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JOB OUTLOOK 2017

NATIONAL ASSOCIATION OF COLLEGES AND EMPLOYERS

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ABOUT THE *JOB OUTLOOK 2017* 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 August 5, 2016, through October 4, 2016, data were collected for the *Job Outlook 2017* survey. A total of 169 surveys were returned—a 17 percent response rate.

Of those responding, 13.6 percent were from the West, 26.6 percent were from the Northeast, 25.4 percent were from the Southeast, and 34.3 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 the Appendix.

Note: 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 2016-17 academic year: The *Job Outlook 2017 Spring Update* survey (data collected in February – March) will give NACE members a final update on hiring for 2016-17 graduates. Results will be available in early April.

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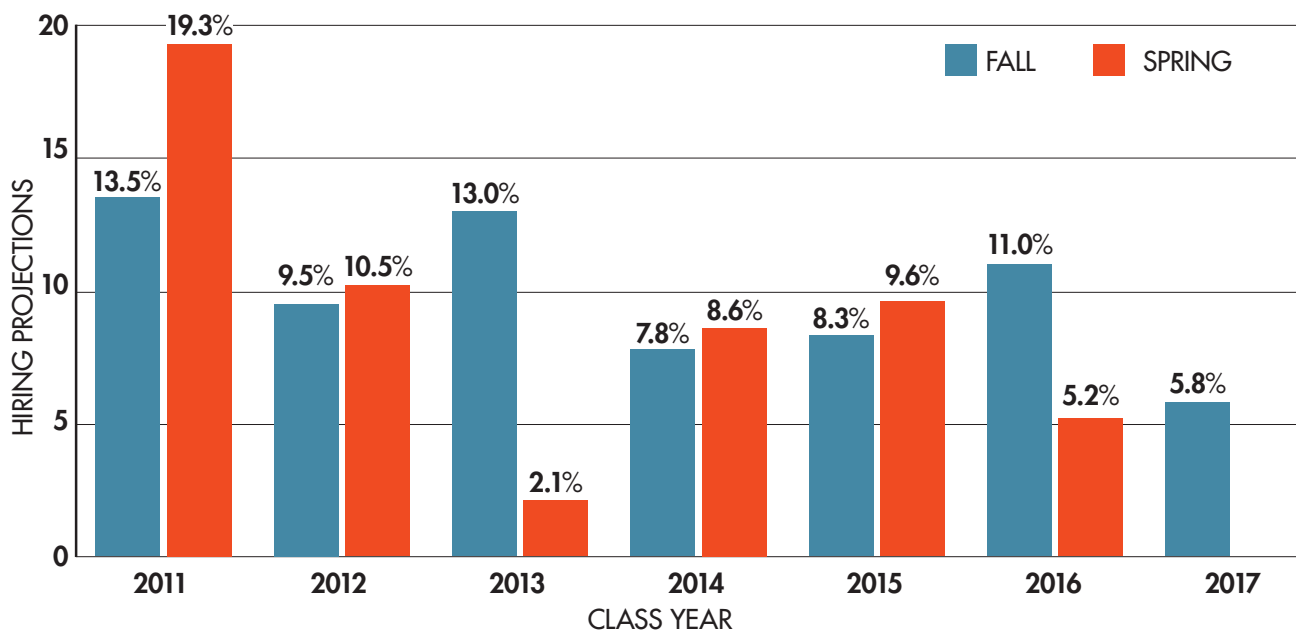
U.S. COLLEGE HIRING EXPECTED TO BE FLAT WITH 5.8 PERCENT INCREASE

Hiring for U.S. openings for Class of 2017 graduates is expected to be flat: Employers plan to hire 5.8 percent more new graduates during 2016-17 than they did in 2015-16 for their U.S. operations.

The current projection is in line with final projections employers reported for last year's graduates in the *Job Outlook 2016 Spring Update* survey. While employers initially anticipated hiring 11 percent more Class of 2016 college graduates, they ended the cycle instead with a 5.2 percent increase. (See Figure 1.)

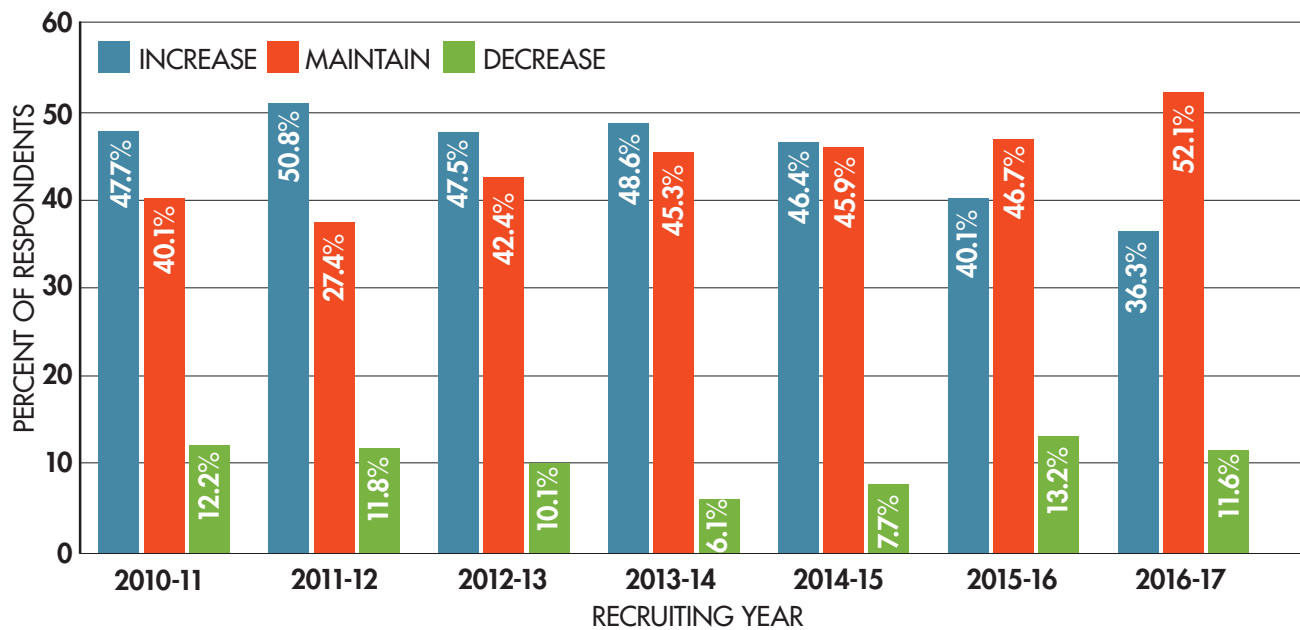
Exploring the individual hiring plans of respondents provides insight into the flat hiring market for new college graduates. Overall, as Figure 2 illustrates, fewer respondents to the 2017 survey anticipate hiring more new college graduates than was the case a year ago: 36 percent versus 40 percent. This marks the fourth consecutive year in that trend. On a positive note, the difference is made up by the majority of employers who anticipate keeping their hiring levels even with last year's levels. Fewer expect to cut hiring.

FIGURE 1 JOB OUTLOOK HIRING PROJECTIONS, 2011 – 2017*



*Years 2014 through 2017 are the hiring projections for U.S. locations only. Prior years' projections are shown for informational purposes only, and should not be compared to the 2014-17 projections.

FIGURE 2 EMPLOYERS' HIRING EXPECTATIONS



Most of the respondents that are increasing their hiring numbers are doing so because of company growth, as there is an increased demand for their products and services. Employers also cited the importance of building talent pipelines with new college graduates as a catalyst for increasing college hiring. Some respondents noted that they are molding these new hires to become the future leaders of their organizations.

The largest group of respondents that are maintaining their hiring levels also pointed to company growth, which is encouraging. Most of these organizations indicated that they are experiencing a stable work force and consistent work load, hence the reason for neither increasing nor decreasing their hires. A small group of respondents that will maintain their numbers did mention budget constraints, but expect to keep hiring new graduates at the same level.

Some of those reporting plans to decrease their hiring numbers cited hiring freezes and business conditions, but others indicated that they hired large numbers of graduates in the past few years, and simply don't need to hire as many in 2016-17. Of interest: Last year, nearly 42 percent of those cutting back cited the downturn in the oil and gas industry as a contributing factor, but just a handful of current respondents made note of that.

In addition to the projection for U.S. operations, employers that indicated they recruit college graduates for positions outside of the United States reported a hiring projection for international positions of 7.2 percent. This is a small improvement over last year, when respondents planned to increase international hiring for Class of 2016 graduates by 5.2 percent.

Overall for the Class of 2017, the total hiring projection for both U.S. and international students for U.S. and international positions is up 5.8 percent as the number of hires for international positions adds only a small amount to the number of total hires.

Employers Rate the Job Market as “Good”

Even though the overall hiring projection for new college graduates appears flat, most employers view the overall job market for college graduates in a positive light. (See Figure 3.)

More than half of this year’s respondents rated the market as “good,” with almost 30 percent providing a “very good” rating and an additional 7.6 percent rating the market as “excellent.”

The group rating this year’s college job market as “fair” has dropped to less than 10 percent, and is down to less than half of the group that gave fair ratings to the job market in 2013-14. Additionally, just one respondent gave the overall job market a “poor” rating.

Reassessing Hiring Plans

Changes in how frequently employers expect to reassess their hiring plans suggest that they believe their college hiring needs are more stable than has been the case, and therefore don’t need to tend to them as often.

This year, the largest group of respondents report that they will reassess their hiring plans on a quarterly basis. (See Figure 4.) In comparison, last year the largest group indicated they would reassess more frequently—on a monthly basis. In addition, the percentage of those planning to reassess on an annual basis has grown from just 16.6 percent in 2014-15 to nearly 21 percent in 2015-16 to almost one-quarter of respondents for 2016-17.

FIGURE 3 EMPLOYERS RATE THE JOB MARKET FOR 2016-17 GRADUATES

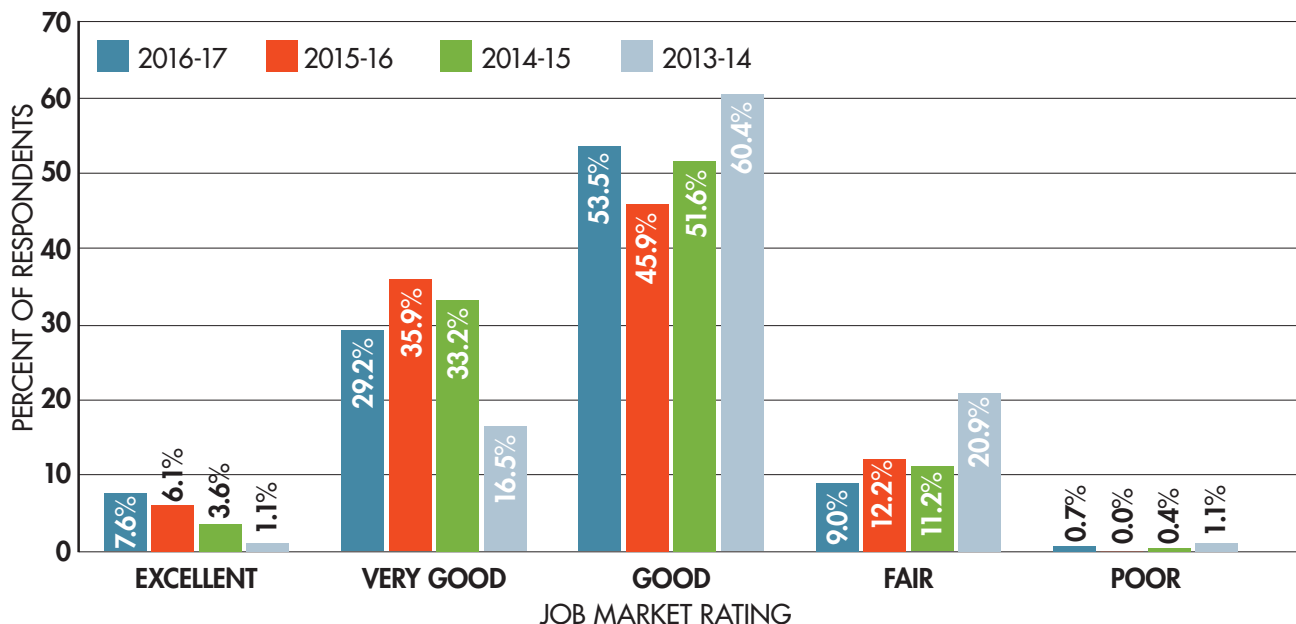
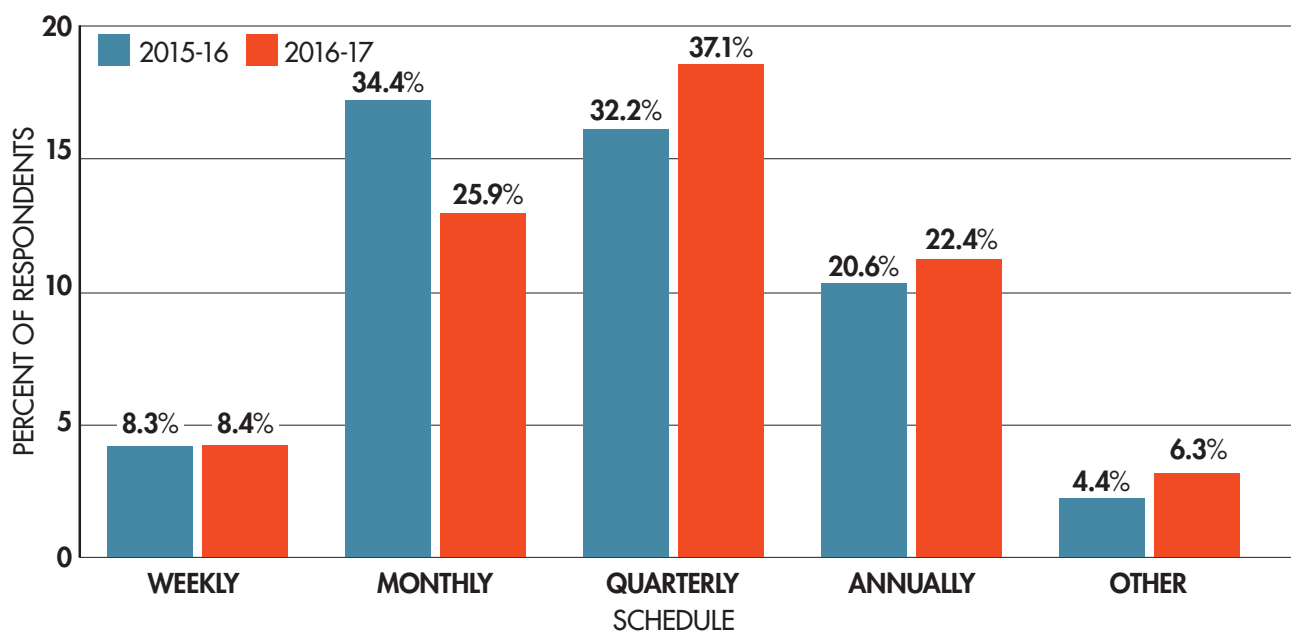


FIGURE 4 EMPLOYERS' PLANS TO REASSESS HIRING NEEDS



Most of the “other” schedules reported were on an “as needed” basis, and a few reported that their schedules for reassessing hiring needs were aligned with the beginning/end of school semesters.

Fall Versus Spring Hiring

Employers continue to prefer recruiting new graduates during the fall. The percentage of college recruiting that will be conducted in fall 2017 is approaching three-quarters, an all-time high. (See Figure 5.)

In fact, almost 14 percent of the total respondents that provided their fall/spring percentages reported that they will conduct 100 percent of their recruiting in the fall of 2016, with no recruiting planned for the spring of 2017.

Those employers that will be recruiting on campus in spring 2017 have plans that are very similar to employers’ plans last spring. (See Figure 6.) In both years, two-thirds of respondents indicated firm or tentative plans in place for the spring recruiting season.

FIGURE 5 PERCENTAGE OF COLLEGE RECRUITING CONDUCTED IN FALL VS. SPRING, 2012-2017

JOB OUTLOOK SURVEY YEAR	FALL	SPRING
2017	72%	28%
2016	71%	29%
2015	66%	34%
2014	62%	38%
2013	68%	32%
2012	65%	35%

FIGURE 6 SPRING 2017 RECRUITING PLANS

RECRUITING PLANS	SPRING 2017	SPRING 2016
Firm recruiting plans	39.0%	41.3%
Tentative plans in place	27.4%	25.7%
All recruiting in fall	17.1%	19.6%
Unsure	14.4%	12.3%
Not hiring	2.1%	1.1%

Changes in Recruiting Methods

The use of more technology, in general, continues to be the largest change respondents will make in their methods of recruiting new college graduates. This year, more than 60 percent of respondents indicated they will use more technology in recruiting, with more than half indicating they will specifically increase their use of social networks. (See Figure 7.) In addition, almost one-third will attend fewer career fairs, which may point to the increased use of technology. By comparison, the percentage of 2013 respondents attending fewer career fairs was less than one-quarter.

While the detailed uses of technology were not mentioned in this report, preliminary findings from NACE's *2016 Recruiting Benchmarks Survey* show that respondents plan to increase their use of video interviewing; this may be one reason for attending fewer career fairs.

FIGURE 7 CHANGE IN RECRUITING METHODS BY PERCENTAGE OF RESPONDENTS, 2013-2017

RECRUITING PLANS	% OF 2017 RESPONDENTS	% OF 2016 RESPONDENTS	% OF 2015 RESPONDENTS	% OF 2014 RESPONDENTS	% OF 2013 RESPONDENTS
Using more technology in general	61.9%	58.1%	60.9%	48.5%	59.6%
Using more social networks	52.4%	54.2%	64.7%	50.9%	57.3%
Change in branding	47.6%	37.4%	42.4%	38.2%	34.8%
Attending fewer career fairs	31.7%	30.3%	23.9%	23.6%	24.7%
Attending more career fairs	31.7%	34.2%	32.1%	33.3%	39.3%
Less travel	21.4%	22.6%	20.1%	21.8%	21.3%
More travel	20.6%	19.4%	19.6%	18.2%	21.9%
Other	10.3%	6.4%	13.0%	14.5%	18.5%

Hiring by Industry

Of the 11 industries represented in Figure 8 that had at least five respondents reporting their individual hiring numbers, seven reported increases in hiring, with the remaining four indicating decreases.

Wholesale trade employers appear to be planning on more than doubling their overall hires as half of their respondents are planning increases of 100 percent or more. With such a small number of respondents, the overall increase becomes extremely inflated and does not provide an accurate picture of the industry. In fact, of the six responding wholesale employers, one is decreasing its hires, one is

maintaining its hires, and only the remaining four are increasing their hires. Also, in comparison to the other reported industries, the actual number of 2017 projected hires in the wholesale industry is the second smallest on the list.

Other industries posting top overall hiring increases are utilities (29.3 percent), construction (29.9 percent), and miscellaneous professional services (26.1 percent). However, at least one respondent in each of these industry categories is reporting an increase in excess of 100 percent. Nevertheless, the hiring outlook does look promising with the majority of the respondents in all three industry categories increasing their hiring numbers.

Government employers are showing the largest decrease within the reported industries, although the limited number of respondents also is a factor here. Three of the five total respondents are showing decreases. Even though they aren't large decreases, one respondent is not hiring this year, which brings the overall change for the group to a 10 percent decrease. The remaining two government respondents are planning increases of 8.6 percent and 20 percent.

FIGURE 8 TOTAL CHANGE IN HIRING, BY INDUSTRY*

INDUSTRY	# OF 2017 PROJECTED HIRES	# OF 2016 ACTUAL HIRES	% CHANGE	# OF RESPONDENTS
Utilities	225	174	29.3%	5
Construction	887	683	29.9%	6
Food & Beverage Mfg.	568	519	9.4%	6
Chemical (Pharmaceutical) Mfg.	801	866	-7.5%	10
Computer & Electronics Mfg.	2,497	2,533	-1.4%	8
Misc. Mfg.	551	548	0.5%	16
Wholesale Trade	311	141	120.6%	6
Retail Trade	3,959	3,786	4.6%	9
Finance, Insurance, & Real Estate	3,403	3,383	-0.6%	19
Misc. Prof. Services**	3,409	2,703	26.1%	9
Government	828	745	-10.0%	5

*Hiring projections are for U.S. locations only. (Only industries with 5 or more respondents are represented here.)

** For purposes of this report, miscellaneous professional services include computer systems design services, custom computer programming services, marketing research services, research and development services, and offices of other holding companies.

Spring 2017 on-campus recruiting plans and job market ratings by industry also support the findings on hiring plans by industry. (See [Figures 9 and 10.](#)) All employers in the miscellaneous professional services industry report either firm or tentative plans for on-campus recruiting in the spring of 2017. They also rated the job market specific to their industry higher than any of the other industries.

While government employers showed the largest planned decrease in overall hiring—due mainly to the small number of respondents—100 percent of these respondents report firm or tentative plans for on-campus recruiting in spring 2017. In addition, their job market rating specific to their industry is toward the top of the list.

FIGURE 9 SPRING 2017 ON-CAMPUS RECRUITING PLANS, BY INDUSTRY

INDUSTRY	FIRM PLANS IN PLACE	TENTATIVE PLANS	ALL RECRUITING IN FALL 2016	NOT HIRING	UNSURE	NUMBER OF RESPONDENTS
Utilities	0.0%	50.0%	16.7%	0.0%	33.3%	6
Construction	33.3%	44.4%	11.1%	0.0%	11.1%	9
Food & Beverage Mfg.	28.6%	28.6%	14.3%	0.0%	28.6%	7
Chemical (Pharmaceutical) Mfg.	16.7%	0.0%	50.0%	0.0%	33.3%	12
Computer & Electronics Mfg.	40.0%	40.0%	0.0%	10.0%	10.0%	10
Misc. Mfg.	31.6%	42.1%	0.0%	0.0%	26.3%	19
Wholesale Trade	16.7%	16.7%	33.3%	16.7%	16.7%	6
Retail Trade	70.0%	10.0%	10.0%	0.0%	10.0%	10
Transportation	40.0%	60.0%	0.0%	0.0%	0.0%	5
Finance, Insurance, & Real Estate	38.1%	33.3%	19.0%	0.0%	9.5%	21
Accounting Services	60.0%	0.0%	40.0%	0.0%	0.0%	5
Engineering Services	0.0%	20.0%	60.0%	0.0%	20.0%	5
Misc. Prof. Services	80.0%	20.0%	0.0%	0.0%	0.0%	10
Government	80.0%	20.0%	0.0%	0.0%	0.0%	5

FIGURE 10 JOB MARKET RATINGS, BY INDUSTRY

INDUSTRY	AVERAGE RATING	NUMBER OF RESPONDENTS
Misc. Prof. Services	4.20	10
Computer & Electronics Mfg.	3.90	10
Accounting Services	3.80	5
Finance, Insurance, & Real Estate	3.62	21
Government	3.60	5
Misc. Mfg.	3.58	19
Food & Beverage Mfg.	3.43	7
Chemical (Pharmaceutical) Mfg.	3.42	12
Wholesale Trade	3.33	6
Construction	3.25	8
Utilities	3.17	6
Retail Trade	3.10	10
Transportation	3.00	5
Engineering Services	2.60	5

Hiring by Region

In this year's survey, all four geographic regions show increases in college hiring. (See Figure 11. For a list of states that correspond to each region, please see Figure 54 in the Appendix.)

Not only does the Midwest region report the largest overall increase in hiring (7.1 percent), it also has the largest group of respondents (40.4

percent) that indicate they will increase their individual hiring numbers. (See Figure 12.)

The West region is showing the lowest planned increase (3.9 percent); it also has the largest percentage of respondents planning to decrease their individual number of college hires (14.3 percent).

Typically, regional hiring projections are dependent upon the type of industries located within each geographic region. This year, however, the industry respondents appear to be distributed more evenly throughout all regions, causing the overall regional outlooks to be more similar and not driven by certain industries.

FIGURE 11 TOTAL CHANGE IN HIRING, BY REGION

REGION	# OF 2017 PROJECTED HIRES	# OF 2016 ACTUAL HIRES	% CHANGE	# OF RESPONDENTS
Northeast	14,239	13,505	5.4%	38
Southeast	3,271	3,085	6.0%	29
Midwest	8,103	7,567	7.1%	39
West	2,854	2,746	3.9%	19

FIGURE 12 HIRING EXPECTATIONS BY REGION, BY PERCENT OF RESPONDENTS

REGION	INCREASE	MAINTAIN	DECREASE
Northeast	31.7%	58.5%	9.8%
Southeast	37.8%	48.6%	13.5%
Midwest	40.4%	48.9%	10.6%
West	33.3%	52.4%	14.3%

Like the hiring projections, spring 2017 recruiting plans by region are similar in nature this year. (See Figure 13.) In the West region, more than 80 percent of employers indicate firm or tentative plans for on-campus recruiting in the spring. The remaining three regions have nearly two-thirds of respondents with either firm or tentative plans.

Although the Midwest region is planning the largest hiring increase, it also has the largest percentage of respondents that are still unsure of their on-campus recruiting plans for the spring of 2017. However, none of the respondents in the Midwest region indicated that they aren't hiring and won't be on campus this spring. Similarly, none of the respondents from the Southeast reported they aren't hiring on campus this spring; the overall increase in hiring among these employers is the second-highest at 6 percent.

FIGURE 13 SPRING 2017 RECRUITING PLANS, BY REGION

REGION	FIRM PLANS IN PLACE	TENTATIVE PLANS	ALL RECRUITING IN FALL 2016	NOT HIRING	UNSURE
Northeast	43.9%	19.5%	19.5%	2.4%	14.6%
Southeast	29.7%	32.4%	24.3%	0.0%	13.5%
Midwest	38.3%	27.7%	17.0%	0.0%	17.0%
West	47.6%	33.3%	0.0%	9.5%	9.5%

WHO'S IN DEMAND?

Demand by Degree Level

Nearly all of this year's survey respondents indicate that they will hire college graduates earning bachelor's degrees in 2017. (See Figure 14.) The percentages of respondents hiring the other degree levels, e.g. associate, master's, doctorate, and professional degrees, remain consistent with last year's results. In addition, the percentage of total hires and the degrees they possess are virtually identical to last year's results.

FIGURE 14 HIRING EXPECTATIONS, BY DEGREE LEVEL

DEGREE LEVEL	AVERAGE % OF NEW COLLEGE HIRES IN 2016-17	NUMBER OF RESPONDENTS HIRING 2016-17	% OF TOTAL RESPONDENTS HIRING IN 2016-17	AVERAGE % OF NEW COLLEGE HIRES IN 2015-16	NUMBER OF RESPONDENTS THAT HIRED IN 2015-16	% OF TOTAL RESPONDENTS THAT HIRED IN 2015-16
Associate	1.9%	14	12.3%	1.7%	16	13.4%
Bachelor's	83.2%	112	98.2%	83.9%	117	98.3%
Master's	12.7%	86	75.4%	12.2%	90	75.6%
Doctorate	1.2%	21	18.4%	1.2%	22	18.5%
Professional (J.D., M.D., etc.)	1.2%	10	8.8%	1.0%	10	8.4%

Demand both overall and within the associate, bachelor's, and master's degree levels continues to come from the business, engineering, and computer science fields. (See Figures 15 and 16.)

At the doctorate level, math and sciences, engineering, and computer science degrees also garner high interest.

FIGURE 15 TOP DEGREES IN DEMAND, BY BROAD CATEGORY

BROAD CATEGORY	NUMBER OF RESPONDENTS THAT WILL HIRE	% OF TOTAL RESPONDENTS (N=144)
Business	119	82.6%
Engineering	105	72.9%
Computer & Information Sciences	77	53.5%
Math & Sciences	45	31.3%
Social Sciences	34	23.6%
Communications	31	21.5%
Humanities	14	9.7%
Agriculture & Natural Resources	8	5.6%
Healthcare	5	3.5%
Education	2	1.4%

FIGURE 16 TOP DEGREES IN DEMAND, BY DEGREE LEVEL AND BROAD CATEGORY

ASSOCIATE	BROAD CATEGORY	NUMBER OF RESPONDENTS THAT WILL HIRE	% OF TOTAL RESPONDENTS (N=144)
	Computer & Information Sciences	6	4.2%
	Business	3	2.1%
	Engineering	2	1.4%
	Communications	1	0.7%
	Healthcare	1	0.7%
	Agriculture & Natural Resources	0	0.0%
	Education	0	0.0%
	Humanities	0	0.0%
	Math & Sciences	0	0.0%
	Social Sciences	0	0.0%

BACHELOR'S	BROAD CATEGORY	NUMBER OF RESPONDENTS THAT WILL HIRE	% OF TOTAL RESPONDENTS (N=144)
	Business	112	77.8%
	Engineering	101	70.1%
	Computer & Information Sciences	78	54.2%
	Math & Sciences	39	27.1%
	Social Sciences	34	23.6%
	Communications	27	18.8%
	Humanities	14	9.7%
	Agriculture & Natural Resources	8	5.6%
	Healthcare	4	2.8%
	Education	2	1.4%

MASTER'S	BROAD CATEGORY	NUMBER OF RESPONDENTS THAT WILL HIRE	% OF TOTAL RESPONDENTS (N=144)
	Business	65	45.1%
	Engineering	47	32.6%
	Computer & Information Sciences	36	25.0%
	Math & Sciences	21	14.6%
	Social Sciences	11	7.6%
	Healthcare	4	2.8%
	Communications	3	2.1%
	Agriculture & Natural Resources	2	1.4%
	Education	0	0.0%
	Humanities	0	0.0%

FIGURE 16 TOP DEGREES IN DEMAND, BY DEGREE LEVEL AND BROAD CATEGORY

DOCTORATE	BROAD CATEGORY	NUMBER OF RESPONDENTS THAT WILL HIRE	% OF TOTAL RESPONDENTS (N=144)
	Engineering	13	9.0%
	Math & Sciences	10	6.9%
	Computer & Information Sciences	5	3.5%
	Agriculture & Natural Resources	2	1.4%
	Business	2	1.4%
	Healthcare	1	0.7%
	Social Sciences	1	0.7%
	Communications	0	0.0%
	Education	0	0.0%
	Humanities	0	0.0%

Top Majors

Demand for individual majors at the bachelor's degree level shows a slight shift toward business majors. (See Figure 17.) The top three bachelor's degrees in demand for the Class of 2017 are finance, accounting, and business administration/management. While computer science falls fourth on the list this year, it was the second highest in demand last year.

FIGURE 17 TOP DEGREES IN DEMAND (BACHELOR'S DEGREE LEVEL)

MAJOR	# OF RESPONDENTS THAT WILL HIRE	% OF TOTAL RESPONDENTS THAT WILL HIRE
Finance	87	60.4%
Accounting	86	59.7%
Business Administration/Mgmt.	86	59.7%
Computer Science	73	50.7%
Mechanical Engineering	70	48.6%
Management Information Systems	67	46.5%
Information Sciences & Systems	67	46.5%
Logistics/Supply Chain	63	43.8%
Electrical Engineering	57	39.6%
Economics	56	38.9%

Figures 18 through 24 show the demand for individual majors within seven broad categories at the bachelor's degree level. Highlights are as follows:

- More than three-quarters of respondents that will hire business majors plan to hire finance, accounting, and business administration/management majors. All three majors are nearly equal in demand this year. (See Figure 18.)

- Mechanical and electrical engineering majors continue to gain the most interest from respondents hiring engineering majors, as more than half of respondents plan to hire these particular majors. (See Figure 19.)
- Among respondents that will hire computer-related majors, slightly more than 90 percent will hire specific “computer science” majors. (See Figure 20.) This demand is also evident in the most recent NACE Fall 2016 *Salary Survey*, which reported computer science majors as the highest-paid for the Class of 2016 at \$75,980.
- More than 80 percent of respondents that plan to hire graduates with math and science degrees will directly target math/statistics majors. (See Figure 21.) Interest in the remaining science degrees specified drops to approximately one-quarter of respondents or less.
- All respondents hiring within the broad category of social sciences majors are planning to hire economics majors, exclusively. (See Figure 23.)
- Of students earning degrees in the humanities, those earning liberal arts/general studies will be pursued by all respondents hiring within this category of majors. (See Figure 24.)

FIGURE 18 TOP BUSINESS DEGREES IN DEMAND

MAJOR	NUMBER OF RESPONDENTS THAT WILL HIRE	% OF RESPONDENTS HIRING BUSINESS DEGREES (N=112)
Finance	87	77.7%
Accounting	86	76.8%
Business Administration/Mgmt.	86	76.8%
Management Information Systems	67	59.8%
Logistics/Supply Chain	63	56.3%
Economics	56	50.0%
Marketing	55	49.1%
Sales	55	49.1%
Human Resources	45	40.2%
International Business	22	19.6%
Actuary	16	14.3%
Hospitality Management	8	7.1%

FIGURE 19 TOP ENGINEERING DEGREES IN DEMAND

MAJOR	NUMBER OF RESPONDENTS THAT WILL HIRE	% OF RESPONDENTS HIRING ENGINEERING DEGREES (N=101)
Mechanical Engineering	70	69.3%
Electrical Engineering	57	56.4%
Industrial/Manufacturing Engineering	47	46.5%
Computer Engineering	45	44.6%
Chemical Engineering	42	41.6%
Civil Engineering	33	32.7%
Software Engineering	32	31.7%
Materials Engineering/Science	31	30.7%
Engineering Technology	26	25.7%
Systems Engineering	22	21.8%
Environmental Engineering	19	18.8%
Aerospace/Aeronautical Engineering	16	15.8%
Biomedical Engineering	10	9.9%
Nuclear Engineering	9	8.9%
Petroleum Engineering	5	5.0%

FIGURE 20 TOP COMPUTER AND INFORMATION SCIENCE DEGREES IN DEMAND

MAJOR	NUMBER OF RESPONDENTS THAT WILL HIRE	% OF RESPONDENTS HIRING COMPUTER & INFORMATION SCIENCE DEGREES (N=78)
Computer Science	73	93.6%
Information Sciences & Systems	67	85.9%
Software Applications	49	62.8%

FIGURE 21 TOP MATH AND SCIENCE DEGREES IN DEMAND

MAJOR	NUMBER OF RESPONDENTS THAT WILL HIRE	% OF RESPONDENTS HIRING MATH & SCIENCE DEGREES (N=39)
Mathematics/Statistics	32	82.1%
Chemistry	11	28.2%
Biology/Biological Sciences	9	23.1%
Physics	8	20.5%
Environmental Science	7	17.9%
Construction Science	6	15.4%
Geology/Geological Sciences	6	15.4%

FIGURE 22 TOP COMMUNICATIONS DEGREES IN DEMAND

MAJOR	NUMBER OF RESPONDENTS THAT WILL HIRE	% OF RESPONDENTS HIRING COMMUNICATIONS DEGREES (N=27)
Communications	26	96.3%
Public Relations	13	48.1%
Advertising	8	29.6%
Journalism	8	29.6%

FIGURE 23 TOP SOCIAL SCIENCES DEGREES IN DEMAND

MAJOR	NUMBER OF RESPONDENTS THAT WILL HIRE	% OF RESPONDENTS HIRING SOCIAL SCIENCES DEGREES (N=34)
Economics	34	100.0%
Psychology	15	44.1%
Political Science/International Relations	8	23.5%
Sociology	8	23.5%
Social Work	4	11.8%

FIGURE 24 TOP HUMANITIES DEGREES IN DEMAND

MAJOR	NUMBER OF RESPONDENTS THAT WILL HIRE	% OF RESPONDENTS HIRING HUMANITIES DEGREES (N=14)
Liberal Arts/General Studies	14	100.0%
English Language & Literature	6	42.9%
History	6	42.9%
Foreign Language & Literature	5	35.7%
Visual & Performing Arts	5	35.7%
Philosophy	4	28.6%
Area & Gender Studies	3	21.4%

Demand at the master's degree level has shifted back to business degrees, with M.B.A. graduates being the most sought after by respondents. (See [Figure 25.](#)) In last year's survey, respondents were more focused on hiring STEM graduates; the top three majors in demand at the master's level were computer science, electrical engineering, and mechanical engineering. While these majors appear on this year's list, computer science has dropped to fourth and electrical and mechanical engineering round out the top 10.

FIGURE 25 TOP DEGREES IN DEMAND (MASTER'S DEGREE LEVEL)

MAJOR	NUMBER OF RESPONDENTS THAT WILL HIRE	% OF TOTAL RESPONDENTS THAT WILL HIRE
M.B.A.	38	26.4%
Finance	36	25.0%
Accounting	34	23.6%
Computer Science	33	22.9%
Information Sciences & Systems	27	18.8%
Computer Engineering	26	18.1%
Management Information Systems	22	15.3%
Marketing	22	15.3%
Electrical Engineering	22	15.3%
Mechanical Engineering	22	15.3%

Unlike the master's degree level majors in demand, the doctorate fields most in demand consist wholly of STEM disciplines, with materials engineering/science topping this year's list. (See [Figure 26.](#))

Not surprisingly, the bachelor's degree majors in demand by all four geographic regions are predominantly business. (See Figures 27 through 30.)

FIGURE 26 TOP DEGREES IN DEMAND (DOCTORATE DEGREE LEVEL)

MAJOR	# OF RESPONDENTS THAT WILL HIRE	% OF TOTAL RESPONDENTS THAT WILL HIRE
Materials Engineering/Science	7	4.9%
Electrical Engineering	6	4.2%
Computer Science	5	3.5%
Chemical Engineering	5	3.5%
Mechanical Engineering	4	2.8%
Chemistry	4	2.8%
Software Applications	3	2.1%
Computer Engineering	3	2.1%
Software Engineering	3	2.1%
Mathematics/Statistics	3	2.1%

FIGURE 27 TOP FIVE UNDERGRADUATE MAJORS—NORTHEAST

MAJOR	# OF NORTHEAST RESPONDENTS THAT WILL HIRE	% OF NORTHEAST RESPONDENTS THAT WILL HIRE	% OF TOTAL RESPONDENTS THAT WILL HIRE
Finance	27	65.9%	60.4%
Business Administration/Mgmt.	26	63.4%	59.7%
Accounting	24	58.5%	59.7%
Economics	22	53.7%	38.9%
Logistics/Supply Chain	22	53.7%	43.8%

FIGURE 28 TOP FIVE UNDERGRADUATE MAJORS—SOUTHEAST

MAJOR	# OF SOUTHEAST RESPONDENTS THAT WILL HIRE	% OF SOUTHEAST RESPONDENTS THAT WILL HIRE	% OF TOTAL RESPONDENTS THAT WILL HIRE
Business Administration/Mgmt.	19	52.8%	59.7%
Computer Science	19	52.8%	50.7%
Accounting	18	50.0%	59.7%
Finance	16	44.4%	60.4%
Management Information Systems	16	44.4%	46.5%

FIGURE 29 TOP FIVE UNDERGRADUATE MAJORS—MIDWEST

MAJOR	# OF MIDWEST RESPONDENTS THAT WILL HIRE	% OF MIDWEST RESPONDENTS THAT WILL HIRE	% OF TOTAL RESPONDENTS THAT WILL HIRE
Accounting	30	63.8%	59.7%
Finance	29	61.7%	60.4%
Business Administration/Mgmt.	28	59.6%	59.7%
Mechanical Engineering	23	48.9%	48.6%
Sales	23	48.9%	38.2%

FIGURE 30 TOP FIVE UNDERGRADUATE MAJORS—WEST

MAJOR	# OF WEST RESPONDENTS THAT WILL HIRE	% OF WEST RESPONDENTS THAT WILL HIRE	% OF TOTAL RESPONDENTS THAT WILL HIRE
Finance	15	75.0%	60.4%
Accounting	14	70.0%	59.7%
Business Administration/Mgmt.	13	65.0%	59.7%
Computer Science	11	55.0%	50.7%
Mechanical Engineering	11	55.0%	48.6%

Employers in the utilities industry are the most interested in the top five majors in demand at the bachelor's degree level. Five out of the six responding utilities employers indicate interest in four of the five top majors, with all respondents reporting they will hire mechanical engineering majors. (See Figure 31.) Government employers also show high interest in the top five majors, with all of their respondents indicating they will hire finance, accounting, and business administration/management majors.

FIGURE 31 WHO IS HIRING, BY INDUSTRY (BACHELOR'S DEGREE LEVEL)

MAJOR	MOST INTERESTED INDUSTRIES	% OF INDUSTRY RESPONDENTS
FINANCE	Government	100.0%
	Finance, Insurance, & Real Estate	95.2%
	Utilities	83.3%
ACCOUNTING	Accounting Services	100.0%
	Government	100.0%
	Utilities	83.3%
BUSINESS ADMINISTRATION/ MGMT.	Accounting Services	100.0%
	Government	100.0%
	Utilities	83.3%
COMPUTER SCIENCE	Misc. Prof. Services	90.0%
	Utilities	83.3%
	Transportation	80.0%
MECHANICAL ENGINEERING	Utilities	100.0%
	Food & Beverage Mfg.	85.7%
	Misc. Mfg.	83.3%

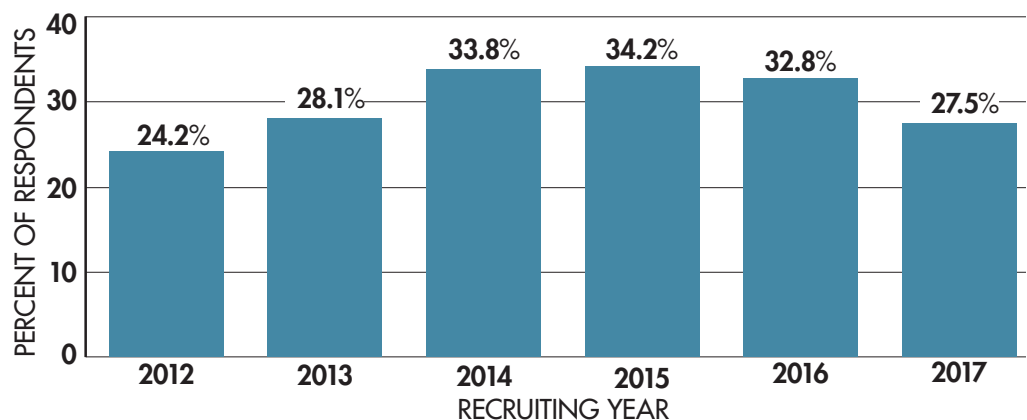
While the West region is projecting the smallest increase in hiring for Class of 2017 college graduates, employers here exhibit the most interest in the top five majors in demand at the bachelor's degree level. (See Figure 32.)

FIGURE 32 WHO IS HIRING, BY REGION (BACHELOR'S DEGREE LEVEL)

MAJOR	MOST INTERESTED REGIONS	% OF REGION'S RESPONDENTS
FINANCE	West	75.0%
	Northeast	65.9%
	Midwest	61.7%
	Southeast	44.4%
ACCOUNTING	West	70.0%
	Midwest	63.8%
	Northeast	58.5%
	Southeast	50.0%
BUSINESS ADMINISTRATION/ MGMT.	West	65.0%
	Northeast	63.4%
	Midwest	59.6%
	Southeast	52.8%
COMPUTER SCIENCE	West	55.0%
	Northeast	53.7%
	Southeast	52.8%
	Midwest	44.7%
MECHANICAL ENGINEERING	West	55.0%
	Northeast	51.2%
	Midwest	48.9%
	Southeast	41.7%

International Student Hiring Plans

The percentage of respondents that will hire international students has fallen again this year to 27.5 percent, making it the second lowest group in the past five years. (See Figure 33.) In other recent *Job Outlook* surveys, respondents reported the specific majors from which they would hire international students, which were usually STEM disciplines. Although this year's survey did not ask for the specific majors, those most in demand by this year's survey respondents are primarily business majors, which may be causing the drop in respondents with plans to hire international students.

FIGURE 33 INTERNATIONAL STUDENT HIRING PLANS, 2012 – 2017

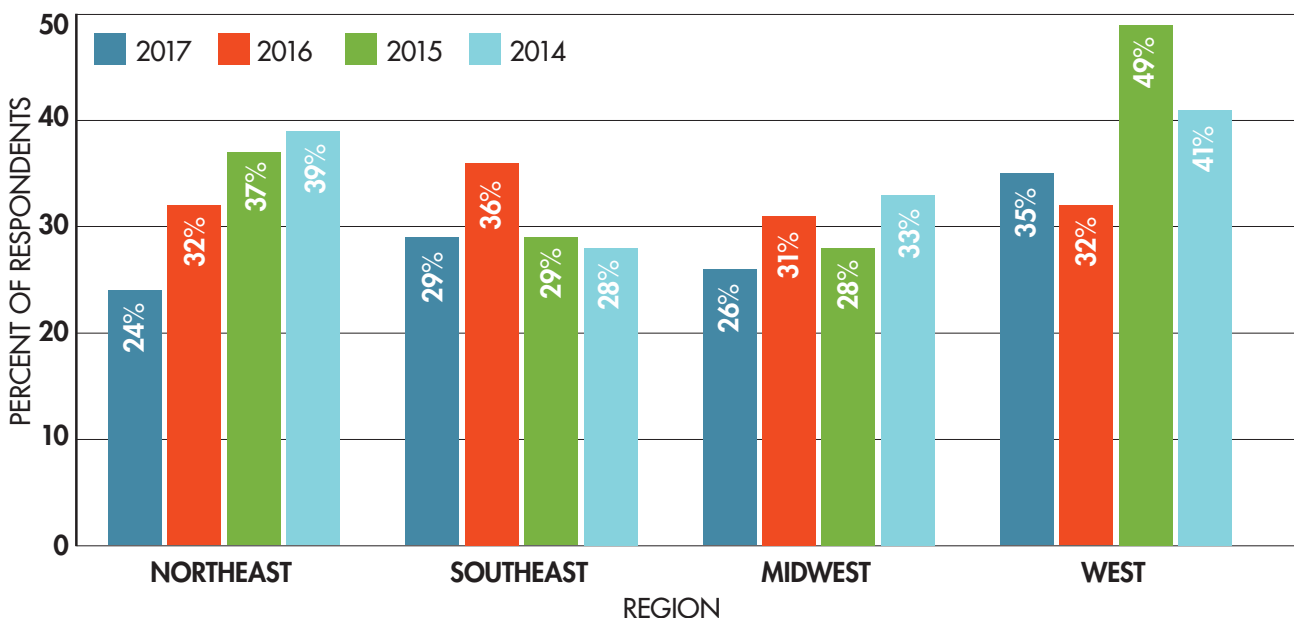
By industry, computer and electronics manufacturers show the most interest in hiring international students from the Class of 2017, as almost two-thirds of respondents have plans to do so. (See Figure 34.) Employers in computer and electronics manufacturing—an industry that hires mainly STEM disciplines—had the most interest in hiring international students in last year’s report.

FIGURE 34 INTERNATIONAL STUDENT HIRING PLANS, BY INDUSTRY

INDUSTRY	% OF RESPONDENTS THAT PLAN TO HIRE INTERNATIONAL STUDENTS
Computer & Electronics Mfg.	63.6%
Accounting Services	60.0%
Misc. Prof. Services	58.3%
Construction	55.6%
Transportation	40.0%
Information	33.3%
Finance, Insurance & Real Estate	27.6%
Food & Beverage Mfg.	25.0%
Chemical (Pharmaceutical) Mfg.	23.1%
Engineering Services	20.0%
Government	16.7%
Misc. Mfg.	10.0%

Demand for international students has dropped in three of the four geographic regions this year. (See Figure 35.) More employers in the West region plan to hire international students, with more than one-third reporting they will do so. This may be due to the fact that the type of industries located in the West region exhibit the most interest in hiring these graduates.

FIGURE 35 INTERNATIONAL STUDENT HIRING PLANS, BY REGION

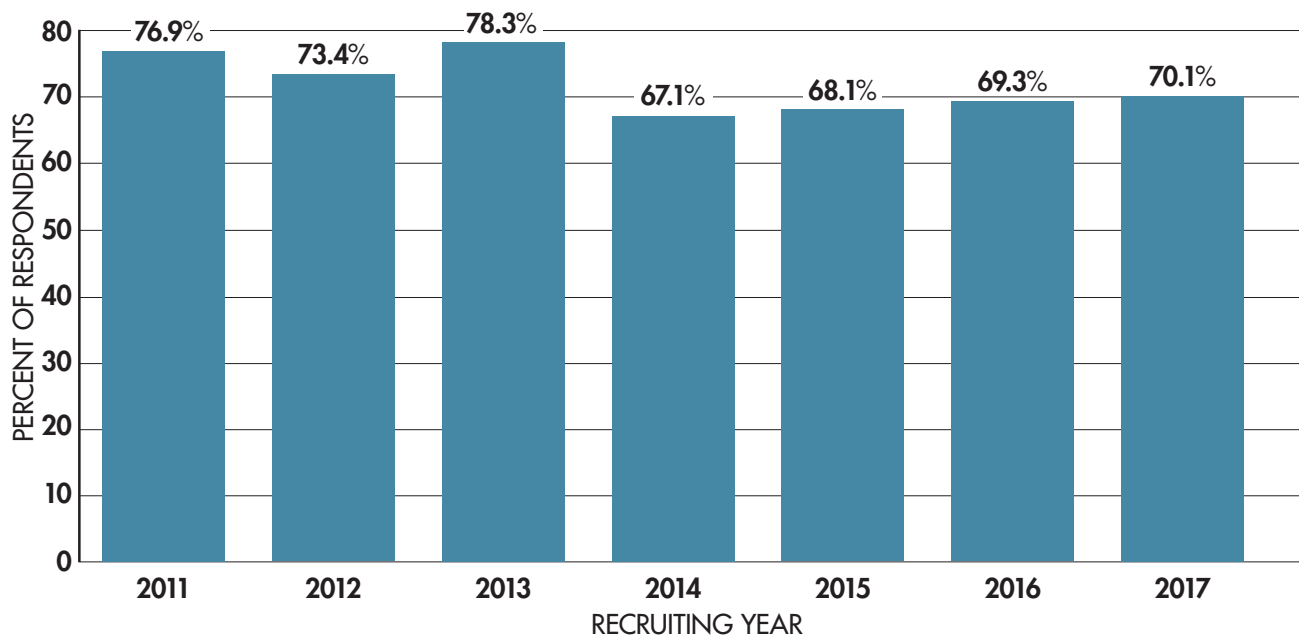


EMPLOYERS' VIEW OF CANDIDATES

How important are students' GPAs in their job search? For the third consecutive year, the percentage of employers that plan to screen graduates by GPA has grown. This year, 70 percent of respondents will screen Class of 2017 candidates by GPA. (See Figure 36.)

More than 60 percent of the respondents that will screen candidates by GPA report that they will use a cutoff of 3.0, which are also the mean and median reported cutoffs for the entire group. Those respondents that will not use a cutoff GPA of 3.0 are split evenly above and below the cutoff of 3.0, and the range varies from as low as 2.0 to as high as 3.5.

FIGURE 36 SCREEN CANDIDATES BY GPA, BY PERCENTAGE OF RESPONDENTS



By industry, chemical (pharmaceutical) manufacturers are most likely to screen candidates by GPA, with more than 90 percent that will do so. (See Figure 37.) And, while most industries will use the popular GPA cutoff of 3.0, transportation employers will go lower, using a GPA cutoff of 2.8. On the other hand, retail employers will use a slightly higher GPA cutoff of 3.2.

Resume Essentials

The first element that makes or breaks employers' further review of a candidate's resume is clearly the GPA. After GPA, the next attributes that must appear or be demonstrated on the resume are ability to work as part of a team and problem-solving skills.

In comparison, last year's survey respondents indicated that leadership was the most sought-after attribute on a candidate's resume, with more than 80 percent reporting they would seek it. This year, however, less than 70 percent of respondents are seeking some type of leadership demonstrated on candidates' resumes, making it sixth on the list. (See Figure 38.) The ability to work in a team continues to be highly sought after as it is the top attribute for 78 percent of respondents. Last year, the ability to work in a team was second on the list and sought by almost 80 percent of respondents.

FIGURE 37 SCREEN CANDIDATES BY GPA, BY INDUSTRY

INDUSTRY	% OF RESPONDENTS	GPA CUTOFF (REPORTED MEDIAN)
Chemical (Pharmaceutical) Mfg.	90.9%	3.0
Misc. Prof. Services	85.7%	3.0
Misc. Mfg.	84.2%	3.0
Accounting Services	80.0%	3.0
Retail Trade	77.8%	3.2
Management Consulting	75.0%	3.0
Finance, Insurance & Real Estate	73.7%	3.0
Food & Beverage Mfg.	66.7%	2.9
Computer & Electronics Mfg.	66.7%	3.0
Transportation	60.0%	2.8
Engineering Services	60.0%	2.9
Motor Vehicle Mfg.	50.0%	3.0
Wholesale Trade	50.0%	3.0
Government	40.0%	2.9
Construction	11.1%	3.0

While problem-solving skills may be difficult to exhibit on a resume, they are second on this year's list of attributes and will be required by more than two-thirds of respondents. Rounding out the top three are written communication skills, which will be sought by 75 percent of respondents.

FIGURE 38 ATTRIBUTES EMPLOYERS SEEK ON A CANDIDATE'S RESUME

ATTRIBUTE	% OF RESPONDENTS
Ability to work in a team	78.0%
Problem-solving skills	77.3%
Communication skills (written)	75.0%
Strong work ethic	72.0%
Communication skills (verbal)	70.5%
Leadership	68.9%
Initiative	65.9%
Analytical/quantitative skills	64.4%
Flexibility/adaptability	63.6%
Detail-oriented	62.1%
Interpersonal skills (relates well to others)	58.3%
Technical skills	56.8%
Computer skills	49.2%
Organizational ability	47.7%
Strategic planning skills	37.9%
Friendly/outgoing personality	25.8%
Tactfulness	25.8%
Creativity	21.2%
Entrepreneurial skills/risk-taker	19.7%
Fluency in a foreign language	4.5%

Candidate 1 Versus Candidate 2: Deciding Attributes

When two candidates are equally qualified for a position, respondents indicate that the academic major is still the deciding factor. In both this year's and last year's surveys, respondents rated "academic major" as having a great deal of influence when deciding on one candidate over another. (See Figure 39.)

While it may not need to be seen specifically on a candidate's resume, having held a leadership position may be the second most influential deciding factor when considering two candidates. In addition, involvement in extracurricular activities and a high GPA (above 3.0) also have at least somewhat of an influence on deciding between candidates.

The remaining attributes—school attended, volunteer work, fluency in a foreign language, and study abroad—have far less of an influence in the hiring decisions made by respondents.

FIGURE 39 INFLUENCE OF ATTRIBUTES

ATTRIBUTE	2017 AVERAGE INFLUENCE RATING*	2016 AVERAGE INFLUENCE RATING
Major	4.0	4.0
Has held leadership position	3.9	3.9
Has been involved in extracurricular activities (clubs, sports, student government, etc.)	3.6	3.6
High GPA (3.0 or above)	3.6	3.5
School attended	2.9	2.9
Has done volunteer work	2.6	2.8
Is fluent in a foreign language	2.1	2.2
Has studied abroad	2.0	2.0

*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.

Career Readiness

In October 2015, NACE released its definition of and competencies associated with career readiness.

In this report, employers were asked to rate the seven competencies plus an additional competency—"global/multicultural fluency"—in terms of essential need in the scope of hiring their new college graduates, and rate recent graduates in terms of their proficiency in each of the eight competencies. The results are outlined in Figures 40 and 41.

In terms of essential need ratings, the competency "critical think/problem solving" has been rated highest for the third time since employers have been asked to provide these particular ratings. "Professionalism/work ethic" is rated second highest, as it was in last year's *Job Outlook 2016 Spring Update Survey*. (See Figure 40.)

"Oral/written communications" and "teamwork/collaboration" are rated equally as essential this year, with last year's results showing a slightly higher need for teamwork (4.6) than communications (4.4). (Note: The preference for teamwork was also indicated earlier in this report; see Figure 38, which showed that 78 percent of respondents looked for teamwork as the most important attribute on a candidate's resume.)

"Leadership," "information technology application," and "career management" were somewhat essential in terms of rating; respondents rated "global/multicultural fluency" as just less than somewhat essential in terms of need.

FIGURE 40 EMPLOYERS RATE THE ESSENTIAL NEED OF THE CAREER READINESS COMPETENCIES

COMPETENCIES	WEIGHTED AVERAGE RATING*
Critical Thinking/Problem Solving	4.58
Professionalism/Work Ethic	4.56
Oral/Written Communications	4.43
Teamwork/Collaboration	4.43
Leadership	3.86
Information Technology Application	3.78
Career Management	3.47
Global/Multicultural Fluency	2.85

*5-point scale, where 1=Not essential, 2=Not very essential, 3=Somewhat essential, 4=Essential, 5=Absolutely essential

In terms of proficiency, recent graduates come closest to the "very proficient" rating in just two competencies—"teamwork/collaboration" and "information technology application." (See Figure 41.)

FIGURE 41 EMPLOYERS RATE RECENT GRADUATES ON THE 8 CAREER READINESS COMPETENCIES

COMPETENCIES	WEIGHTED AVERAGE RATING*
Teamwork/Collaboration	3.96
Information Technology Application	3.92
Critical Thinking/Problem Solving	3.59
Professionalism/Work Ethic	3.43
Oral/Written Communications	3.41
Leadership	3.38
Career Management	3.09
Global/Multicultural Fluency	2.93

*5-point scale, where 1=Not at all proficient, 2=Not very proficient, 3=Somewhat proficient, 4=Very proficient, 5=Extremely proficient

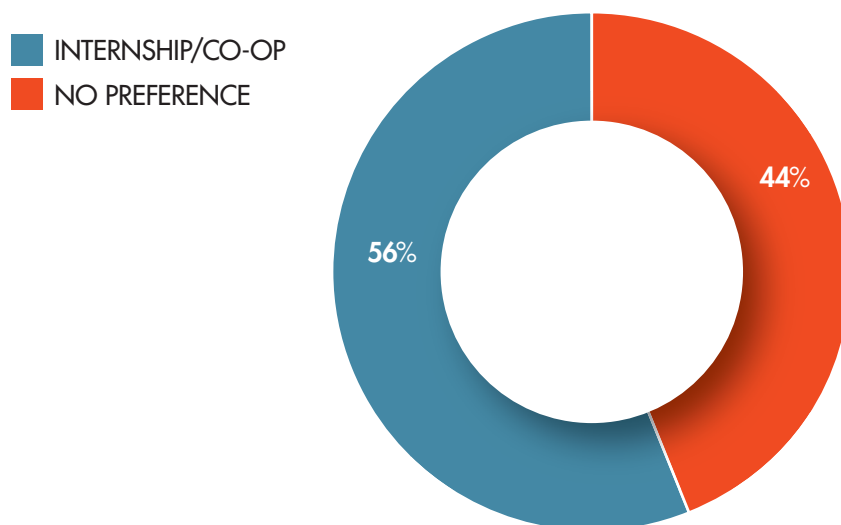
Work Experience

Not only do employers look for certain attributes on their candidates' resumes and want them to possess certain key skills and qualities, but they also consider work experience when hiring new graduates. Nearly two-thirds of respondents this year prefer that their candidates have relevant work experience, and the group of respondents having this preference has dominated over the last several years. (See Figure 42.) Although slightly more than one-quarter of remaining respondents prefer work experience of any type, a mere 5 percent this year say that work experience is not a factor when hiring new graduates.

FIGURE 42 EMPLOYERS HIRING PREFERENCES RELATIVE TO EXPERIENCE, BY PERCENT OF RESPONDENTS

HIRING PREFERENCE	2017	2016	2015	2014	2013
I prefer to hire candidates with relevant work experience	64.5%	64.2%	72.5%	74.1%	71.0%
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)	26.1%	27.0%	20.1%	20.7%	19.9%
Work experience doesn't typically factor into my decision when hiring a new college graduate	5.1%	6.3%	3.9%	1.1%	4.8%
Other	4.3%	2.5%	3.4%	4.0%	4.3%

As far as how a graduate's work experience was gained, more than half of respondents prefer that it came from an internship or co-op. (See Figure 43.) This group of respondents has fallen some, down from 60 percent of respondents two years ago and 57 percent last year to 56 percent this year. The remaining 44 percent of respondents have no preference in how work experience was gained.

FIGURE 43 EMPLOYERS' PREFERENCE AS TO HOW WORK EXPERIENCE WAS GAINED, BY PERCENT OF RESPONDENTS

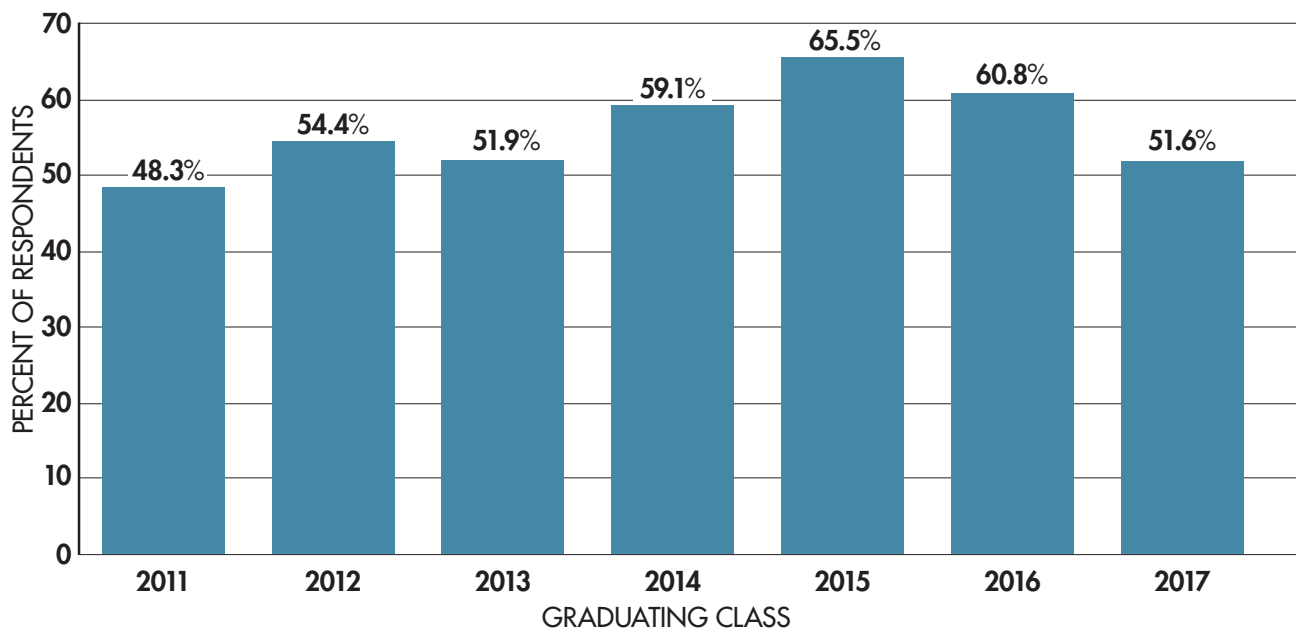
COMPENSATION AND SIGNING BONUSES

Starting Salaries

More than half of respondents plan to increase starting salaries to bachelor's degree graduates in 2016-17. That's down significantly over the past two years when more than 60 percent of respondents were planning salary increases. (See Figure 44.)

The overall average salary increase expected is calculated at 4.4 percent; however, individual responses skew this number: Six respondents are projecting starting salary increases in the double digits. Consequently, the median increase, which stands at 3 percent, is more meaningful. This is in line with the 3.2 percent median increase reported in last year's survey.

FIGURE 44 EMPLOYERS WITH PLANS TO INCREASE STARTING SALARIES TO BACHELOR'S DEGREE GRADUATES



By industry, miscellaneous manufacturing employers are most likely to increase bachelor's degree salaries, with two-thirds of respondents planning to do so. (See Figure 45.) By region, Northeast employers have the largest group of respondents with plans to increase bachelor's degree salaries; more than 60 percent report they will do so. (See Figure 46.)

FIGURE 45 EMPLOYERS WITH PLANS TO INCREASE STARTING SALARIES, BY INDUSTRY

INDUSTRY	# OF RESPONDENTS WITH PLANS TO INCREASE BACHELOR'S SALARIES	# OF RESPONDENTS BY INDUSTRY	% OF RESPONDENTS BY INDUSTRY
Misc. Mfg.	8	12	66.7%
Food & Beverage Mfg.	3	5	60.0%
Chemical (Pharmaceutical) Mfg.	4	9	44.4%
Retail Trade	4	9	44.4%
Finance, Insurance, & Real Estate	6	14	42.9%
Construction	2	5	40.0%
Misc. Prof. Services	2	5	40.0%
Utilities	2	5	40.0%

FIGURE 46 EMPLOYERS WITH PLANS TO INCREASE STARTING SALARIES, BY REGION

REGION	# OF RESPONDENTS WITH PLANS TO INCREASE BACHELOR'S SALARIES	# OF RESPONDENTS BY REGION	% OF RESPONDENTS BY REGION	AVERAGE PROJECTED INCREASE
Northeast	17	28	60.7%	4.2%
Southeast	9	21	42.9%	7.4%*
Midwest	16	30	53.3%	3.6%
West	7	16	43.8%	3.0%

*The average projected increase in the Southeast is skewed. Of the nine total respondents, three are planning increases of 10 percent, 12.5 percent, and 20 percent. This is driving the overall average projected increase upward.

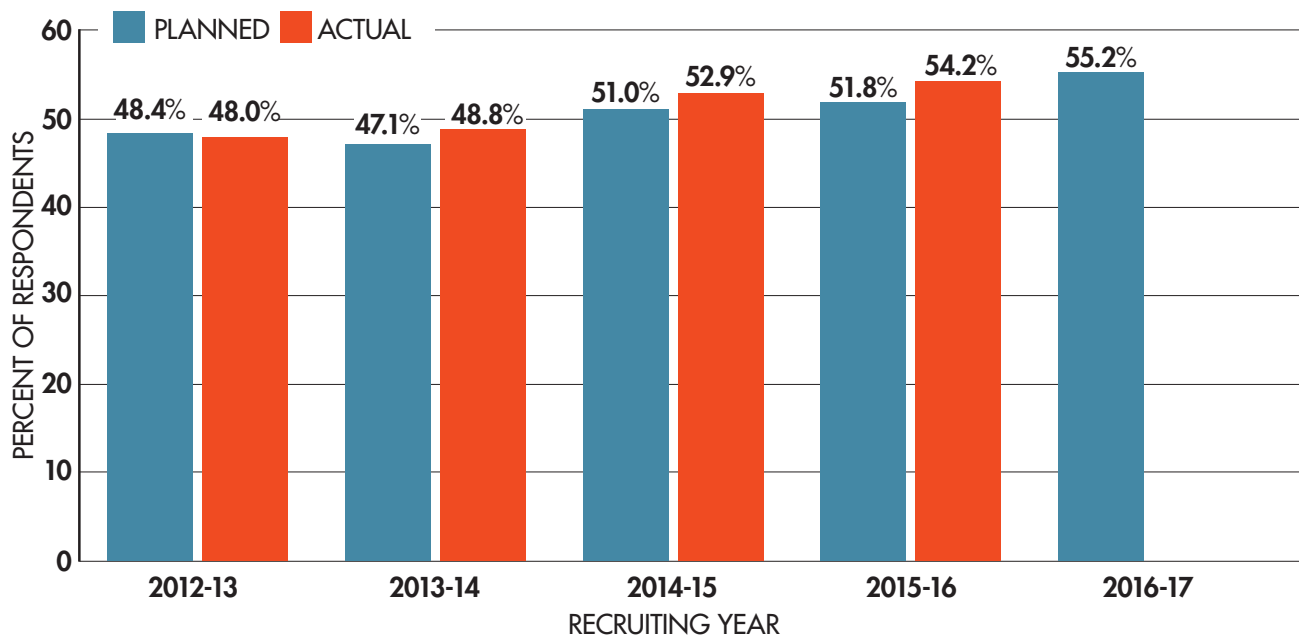
Signing Bonuses

This year, the percentage of respondents that plan to offer signing bonuses to Class of 2017 graduates is the highest it has been in the last five years. More than 55 percent of respondents have plans to offer signing bonuses to graduates of the Class of 2017. (See Figure 47.)

The original plans for Class of 2016 graduates to receive signing bonuses in last year's survey was also the highest, and this year's findings show that the percentage of respondents that actually extended signing bonuses to Class of 2016 graduates was even higher than planned at 54.2 percent of respondents.

Although a large percentage of respondents will offer signing bonuses in 2016-17, not all graduates can expect to receive them. More than six in 10 respondents will only offer signing bonuses to *selected* graduates, and those most likely to receive them will be in the business, engineering, or computer science fields.

By industry, the manufacturing sector contains the industries most likely to offer signing bonuses to Class of 2017 graduates. More than 70 percent of respondents in chemical (pharmaceutical), computer and electronics, and food and beverage manufacturing have plans to offer signing bonuses. (See Figure 48.) By region, employers in the Northeast have the most respondents planning to offer signing bonuses in 2016-17. (See Figure 49.)

FIGURE 47 EMPLOYERS OFFERING SIGNING BONUSES**FIGURE 48 PERCENT OF EMPLOYERS OFFERING SIGNING BONUSES TO 2016-17 GRADUATES, BY INDUSTRY**

INDUSTRY	% OFFERING SIGNING BONUSES	# OF RESPONDENTS
Chemical (Pharmaceutical) Mfg.	81.8%	11
Computer & Electronics Mfg.	80.0%	10
Food & Beverage Mfg.	71.4%	7
Retail Trade	70.0%	10
Misc. Prof. Services	66.7%	9
Accounting Services	60.0%	5
Finance, Insurance & Real Estate	55.0%	20
Construction	44.4%	9
Misc. Mfg.	42.1%	19
Engineering Services	40.0%	5
Government	40.0%	5
Wholesale Trade	33.3%	6
Transportation	20.0%	5
Utilities	16.7%	6

FIGURE 49 PERCENT OF EMPLOYERS OFFERING SIGNING BONUSES TO 2016-17 GRADUATES, BY REGION

REGION	% OFFERING SIGNING BONUSES	# OF RESPONDENTS
Northeast	63.4%	41
Southeast	55.6%	36
Midwest	55.6%	45
West	38.1%	21

Although data on signing bonus amounts by major tend to be somewhat limited, Figure 50 shows the projected average signing bonuses for nine majors at the bachelor's degree level. In three out of the four cases where data were reported both this year and last year, the 2016-17 projected bonuses are somewhat higher than last year.

At the master's degree level, data were only provided for M.B.A.s and unspecified engineering graduates. The M.B.A. projection is sizable due to six of the seven total respondents planning extremely large signing bonuses. (See Figure 51.)

FIGURE 50 AVERAGE SIGNING BONUS, BY MAJOR (BACHELOR'S DEGREES)*

MAJOR	2016-17 AVERAGE BONUS (PROJECTED)	# OF RESPONDENTS 2016-17	2015-16 AVERAGE BONUS (PROJECTED)	# OF RESPONDENTS 2015-16
Accounting	\$3,104	12	\$2,929	7
Business	\$5,429	7	\$3,100	5
Finance	\$3,643	7	Not reported	–
Chemical Engineering	\$4,786	7	Not reported	–
Electrical Engineering	\$4,250	6	Not reported	–
Mechanical Engineering	\$3,938	8	Not reported	–
Computer Science	\$9,654	13	\$6,357	7
Engineering – not specified	\$5,188	8	\$5,750	8
Logistics/Supply chain	\$3,750	6	Not reported	–

*Where 5 or more data points were provided.

FIGURE 51 AVERAGE SIGNING BONUS, BY MAJOR (MASTER'S DEGREES)*

MAJOR	2016-17 AVERAGE BONUS (PROJECTED)	# OF RESPONDENTS 2016-17	2015-16 AVERAGE BONUS (PROJECTED)	# OF RESPONDENTS 2015-16
M.B.A.	\$21,429	7	\$9,929	7
Engineering – not specified	\$4,545	11	\$6,100	5

*Where 5 or more data points were provided.

ADDITIONAL INFORMATION FOR THE CLASS OF 2017

Data will be collected in February and March of 2017 to provide a final hiring update for the Class of 2017 in the *Job Outlook 2017 Spring Update* survey. Results will be available in April 2017.

The first look at salaries for the Class of 2017 will be published in January 2017 in the *Winter 2017 Salary Survey*. Data will be based upon salary projections provided by employers responding to this *Job Outlook 2017* survey.

APPENDIX

FIGURE 52 RESPONDENTS BY SIZE OF DEPARTMENT/BUSINESS UNIT

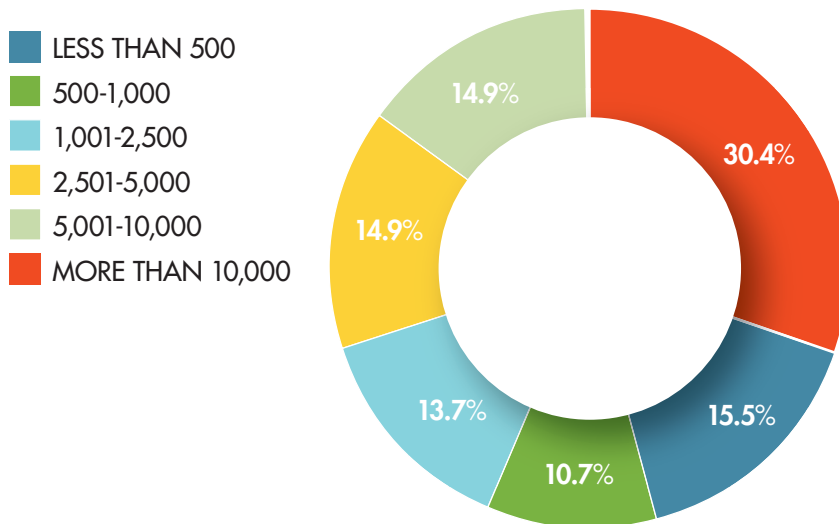


FIGURE 53 RESPONDENTS BY INDUSTRY

INDUSTRY	# OF RESPONDENTS	% OF RESPONDENTS
Oil & Gas Extraction	4	2.4%
Utilities	7	4.1%
Construction	9	5.3%
Food & Beverage Mfg.	8	4.7%
Chemical (Pharmaceutical) Mfg.	13	7.7%
Computer & Electronics Mfg.	11	6.5%
Motor Vehicle Mfg.	2	1.2%
Misc. Mfg.	20	11.8%
Wholesale Trade	7	4.1%
Retail Trade	11	6.5%
Transportation	5	3.0%
Information	6	3.6%
Finance, Insurance & Real Estate	30	17.8%
Accounting Services	5	3.0%
Engineering Services	5	3.0%
Management Consulting	4	2.4%
Misc. Prof. Services	12	7.1%
Social Services	3	1.8%
Misc. Support Services	1	0.6%
Government	6	3.6%

FIGURE 54 REGIONS, BY STATE

REGION
NORTHEAST
Connecticut, Delaware, Maryland, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont, Washington, D.C.
SOUTHEAST
Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Texas, Virginia, West Virginia
MIDWEST
Iowa, Illinois, Indiana, Kansas, Michigan, Minnesota, Missouri, North Dakota, Nebraska, Ohio, Oklahoma, South Dakota, Wisconsin
WEST
Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, New Mexico, Nevada, Oregon, Utah, Washington, Wyoming

PARTICIPATING ORGANIZATIONS

Below is a list of the organizations that responded to the *Job Outlook 2017* survey. (Please note: Although 169 organizations responded, the list below includes 129, as 40 organizations preferred not to be listed.)

Abbott Laboratories	Edward Jones	Mars, Incorporated
Alcatel-Lucent	Emerson Climate Technologies	MassMutual Financial Group
ALCOA Inc.	Epsilon	MAVERICK Technologies
Anadarko Petroleum Corporation	EY	Nestle USA
Anheuser-Busch Companies, Inc.	FirstBank Holding Co.	Old Republic International
ArcelorMittal USA	FIS	Owens Corning
AREVA, Inc.	General Electric Company	Pacific Gas and Electric Company
Arkema Inc.	Georgia Tech Research Institute	Parsons Corporation
Arthur J. Gallagher & Co.	Glazer's Distributors	Pfizer Inc.
Ascend Performance Materials	Great Lakes Dredge & Dock Company	Phillips-Medisize Corporation
Automobile Club of Southern California	Gulf Interstate Engineering	Polaris Industries, Inc.
BASF Corporation	Hajoca Corporation	PPL Corporation
Baylor Scott & White Health	Hazen and Sawyer P.C.	PriceKubecka, PLLC
Bechtel Bettis, Inc.	Herbert, Rowland & Grubic, Inc.	PrimeSource Building Products, Inc.
Becton Dickinson & Company	Hormel Foods Corporation	Procter & Gamble Co.
Black Duck Software	Huhtamaki, Inc.	Progressive Insurance
Blount International, Inc.	Huntington National Bank	Protiviti Inc.
BOK Financial Corporation	INEOS	PVH
Brady Corp.	Infineum USA L.P.	QVC Inc.
California State Auditor	Ingevity Corporation	Raytheon Company
Cambridge Associates LLC	Intuit Inc.	Regal Beloit Corp.
Carbon Black	Irvine Company	Robert W. Baird & Co. Inc.
Carpenter Technology Corporation	Jet Propulsion Laboratory	Rolls-Royce North America Inc.
Cerner Corporation	Kellogg Company	Ross Stores Inc.
Charter Manufacturing Company, Inc.	KeyBank	SapientNitro
CohnReznick	KPMG LLP	Save-A-Lot
Con Edison	L-3 Mission Integration	Seagate Technology
ConocoPhillips Company	Lennox International Inc.	Sears Holdings Corporation
COVERIS	Liberty Mutual Insurance Company	Shaw Industries, Inc.
CSM Bakery Solutions	Linde	South Jersey Industries
DHL Supply Chain	Link-Belt Construction Equipment Co.	Southern California Edison
Dick's Sporting Goods	Macy's, Inc.	Southwest Airlines Co.
Duff & Phelps LLC	Manhattan Associates, Inc.	Spectra Energy Corp.
E. & J. Gallo Winery	Marathon Oil Corporation	Speedway LLC

Synchrony Financial	The Nielsen Company	Turner Construction Company
TE Connectivity	The Rehmann Group	U.S. Comptroller of the Currency
Teradata Corporation	The Timken Company	Union Pacific Railroad Company
Terracon	The Vanguard Group	USS-POSCO Industries
Texas Department of Transportation	The Walsh Group	VW Group of America
Textron Inc.	TIAA	Walgreens
The Babcock & Wilcox Company	TimkenSteel Corporation	Whiting Petroleum Corporation
The Estee Lauder Companies	Towers Watson	William Blair
The MITRE Corporation	Toys "R" Us, Inc.	Zynga, Inc.



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