degree level)**

Major	# of Respondents Who Will Hire	% of Total Respondents Who Will Hire
Finance	131	66.8%
Computer & Information Sciences	128	65.3%
Accounting	115	58.7%
Business Administration/ Mgmt.	109	55.6%
Mechanical Engineering	98	50.0%
Management Information Systems	97	49.5%
Electrical Engineering	96	49.0%
Computer Engineering	86	43.9%
Marketing/Marketing Mgmt.	82	41.8%
Economics	79	40.3%

Figures 17 through 21 show the demand for each specific major within the realm of the overall academic disciplines.

More than three-quarters of employers seeking business graduates are looking to hire finance majors, and close to 70 percent will hire accounting majors. (Figure 17.)

The top targets for employers hiring engineering graduates are those earning mechanical or electrical engineering degrees. (Figure 18.)

Although mathematics wasn't on the top ten list of bachelor's degrees in demand, almost 65 percent of employers planning to hire science degrees will be looking to hire these majors. (Figure 19.)

Meanwhile, of the respondents that plan to hire liberal arts graduates, almost three-quarters will be specifically targeting those earning psychology degrees. (Figure 21.)

Figure 17: Top business degrees in demand

Major	# of Respondents Who Will Hire	% of Total Respondents Hiring Business Degrees (n=168)
Finance	131	78.0%
Accounting	115	68.5%
Business Administration/Mgmt.	109	64.9%
Management Info Systems	97	57.7%
Marketing	82	48.8%
Economics	79	47.0%
Logistics/Materials Management	67	39.9%
International Business	46	27.4%

Figure 18: Top engineering degrees in demand

Major	# of Respondents Who Will Hire	% of Total Respondents Hiring Engineering Degrees (n=145)
Mechanical Engineering	98	67.6%
Electrical Engineering	96	66.2%
Computer Engineering	86	59.3%
Chemical Engineering	54	37.2%
Civil Engineering	44	30.3%

Figure 19: Top science degrees in demand

Major	# of Respondents Who Will Hire	% of Total Respondents Hiring Science Degrees (n=85)
Mathematics (incl. Statistics)	55	64.7%
Chemistry	29	34.1%
Biology	24	28.2%
Construction Science/Management	20	23.5%
Physics	20	23.5%
Geological & Related Sciences	9	10.6%

Figure 20: Top communications degrees in demand

Major	# of Respondents Who Will Hire	% of Total Respondents Hiring Communications Degrees (n=64)
Communications	55	85.9%
Public Relations	38	59.4%
Advertising	25	39.1%

Figure 21: Top liberal arts degrees in demand

Major	# of Respondents Who Will Hire	% of Total Respondents Hiring Liberal Arts Degrees (n=54)
Psychology	38	70.4%
Political Science	27	50.0%
Sociology	26	48.1%
English	24	44.4%
History	15	27.8%

Identical to last year's survey results, the top advanced degrees in demand in the *Job Outlook 2013* report are M.B.A. graduates at the master's level, and computer and information sciences at the doctorate level. (See Figures 22 and 23.)

Figure 22: Top degrees in demand (master's degree level)

Major	# of Respondents Who Will Hire	% of Total Respondents Who Will Hire
M.B.A.	96	49.0%
Computer & Information Sciences	82	41.8%
Computer Engineering	63	32.1%
Electrical Engineering	60	30.6%
Accounting	57	29.1%
Mechanical Engineering	57	29.1%
Chemical Engineering	31	15.8%

Figure 23: Top degrees in demand (doctorate degree level)

Major	# of Respondents Who Will Hire	% of Total Respondents Who Will Hire
Computer & Information Sciences	34	17.3%
Electrical Engineering	32	16.3%
Computer Engineering	30	15.3%
Mechanical Engineering	30	15.3%
Chemical Engineering	23	11.7%
Business Administration/Mgmt.	21	10.7%

Figures 24 through 27 provide the top five bachelor's degrees in demand by geographic region.

Figure 24: Top five undergraduate majors—Northeast

Major	# of Northeast Respondents who will hire	% of Total Respondents Who Will Hire
Finance	55.2%	66.8%
Business Administration/Mgmt.	53.7%	55.6%
Accounting	50.7%	58.7%
Computer & Information Sciences	49.3%	65.3%
Economics	43.3%	40.3%

Figure 25: Top five undergraduate majors—Southeast

Major	# of Southeast Respondents who will hire	% of Total Respondents Who Will Hire
Computer & Information Sciences	54.4%	65.3%
Finance	52.9%	66.8%
Electrical Engineering	48.5%	49.0%
Mechanical Engineering	45.6%	50.0%
Accounting	44.1%	58.7%

Figure 26: Top five undergraduate majors—Midwest

Major	# of Midwest Respondents who will hire	% of Total Respondents Who Will Hire
Finance	59.5%	66.8%
Computer & Information Sciences	58.1%	65.3%
Accounting	52.7%	58.7%
Management Information Systems	43.2%	49.5%
Mechanical Engineering	40.5%	50.0%

Figure 27: Top five undergraduate majors—West

Major	# of West respondents who will hire	% of Total Respondents Who Will Hire
Computer & Information Sciences	42.9%	65.3%
Computer Engineering	42.9%	43.9%
Business Administration/Mgmt.	40.0%	55.6%
Finance	40.0%	66.8%
Mechanical Engineering	37.1%	50.0%

Interest for the top five overall bachelor's degrees in demand will come mainly from federal government employers and food and beverage manufacturers. (See Figure 28.) All government employers that responded to this survey are planning to hire finance, accounting, and business administration graduates.

By region, employers in the Midwest and West regions hold the most interest in the top-five degrees. (Figure 29.)

**Figure 28: Who's hiring by industry (bachelor's degree level)**

Major	Most Interested Industries	% of Industry Respondents
Finance	Food & Beverage Mfg.	100%
	Government	100%
	Finance, Insurance & Real Estate	96%
Computer & Information Sciences	Misc. Prof. Services	93%
	Food & Beverage Mfg.	88%
	Computer & Electronics Mfg.	82%
Accounting	Accounting Services	100%
	Government	100%
	Food & Beverage Mfg.	88%
Business Administration/Mgmt.	Government	100%
	Finance, Insurance & Real Estate	88%
	Wholesale Trade	83%
Mechanical Engineering	Misc. Manufacturing	100%
	Utilities	100%
	Engineering Services	88%

 Figure 29: Who's hiring by region (bachelor's degree level)

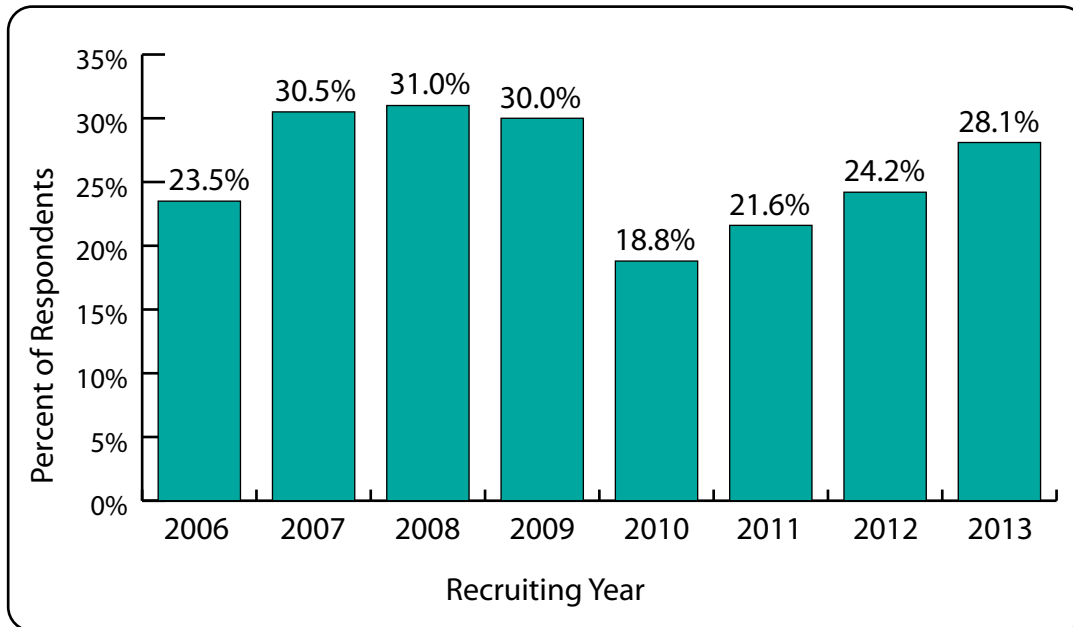
Major	Most Interested Industries	% of Respondents by Region
Finance	Midwest	75%
	Northeast	65%
	West	64%
	Southeast	62%
Computer & Information Sciences	Midwest	73%
	West	68%
	Southeast	64%
	Northeast	58%
Accounting	Midwest	66%
	Northeast	60%
	West	55%
	Southeast	52%
Business Administration/Mgmt.	West	64%
	Northeast	63%
	Midwest	51%
	Southeast	50%
Mechanical Engineering	West	59%
	Southeast	53%
	Midwest	51%
	Northeast	42%



### International and Associate Degree Student Hiring

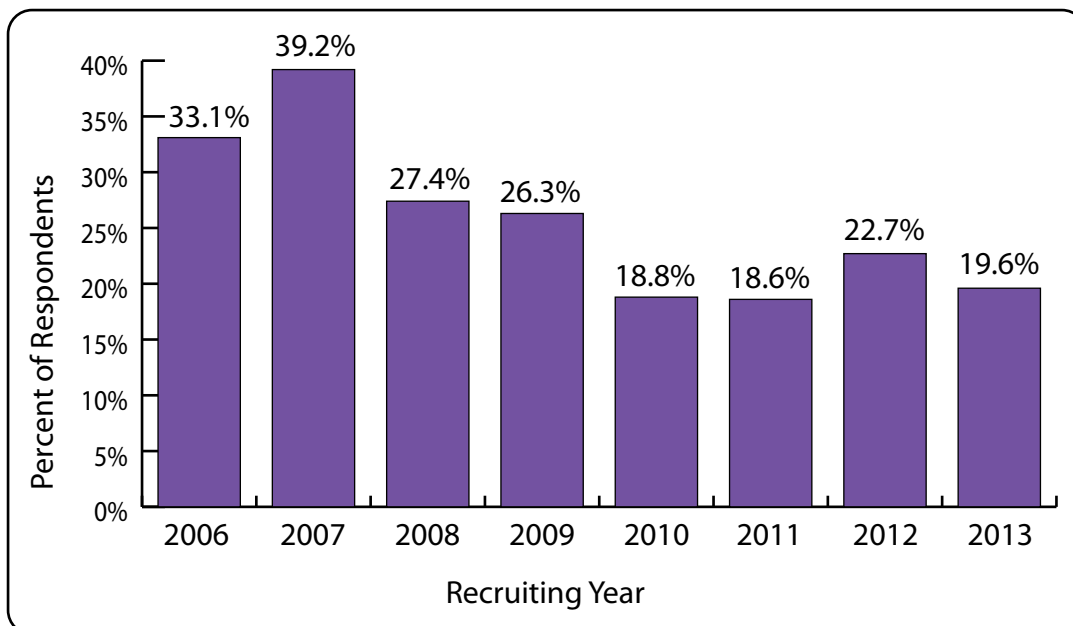
The demand for international and associate degree graduates has gone in two different directions for the Class of 2013: Employers will hire more international students this year than last year, but will hire while fewer students earning associate degrees. (See Figures 30 and 31.)

Figure 30: International student hiring plans, 2006 - 2013



Employers hiring international students plan to target computer science and information technology graduates. Nearly 30 percent of respondents who indicated their preferred majors for these particular graduates mentioned one of these two fields. Also high on the list are engineering graduates in general, and employers that specified major are seeking electrical, mechanical, or computer engineering graduates.

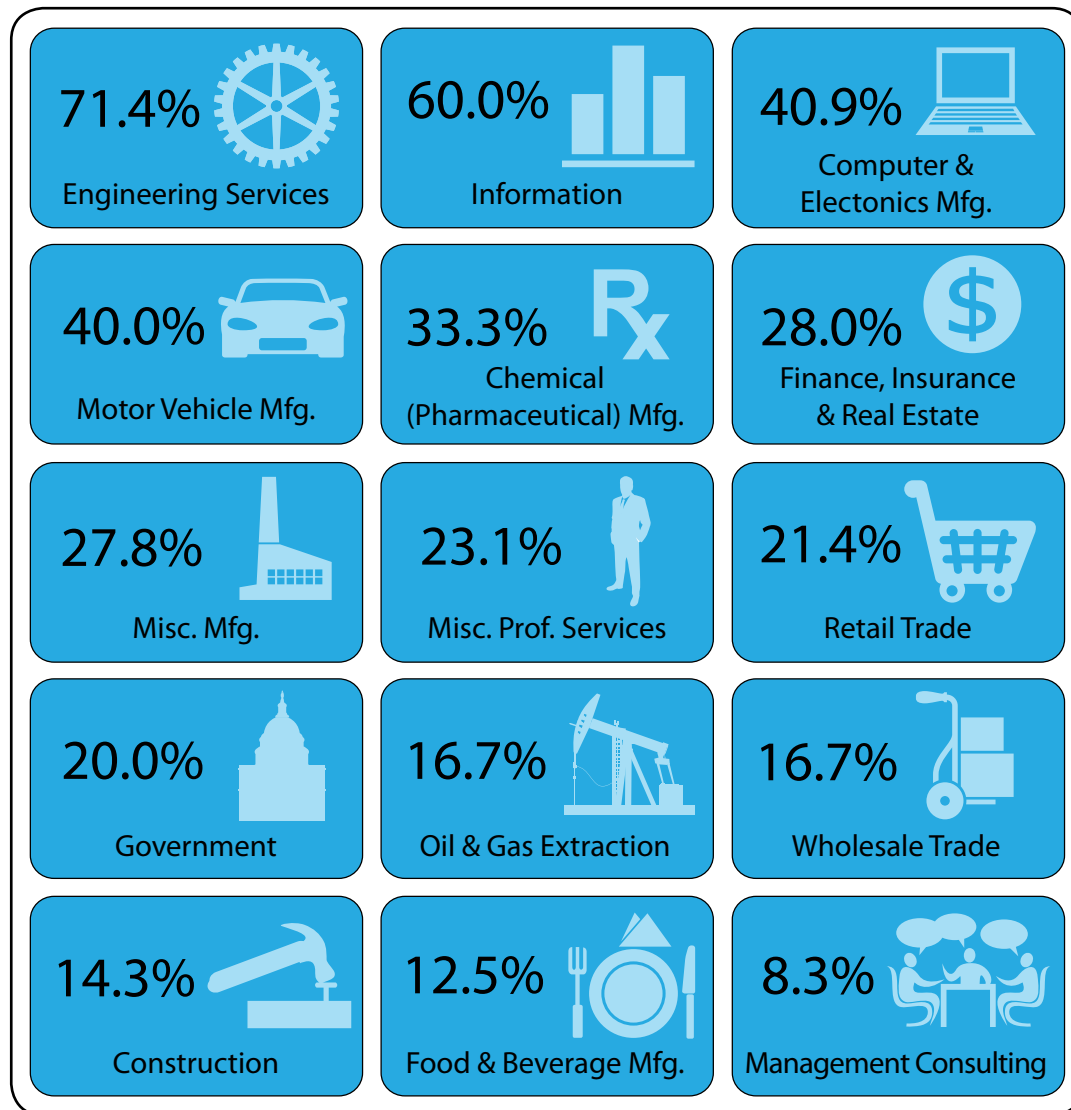
Figure 31: Associate degree student hiring, 2006 - 2013



Engineering graduates are also the most sought after graduates at the associate degree level. Employers that cited their desired majors mainly noted any technology graduates or various engineering technology fields. Others also indicated that they will specifically hire computer aided design and drafting majors at the associate degree level.

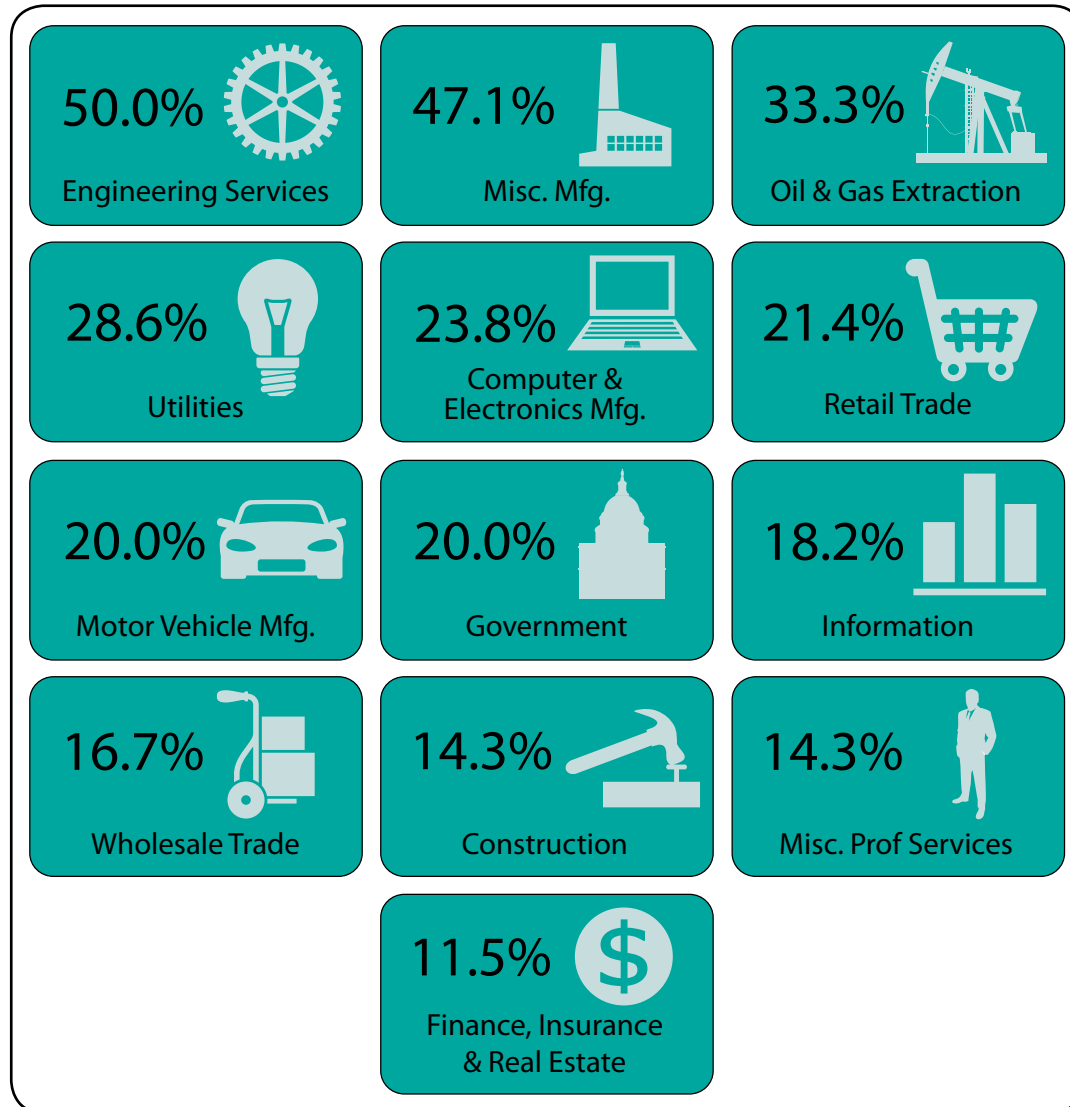
Given the demand for engineering and computer-related degrees among international graduates, it comes as no surprise that engineering services and information employers would express the most demand. Over half of these industry respondents have plans to hire international graduates. (See Figure 32.)

Figure 32: International student hiring plans, by industry



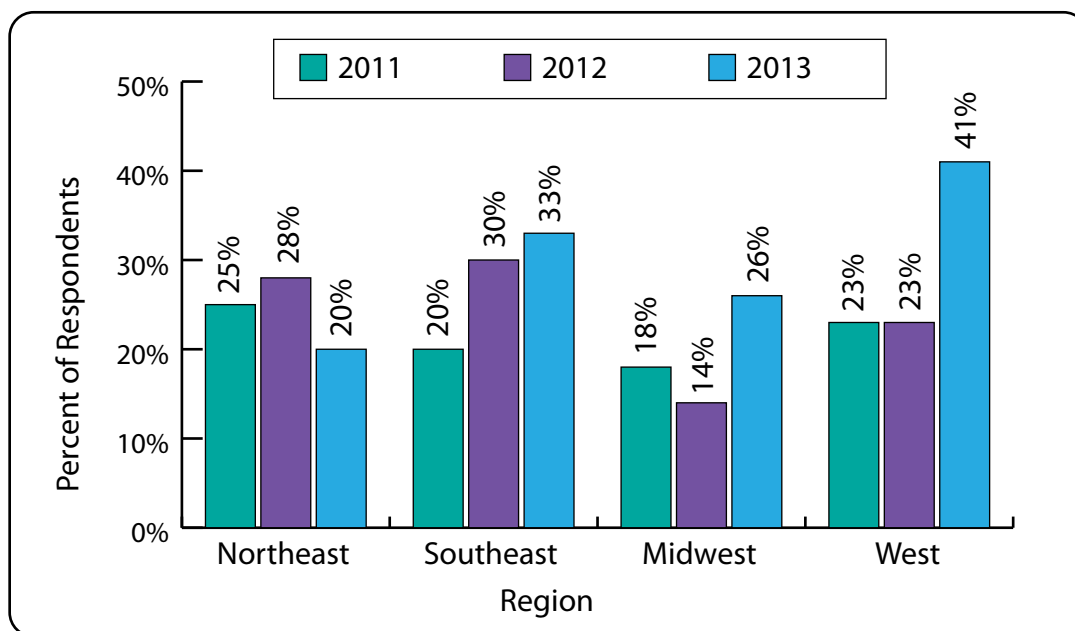
Industry demand at the associate degree level also comes from engineering services employers, with half of respondents planning to hire them, and miscellaneous manufacturing firms. (See Figure 33.) Slightly more than 47 percent of miscellaneous manufacturing firms intend to hire these graduates, up from less than one-quarter last year.

Figure 33: Associate degree student hiring, by industry



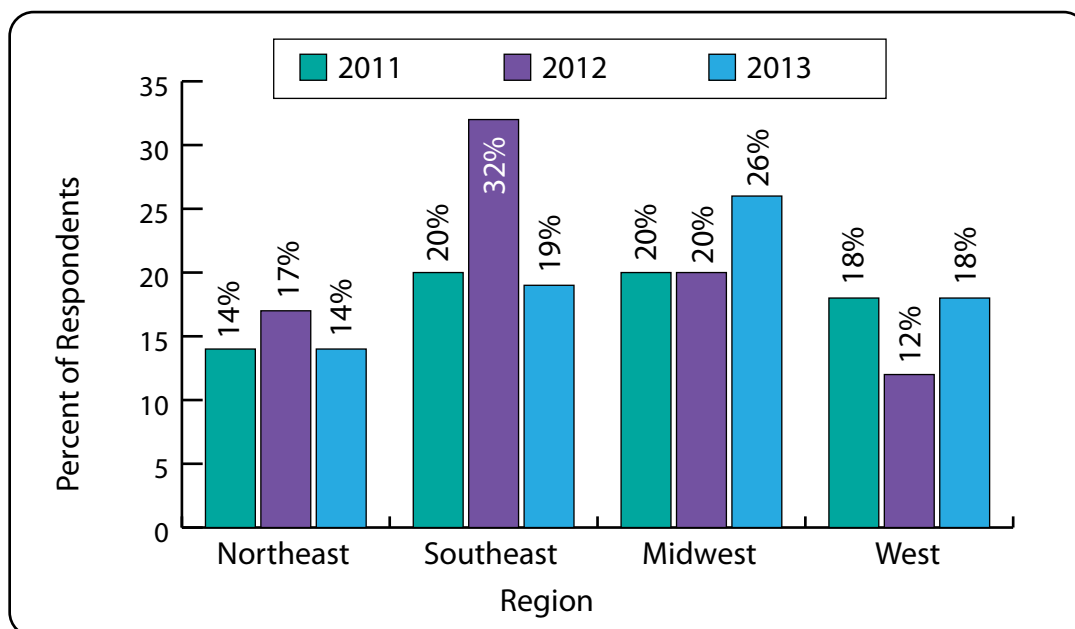
Except for the Northeast, demand for international students has increased in all geographic regions. (See Figure 34.) Knowing the industry demand for these students may help explain the growth in the Western region, as several respondents in this region are part of the information sector.

Figure 34: International student hiring plans, by region



In two of the four geographic regions, employer interest in associate degree students has decreased. (See Figure 35.) However, last year Southeastern employers had a spike in responding organizations that would hire these grads, and it appears that their interest has returned to the levels seen in prior years.

Figure 35: Associate degree student hiring, by region



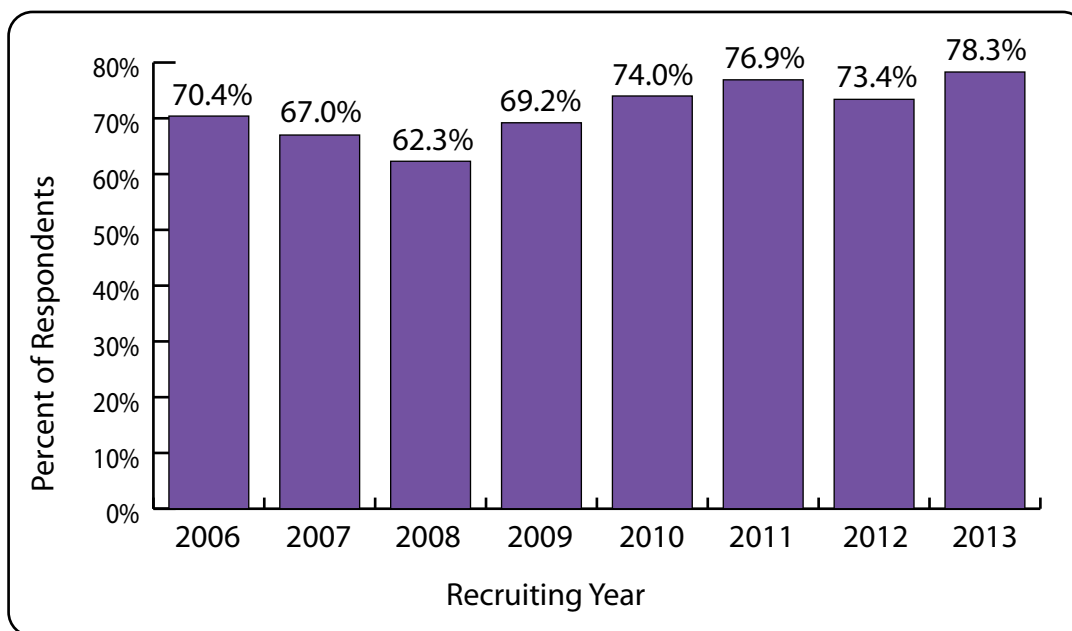


## HOW EMPLOYERS VIEW CANDIDATES

The practice of employers screening candidates by GPA reached a previous all-time high for the Class of 2011 when nearly 77 percent of respondents to the *Job Outlook 2011* survey reported that they would do so.

That high has been topped for Class of 2013 college graduates, as more than 78 percent of respondents say that they will screen candidates by GPA. (See Figure 36.)

Figure 36: Screen candidates by GPA, by percent of respondents



The GPA cutoff used by 63.5 percent of respondents is 3.0. Just over 20 percent of respondents who provided a GPA cutoff use one greater than 3.0, and the remaining 16 percent of respondents use GPA cutoffs less than 3.0, with some as low as 2.0.

GPA cutoffs reported by industry, however, show that 3.0 is the magic number. Figure 37 shows that only employers in the construction industry are reporting a slightly lower median GPA cutoff of 2.9, with the 15 remaining employment sectors using a 3.0.

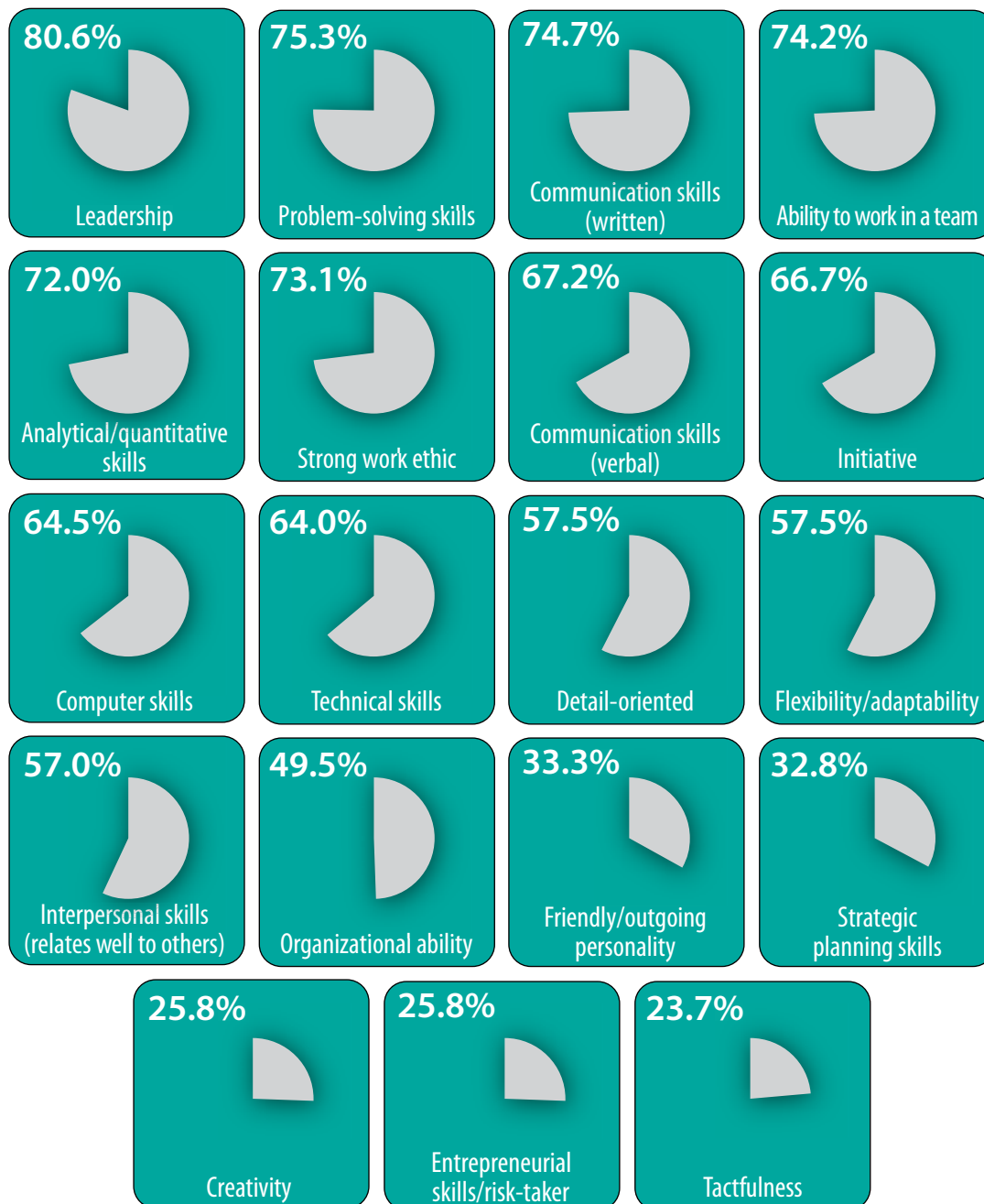
**Figure 37: Screen candidates by GPA, by industry**

Industry	% of Respondents	GPA Cutoff (Reported Median)
Utilities	100.0%	3.0
Computer & Electronics Mfg.	90.9%	3.0
Management Consulting	90.9%	3.0
Engineering Services	87.5%	3.0
Wholesale Trade	83.3%	3.0
Chemical (Pharmaceutical) Mfg.	81.8%	3.0
Misc. Mfg.	81.3%	3.0
Government	80.0%	3.0
Misc. Professional Services	80.0%	3.0
Motor Vehicle Mfg.	80.0%	3.0
Finance, Insurance & Real Estate	76.0%	3.0
Food & Beverage Mfg.	75.0%	3.0
Information	70.0%	3.0
Oil & Gas Extraction	66.7%	3.0
Retail Trade	57.1%	3.0
Construction	33.3%	2.9

After sifting through resumes for appropriate GPAs, what skills and qualities do employers want to see?

Students who demonstrate leadership skills will most likely make the next cut, since more than 80 percent of respondents indicated its importance. (See Figure 38.) Problem-solving skills, written communication skills, and teamwork are also highly sought after.

**Figure 38: Attributes employers seek on a candidate's resume**





What sets two equally qualified candidates apart? Figure 39 reaffirms the fact that employers are looking for leaders. Holding a leadership position and having the right major continually receive the highest influence ratings by employers deciding between two equally qualified candidates.

This year, NACE added fluency in a foreign language and experience studying abroad to its list of attributes. Since not quite one-third of respondents reported that they recruit new college graduates for positions outside the United States, the importance ratings for these two attributes fall on the lower end of the scale. Moreover, the responses from the employers that do recruit for positions outside the United States shows the ratings only increase minimally. The rating for “fluency in a foreign language” bumps up from 2.4 to 2.7, while that for “studying abroad” increases slightly from 2.3 to 2.6.

**Figure 39: Influence of attributes**

Attribute	2013 Average Influence Rating*	2012 Average Influence Rating*
Has held leadership position	4.0	3.9
Major	4.0	3.9
High GPA (3.0 or above)	3.8	3.6
Has been involved in extracurricular activities (clubs, sports, student government, etc.)	3.6	3.7
School attended	3.1	3.0
Has done volunteer work	2.8	3.1
Is fluent in a foreign language <sup>1</sup>	2.4	N/A
Has studied abroad <sup>1</sup>	2.3	N/A

<sup>1</sup>Attribute not included in prior years' surveys.

\*5-point scale, where 1=No influence at all, 2=Not much influence, 3=Somewhat of an influence, 4=Very much influence, and 5=Extreme influence.

Overall ratings for candidate skills/qualities show just how important communication skills are to employers. (See Figure 40.) Teamwork and problem-solving skills also dominate both the resume attributes list and the skills/qualities list.

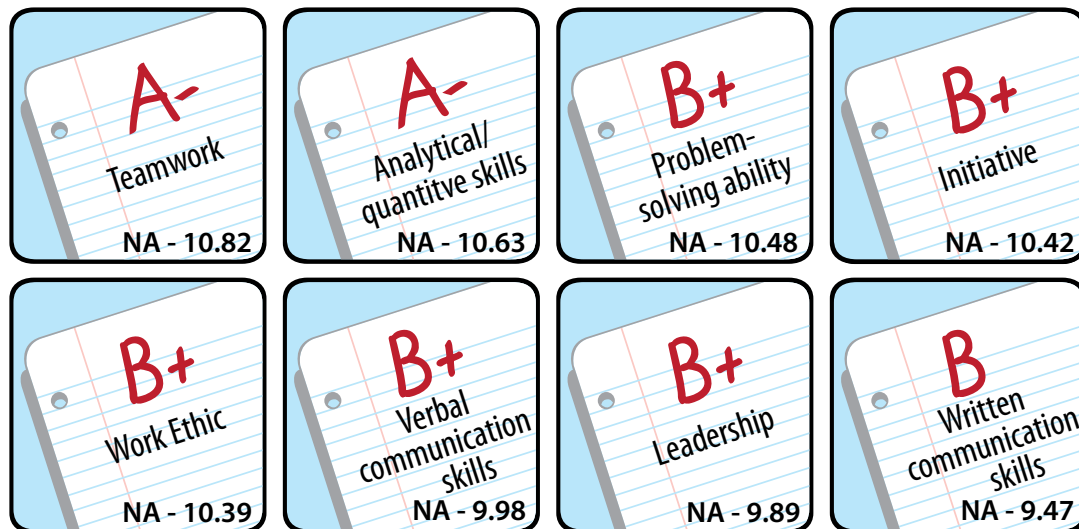
Therefore, the ideal candidate is a good communicator who can make decisions and solve problems while working effectively in a team.

Figure 40: Employers rate the importance of candidate skills/qualities

Skill/Quality	Weighted Average Rating*
Ability to verbally communicate with persons inside and outside the organization	4.63
Ability to work in a team structure	4.60
Ability to make decisions and solve problems	4.51
Ability to plan, organize and prioritize work	4.46
Ability to obtain and process information	4.43
Ability to analyze quantitative data	4.30
Technical knowledge related to the job	3.99
Proficiency with computer software programs	3.95
Ability to create and/or edit written reports	3.56
Ability to sell or influence others	3.55

\*5-point scale, where 1=Not at all important; 2=Not very important; 3=Somewhat important; 4=Very important; and 5=Extremely important

Figure 41: Employers grade their average new graduate recruit on skills/attributes



NA = Numerical Average

Do new graduate recruits measure up in the eyes of employers on the skills/attributes they desire?

Employers were asked to “grade” their new recruits on skills/attributes listed below on a letter scale as follows: F, D-, D, D+, C-, C, C+, B-, B, B+, A-, A, A+. Numerical values were assigned from 1 through 13, and the results are shown in Figure 41.

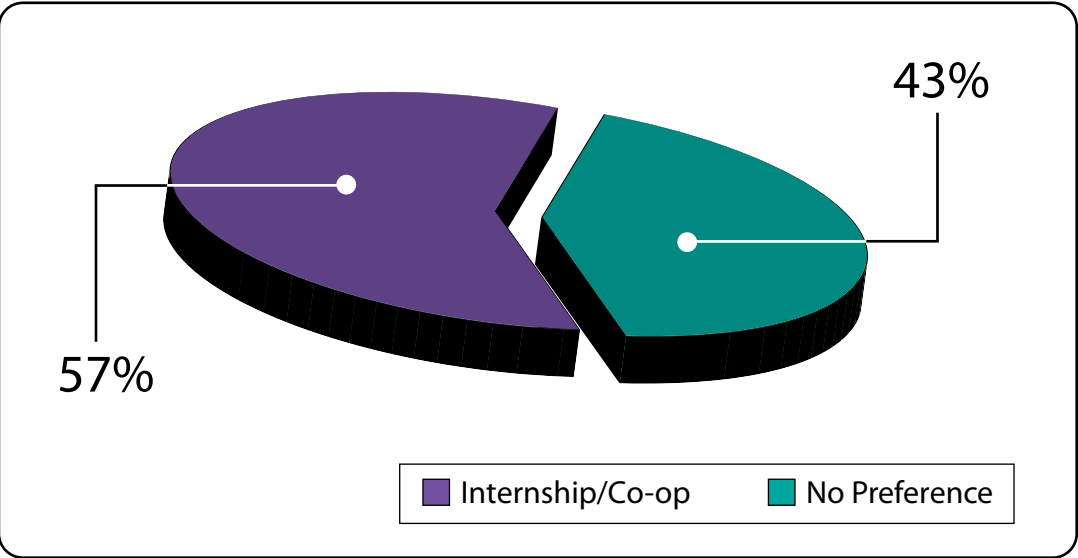
For the most part, it appears that employers are satisfied with their new graduate recruits, giving grades of “B” or better in all categories. Graduates appear to be hitting the mark on teamwork skills, but both verbal and written communication skills are graded lower. Two respondents did give average letter grades of “D-” and “D” to their new recruits for their written communication skills. In addition, the work ethic and initiative categories each received one grade of “D+.”

Also important in employers’ eyes is work experience, specifically related-work experience. Less than 5 percent of respondents report that work experience doesn’t factor into their hiring decisions for new college graduates, and more than 70 percent prefer relevant work experience. (See Figure 42.)

Figure 42: Employers’ hiring preferences relative to experience, by percent of respondents

Hiring Preference	2013	2012	2011
I prefer to hire candidates with relevant work experience	71.0%	73.7%	72.4%
I prefer to hire candidates with any type of work experience (doesn’t matter if it’s relevant or not, just some type of experience)	19.9%	17.5%	17.6%
Work experience doesn’t typically factor into my decision when hiring a new college graduate	4.8%	4.1%	5.3%
Other	4.3%	4.6%	4.7%

Figure 43: Employers’ preference for work experience, by percent of respondents



Digging deeper into employers’ preference for work experience, close to 60 percent of respondents favor experience gained through an internship or co-op. (See Figure 43.)

## COMPENSATION AND BENEFITS

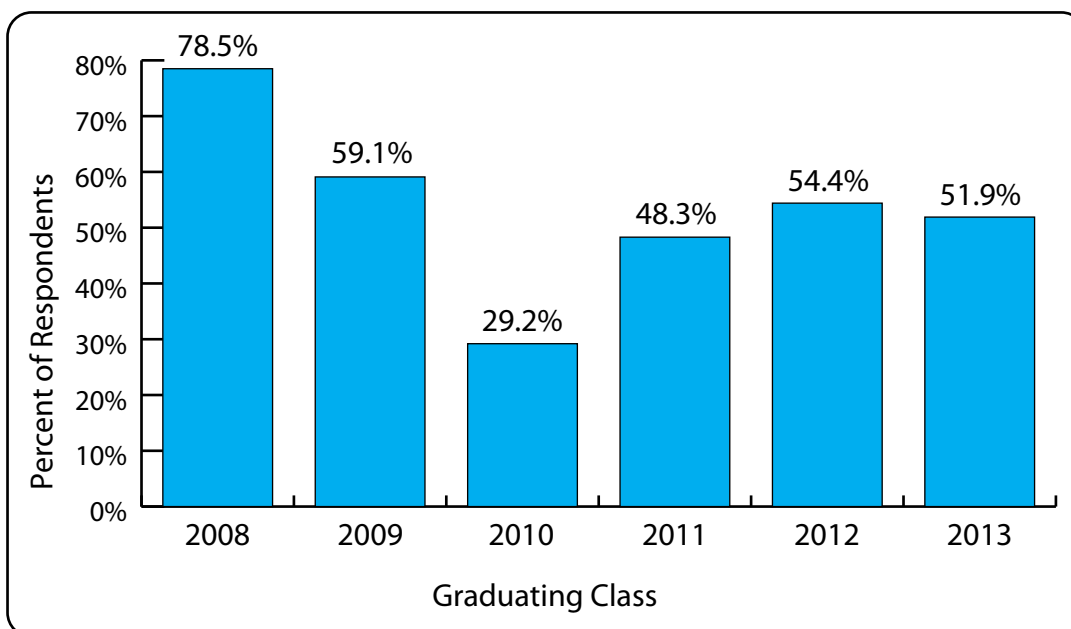
### Starting Salaries

Although the percentage of employers with plans to increase starting salaries to bachelor's degree graduates has dipped slightly this year, more than half of respondents still intend to do so. (See Figure 44.)

Among the respondents who provided a valid percentage increase for their bachelor's degree starting salaries, the overall average is 3.7 percent. This is up somewhat over last year's projected increase of 3.3 percent. Although the median projected increase is the same as last year at 3 percent, 43 percent of respondents plan 3 percent increases to starting salaries this year, compared to 27 percent planning 3 percent increases last year. In addition, almost one-quarter of respondents planned just a 2 percent rise for last year's graduates; that group has dropped to just 13 percent this year. These factors contribute to the slight bump in the overall average increase projected this year.

For master's degree graduates, the news is also good. More than half of respondents (53.3 percent) have plans to increase starting salaries, which is up from last year when less than half of respondents had plans to increase salaries. The average planned increase is 4.1 percent; last year's was 3.7 percent. And, while the median increase is 3 percent, almost 20 percent of respondents plan a 5 percent increase for these particular graduates.

Figure 44: Employers with plans to increase starting salaries to bachelor's degree graduates



Salary plans by industry show that chemical (pharmaceutical) manufacturers and engineering services employers are the ones most likely to increase starting salaries to bachelor's degree graduates. (See Figure 45.) And, although information employers and retail firms had the brightest hiring outlook for new college graduates, they are least likely to offer higher salaries.

Less than 40 percent of retail respondents will increase starting salaries, and no respondents in the information sector have plans to do so.

**Figure 45: Employers with plans to increase starting salaries, by industry**

Industry	# of Respondents w/ Plans to Increase Bachelor's Salaries	# of Respondents by Industry	% of Respondents by Industry
Chemical (Pharmaceutical) Mfg.	5	6	83.3%
Engineering Services	5	6	83.3%
Oil & Gas Extraction	4	5	80.0%
Management Consulting	5	7	71.4%
Utilities	5	7	71.4%
Computer & Electronics Mfg.	8	13	61.5%
Construction	3	5	60.0%
Misc. Mfg.	6	11	54.5%
Finance, Insurance & Real Estate	9	21	42.9%
Misc. Prof. Services	3	7	42.9%
Retail Trade	3	8	37.5%
Food & Beverage Mfg.	2	6	33.3%
Information	0	7	0.0%

Employers in all regions are planning to increase starting salaries for new hires with bachelor's degrees. (See Figure 46.) The average increases planned are up slightly from last year in all regions except the Southeast. Employers there planned an average increase of 3.7 percent for last year's grads; that has fallen to 3.1 percent for this year's graduates.

**Figure 46: Employers with plans to increase starting salaries, by region**

Region	# of Respondents w/Plans to Increase Bachelor's Salaries	# of Respondents by Region	% of Respondents by Region	Average projects increase*
Northeast	19	42	45.2%	4.2%
Southeast	22	36	61.1%	3.1%
Midwest	19	38	50.0%	4.1%
West	7	13	53.8%	3.6%

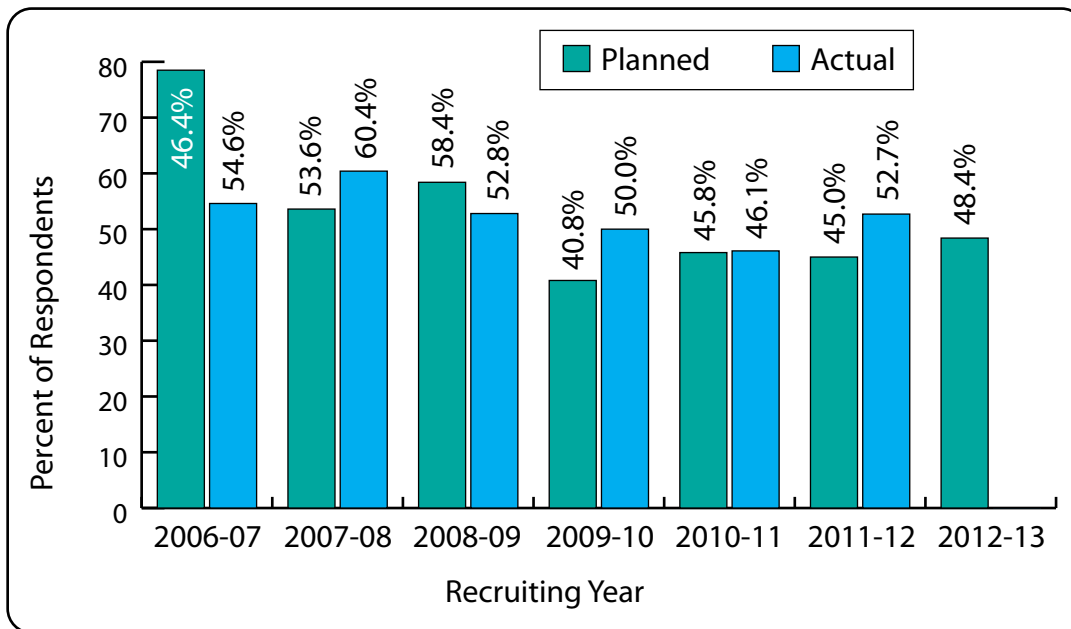
\*average calculation based only on respondents with plans to increase salaries.

### Signing Bonuses

The percentage of employers offering signing bonuses may improve for the Class of 2013. During the 2010-11 recruiting year, 45.8 percent of respondents had plans to offer signing bonuses; of these, just 46.1 percent actually did.

Last year, when 45 percent of responding organizations planned to offer signing bonuses to Class of 2012 graduates, almost 53 percent did offer them. (See Figure 47.) The good news for this year's graduates is that almost half of respondents have plans to offer signing bonuses—the highest percentage since 2008-09.

Figure 47: Employers offering signing bonuses



Of employers with plans to offer signing bonuses to 2012-13 graduates, 63.3 percent will only offer them to selected graduates, while just 36.7 percent plan to offer them to all graduates.

By industry, motor vehicle manufacturers, food and beverage manufacturers, and oil and gas extraction companies are most likely to offer signing bonuses to new college hires. (See Figure 48.)

**Figure 48: Percent of employers offering signing bonuses to 2012-13 graduates, by industry**

Industry	% Offering Signing Bonuses	# of Respondents
Motor Vehicle Mfg.	80.0%	5
Food & Beverage Mfg.	75.0%	8
Oil & Gas Extraction	66.7%	6
Chemical (Pharmaceutical) Mfg.	63.6%	11
Management Consulting	63.6%	11
Finance, Insurance, & Real Estate	52.0%	25
Utilities	50.0%	8
Wholesale Trade	50.0%	6
Computer & Electronics Mfg.	45.5%	22
Misc. Prof. Services	45.5%	11
Retail Trade	42.9%	14
Misc. Mfg.	41.2%	17
Government	40.0%	5
Engineering Services	37.5%	8
Information	27.3%	11
Construction	16.7%	6



By region, Western employers are most likely to offer bachelor's degree graduates a signing bonus. (See Figure 49.) Not only are 64 percent of Western respondents offering them, the percentage has almost doubled from the 35 percent that had plans to offer signing bonuses to last year's graduates.

This year's average signing bonus is climbing, too. Among the 36.7 percent of employers with plans to offer signing bonuses to all graduates, the overall average bonus amount is \$4,564, up slightly over last year's planned average bonus of \$4,373. In addition, nearly one-quarter of last year's respondents indicated plans to offer \$5,000 signing bonuses to Class of 2012 graduates; this year, more than one-third of responding organizations plan to offer \$5,000 signing bonuses.

Figure 50 provides the signing bonus data by major at the bachelor's degree level that was provided by a limited number of respondents.

The only signing bonus amounts reported at the master's degree level were for M.B.A. graduates. Although the data are extremely limited, the projected bonus amount is 9.5 percent higher for this year's M.B.A. graduates.

**Figure 49: Percent of employers offering signing bonuses in 2012-13, by region**

Region	% Who Plan to Offer Signing Bonuses in 2012-13	% Who Planned to Offer Signing Bonuses in 2011-12
Northeast	47%	44%
Southeast	47%	46%
Midwest	45%	50%
West	64%	35%

**Figure 50: Average signing bonus, by major (bachelor's degrees)\***

Major	2012-13 Average Bonus (Projected)	# of Respondents 2012-13	2011-12 Average Bonus (Projected)	# of Respondents 2011-12
Accounting	\$3,909	11	\$3,286	7
Computer Engineering	\$7,000	5	***	***
Computer Science	\$5,038	13	\$2,083	6
Electrical Engineering	\$5,400	5	***	***
Engineering – not specified	\$4,250	12	\$3,833	9
Finance	\$4,000	9	\$3,900	5

\*where 5 or more data points were provided.

\*\*\*No data reported.

Figure 51: Average signing bonus, by major (master's degrees)\*

Major	2012-13 Average Bonus (Projected)	# of Respondents 2012-13	2011-12 Average Bonus (Projected)	# of Respondents 2011-12
M.B.A.	\$16,583	12	\$15,143	7

\*where 5 or more data points were provided.


Figure 52: Benefits and policies, Class of 2013

Benefit/Policy	% of Respondents Who Will Offer in 2012-13	% of Respondents Who Will Offer in 2011-12	% of Respondents Who Will Offer in 2010-11
Dental insurance	98.9%	98.9%	98.2%
Life insurance	98.9%	100.0%	98.8%
Medical insurance	98.9%	99.0%	100.0%
401(k) retirement plan	97.8%	98.4%	98.2%
Annual salary increases	94.4%	94.0%	97.0%
Employee assistance/counseling program	93.9%	95.3%	96.4%
Casual dress policy	87.6%	87.1%	87.5%
Tuition reimbursement	84.6%	84.5%	83.9%
Planned social activities	79.0%	79.0%	73.2%
Frequent performance reviews (more than one per year)	73.4%	75.4%	77.2%
Benefits to domestic partners	70.9%	67.9%	73.6%
Bonus/commission plans	69.9%	71.6%	69.1%
Family-friendly benefits	64.0%	64.5%	67.1%
More than two weeks vacation	57.6%	56.5%	54.5%
Flextime	57.6%	63.4%	66.9%
On-site fitness center	51.4%	48.6%	53.6%
Telecommuting	39.2%	38.9%	43.0%
Pension plan	28.0%	40.0%	42.4%
Stock options	28.0%	25.9%	20.2%
Day care facilities	13.0%	9.8%	9.9%
Company car	7.9%	10.3%	10.3%
Payback of existing student loans	1.7%	2.2%	1.3%

The benefits and policies employers offer new college graduates typically stay the same from year to year. This holds true for the Class of 2013, although a few subtle changes can be noted. (See Figure 52.)

The group of respondents offering pension plans continues to drop, but this comes as no surprise as this benefit is becoming increasingly rare. In the *Job Outlook 2005* survey, 64.9 percent of respondents offered new graduates a pension plan. That number has dipped to just 28 percent for this year's graduates.

Frequent performance reviews (more than one per year) has dropped slightly over the last two years; this may be more of a time than a cost issue for employers.

Fewer respondents are also offering flextime, which is a bit surprising since it's not one of the more expensive benefits. However, this drop may be due to the makeup of survey respondents as flextime may not be possible in certain industries. 

## APPENDIX

Figure 53: Respondents by size of department/business unit

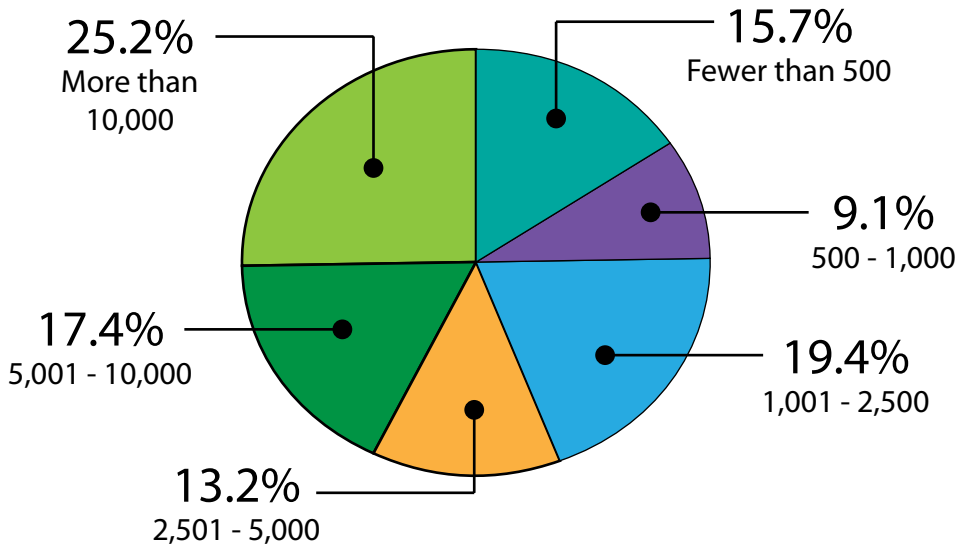


 Figure 54: Respondents by industry

Industry	# of Respondents	% of Respondents
Agriculture	2	0.8%
Oil & Gas Extraction	7	2.9%
Utilities	8	3.3%
Construction	9	3.7%
Food & Beverage Mfg.	9	3.7%
Chemical (Pharmaceutical) Mfg.	16	6.6%
Computer & Electronics Mfg.	24	9.8%
Motor Vehicle Mfg.	10	4.1%
Misc. Mfg.	24	9.8%
Wholesale Trade	6	2.5%
Retail Trade	18	7.4%
Transportation	4	1.6%
Messaging & Warehouse	1	0.4%
Information	15	6.1%
Finance, Insurance & Real Estate	29	11.9%
Accounting Services	4	1.6%
Engineering Services	12	4.9%
Management Consulting	12	4.9%
Misc. Prof. Services	16	6.6%
Social Services	4	1.6%
Recreation & Hospitality	3	1.2%
Misc. Support Services	5	2.0%
Government	6	2.5%

## Participating Organizations

Below is a list of the organizations that responded to the *Job Outlook 2013* survey. (Please note: Although 244 organizations responded, the list below includes 173, as 71 organizations preferred not to be listed.)

ACCO Brands Corporation	Chevron Corporation	Exel
Acquity Group	Chevron Phillips Chemical Company LP	Federal Deposit Insurance Corporation
ADP	Cirrus Logic	Federal-Mogul Corporation
Adtran, Inc.	Citadel Investment Group LLC	Ferguson Enterprises
Agilent Technologies, Inc.	Citrix Systems, Inc.	FirstEnergy Corporation
Alcatel-Lucent	Cleveland Clinic	Fluor Corporation
Allscripts	Clever Devices	FMC Technologies, Inc.
American Axle & Manufacturing Holdings, Inc.	Cliffs Natural Resources	Freeport-McMoRan Copper & Gold Inc.
American Eagle Outfitters	CNA	Gannett Co., Inc.
Analog Devices, Inc.	CNA Insurance	GannettLocal
ARAMARK	comScore, Inc.	Genworth Financial
Archer Daniels Midland Company	ConAgra Foods, Inc.	Georgia Tech Research Institute
Arete Associates	Consolidated Graphics	Global Tax Management, Inc.
Arup & Partners	Continental AG	Goodrich - Aerostructures Group
Aspen Technology Inc.	Costar Group, Inc.	GROWMARK, Inc.
AT&T	Country Insurance & Financial Services	GuideStone Financial Resources
Avanade Holdings LLC	Crestron Electronics	H.J. Heinz Company
Baker Hughes Incorporated	Cummins Inc.	Hajoca Corporation
Bank of America	Daiichi Sankyo, Inc.	Harris Corporation
Bankers Life & Casualty Co.	Dallas Central Appraisal District	HCL America, Inc.
BASF Corporation	Daymon Worldwide	Heico Construction Group LLC
Black & Veatch Corporation	Delphi Automotive Systems, LLC	Henkels & McCoy, Inc.
Brocade Communications Systems, Inc.	Dick's Sporting Goods	Hitachi Consulting
Burlington Coat Factory Warehouse Corp.	Discover Financial Services	HNTB Companies
C&S Wholesale Grocers, Inc.	DNC Parks & Resorts at Yosemite, Inc.	Huntington Ingalls Industries
California State Auditor	Dominion Enterprises	INEOS
Cameron	Dow Corning Corporation	Integrays Energy Group, Inc.
Carpenter Technology Corporation	Duff & Phelps LLC	J.B. Hunt Transport Inc.
CGI Federal	DuPont	Kennedy & Coe LLC
CH2M HILL	Dynetics Inc.	Kinze Manufacturing, Inc.
Champion Technologies	eBay Inc.	L'Oreal USA
Charles River Associates	Entergy Services, Inc.	Lennox International Inc.
	Ernst & Young LLP	Lhoist North America, Inc.

Liberty Mutual Insurance Company	Progress Software Corporation	The Dow Chemical Company
Life Technologies Inc.	Prudential	The Hershey Company
Linde	PSEG	The MathWorks Inc.
Lutron Electronics Co. Inc.	Questar Corporation	The MITRE Corporation
Macy's, Inc.	Ralcorp Holdings, Inc.	The Northern Trust Company
Mercer	Rio Tinto	The Rehmann Group
Messer Construction Co.	Rolls-Royce Corporation	The Timken Company
Michelin North America	Ross Stores Inc.	The Vanguard Group
Milliken & Company	Roux Associates, Inc.	Tindall Corporation
Modern Woodmen of America	S&C Electric Co.	Toys "R" Us, Inc.
Naval Acquisition Career Center	Sapient Corporation	Trinity Consultants Inc.
NetApp	Save-A-Lot	Turner Broadcasting System, Inc.
Newmont Mining Corporation	Schlumberger Oilfield Services	Turner Construction Company
Northern Tier Energy	Selden Fox LTD	Tyco International Inc.
Northrop Grumman Corporation	Simpson Gumpertz & Heger Inc.	Tyson Foods, Inc.
OCC	Sonepar USA	U.S. Comptroller of the Currency
Olsson Associates	Southwestern Company	UGI Utilities Inc.
Olympus Corporation of the Americas	St. Jude Medical, Inc.	Union Bank
Owens-Illinois Inc.	Stark Manufacturing LLC	UNISYS
PA Consulting Group, Inc.	Suffolk Construction Company, Inc.	Valero Energy Corporation
Pariveda Solutions Inc.	SWIFT	Warner Robins Air Logistics Ctr.
Parsons Brinckerhoff	Technip USA, Inc.	Watson Pharmaceuticals, Inc.
Polaris Industries, Inc.	Teradata Corporation	WESCO International, Inc.
PrimeSource Building Products, Inc.	Thales Communications Inc.	Westinghouse Electric Company
Procter & Gamble Co.	The Coca-Cola Company	Zappos.com



National Association of Colleges and Employers  
62 Highland Avenue • Bethlehem, PA 18017-9085 • 800.544.5272 • FAX: 610.868.0208  
[www.nacweb.org](http://www.nacweb.org)