

# Putting Education To Work:

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## 2011 CSU Career Directors Statewide Employer Survey

January 19, 2012



Results of a statewide survey of employers of Cal State University graduates over the past three years examining hiring factors and recruiting trends; documenting the distinctive qualities of CSU graduates in the workplace; identifying the critical services employers need to continue recruiting graduates; and identifying the impact on graduates, campuses and the University should these services be significantly reduced or eliminated.

## Executive Summary

### Putting Education To Work: CSU Career Directors Statewide Employer Survey

In October and November 2011, Career Centers from 20 of the 23 campuses of the California State University conducted a statewide survey of employers who recruit students for professional postgraduate positions. Nine-hundred seventy eight (978) employers responded to the survey. On average, employers responding to the survey recruited for full time positions on 3.2 CSU campuses, and recruited for internships on 2.5 CSU campuses. Findings:

*1. Seven key hiring factors:*

Employers identified seven key hiring factors to select college graduates for entry level positions: (1) capability to learn what is necessary to be effective in their assignments; (2) oral communication; (3) teamwork; (4) flexibility to respond to changing work demands; (5) potential to contribute to the future success of their organization; (6) written communication; and (7) leadership potential. Technical skills and representing the diversity of the emerging workplace were also important, but ranked lower than the seven key factors.

*2. Four distinctive qualities of CSU graduates:*

The employers identified four areas where CSU graduates they had hired were rated significantly above the pool of all college graduates they had hired. The four areas are (1) teamwork; (2) flexibility to respond to changing work demands; (3) capability to learn what is necessary to be effective in their assignments; and (4) representing the diversity of the emerging workplace.

*3. Internships are becoming increasingly important as part of employers overall recruiting strategy.*

Sixty-seven percent (67%) of the 552 employers who hired interns from CSU campuses over the past three years agreed that internships are “Extremely Important” or “Very Important” part of their overall recruiting strategy.

*4. Global Skills:*

While employers rated Global Skills as the least important hiring factor, 58% agreed that these skills would become more important over the next five years.

*5. Social Media is increasingly being used by employers as part of their recruiting strategy and will likely increase in the future.*

Sixty-percent (60%) Strongly or Moderately agreed that it “is currently a very important part of our recruiting strategy”, and 75% strongly or moderately agreed that “its importance as part of our recruiting strategy” will increase in the future.

*6. Importance of centralized campus-based employer services:*

Employers indicated that they highly valued both those services related to distributing information on opportunities directly to students (e.g. job postings, organizing internship and job fairs, and campus interviews) as well as those services involving building relationships on campus with faculty and student organizations. Seventy-seven percent (77%) of the employers strongly or moderately agreed that the services provided to them by CSU career centers had met their expectations.

*7. Impact of potential loss/reduction of employer services on hiring CSU graduates:*

A large majority (82%) indicated that there would be great impact or some impact on their hiring of CSU graduates should employer services no longer be available as a centralized campus service. Three themes emerged concerning potential impact: reduced effectiveness of efforts to attract and hire students; deteriorating relationships with appropriate faculty, academic programs, and campus leadership; and reduced number of students hired from CSU campuses and ultimately elimination of Cal

State campuses from the targeted list of schools from which to recruit in favor of the private and other public campuses still providing employer services.

*8. Other Impact on Students:*

Students would not only lose postgraduate professional opportunities if employer services are significantly reduced, but also paid, summer and academically related internships and part-time jobs that are increasingly important to offset rising tuition and living expenses. This would seriously impact our efforts to decrease time to graduation and increase retention rates for students, with a particularly adverse impact on the great number of historically underrepresented and low income students who are a growing focus of our student success efforts.

*9. Consistency with 2009 CSU Career Directors Employer Survey:*

The [2009 survey](#) asked several questions related to the qualities of CSU graduates (item 2 above); the importance of centralized campus-based employer services (item 5 above); and the impact of potential loss/reduction of employer services (item 6 above) that were repeated in the current survey. Responses to these questions for the 2011 survey are consistent with the responses from the earlier survey.

The 2011 survey clearly documents that, from an employer perspective, the CSU system is producing highly qualified candidates across the state that possess the technical skills, teamwork orientation, work ethic, growth potential, capacity to learn, and diversity that aligns with our mission. These are all attributes that are growing in importance in the workplace, particularly as employers across the state respond to the opportunities and challenges presented by the current economic disruption.

***Concurrently, it is also clear that to continue to reap the reward from this investment, it will be critical for each campus to maintain the services to employers currently available, including efforts to assure that our students are well prepared to effectively engage the career selection and job search process.***

In a competitive marketplace, employers have told us that they will refocus their hiring efforts on students from other private and public universities and colleges if we cease to provide high quality, responsive services to their organizations. A deteriorating reputation with employers not only means that our students lose critical opportunities to start their careers, but also impacts the financial and programmatic partnerships that are part of our campus relationships with the employers who hire our students. Ultimately, a significant reduction of employer services will also erode public support for the value of the higher education we offer, and the willingness of public officials to fund the CSU on a high priority basis.

For more information please contact: Jim Case, Director, Career Center, Cal State Fullerton, (657) 278-2499 or [jcase@fullerton.edu](mailto:jcase@fullerton.edu) .

For the complete report please visit: <http://www.fullerton.edu/crew/projects/assessingValue.shtml>

**Participating California State University Career Centers:**

California State University Channel Islands  
 California State University Chico  
 California State University Dominguez Hills  
 California State University East Bay  
 California State University Fullerton  
 California State University Long Beach  
 California State University Los Angeles  
 California State University Monterey Bay  
 California State University Northridge  
 California State Polytechnic University, Pomona

California State University Sacramento  
 California State University San Bernardino  
 California State University San Marcos  
 California State University Stanislaus  
 California Maritime Academy  
 California Polytechnic State University, San Luis Obispo  
 Humboldt State University  
 San Diego State University  
 San Francisco State University  
 San Jose State University

**Introduction:**

In October and November 2011, 20 of the 23 campuses of California State University participated in a statewide survey of employers to examine a number of issues that are a concern for our students, faculty, and departments. Since a similar survey was conducted in fall 2009, this initiative provides an opportunity to both update the initial effort as well as analyze new trends and emerging issues. Emerging issues are particularly important, given the extended challenges in the job market for our graduates and the continuing fiscal challenges of providing high quality services to students and employers in a very constrained state budget environment. The success of Cal State University graduates in launching their careers is one of the most public, visible and concrete measures of the success of our various academic programs. Centralized Career Centers on each of our 23 campuses play a critical role in helping students choose majors and careers that align with their potential, preparing students for the job search, and connecting students with employers for full-time and internship opportunities.

The employer services each campus offers are a critical part of our student affairs mission, complementing the efforts of our distinctive academic programs. At many campuses, however, employer services are jeopardized by the unprecedented budget reductions of the past few years and the promise of even more difficult times in the near future. In response to these challenges, the system-wide organization of Career Center directors in the California State University system continued our research project to examine employer expectations, their experience with our graduates, the overall effectiveness of employer services we offer, and the importance of continuing these services, as well as the impact of a significant reduction in these services. This research provides an objective assessment of employer perspectives for use by each campus as funding priorities are set in the upcoming year. We are confident that this initiative will also contribute to campus and system-wide efforts to preserve and enhance the quality of the University's reputation and the value we add to the citizens of the State of California.

**Design:**

The survey was designed to collect objective information about the following questions from employers who recruit students and graduates for internships and full-time positions throughout California:

- What are the distinctive qualities of the graduates you have hired from Cal State University campuses over the past three years that add value to your organization?
- How well have they performed since they were hired?
- How do Cal State University graduates your organization has hired compare with graduates your organization has hired from other Universities and Colleges?
- How do employer services facilitate your recruiting and campus involvement?
- How might workforce trends impact recruiting needs and expectations in the future?
- In what other ways are you engaged with the University as a result of your work with Career Centers?

**Methodology:**

A Committee of six directors of campus Career Centers throughout the California State University system (from Cal Poly SLO, Fullerton, Long Beach, Sacramento, San Diego and San Jose) designed the survey. Jim Case, the Director of the Career Center at the Fullerton campus, took the lead in implementing this project, and can be contacted with any questions that arise concerning this analysis.

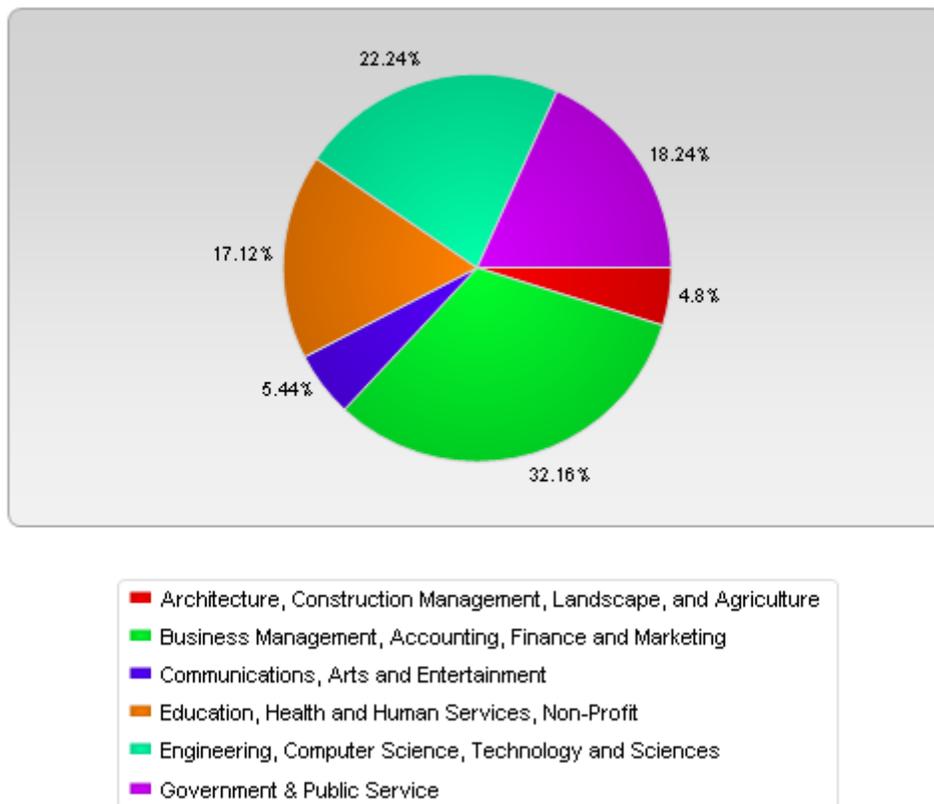
Each of the 20 participating campuses contributed the email addresses and names of employers who had taken advantage of career services on their campuses over the past three years. This year a conscious effort was made to incorporate a broader range of employers in the survey, resulting in 5,374 contacts

representing 4,522 unique employers being invited to take the survey using the web-based system provided by Student Voice (Campus Labs), as licensed by the Student Affairs Division at Cal State Fullerton. After eliminating contacts who could not be reached or who asked to be eliminated, a net of 4,996 contacts were surveyed. A total of 978 contacts completed all or part of the survey, which was open for 3.5 weeks, which included 5 follow-up reminders after the initial invitation. The response rate for the survey was 20%, which is very good for a survey of this type.

**Responding Employers Profile Who Work Directly With Career Centers**

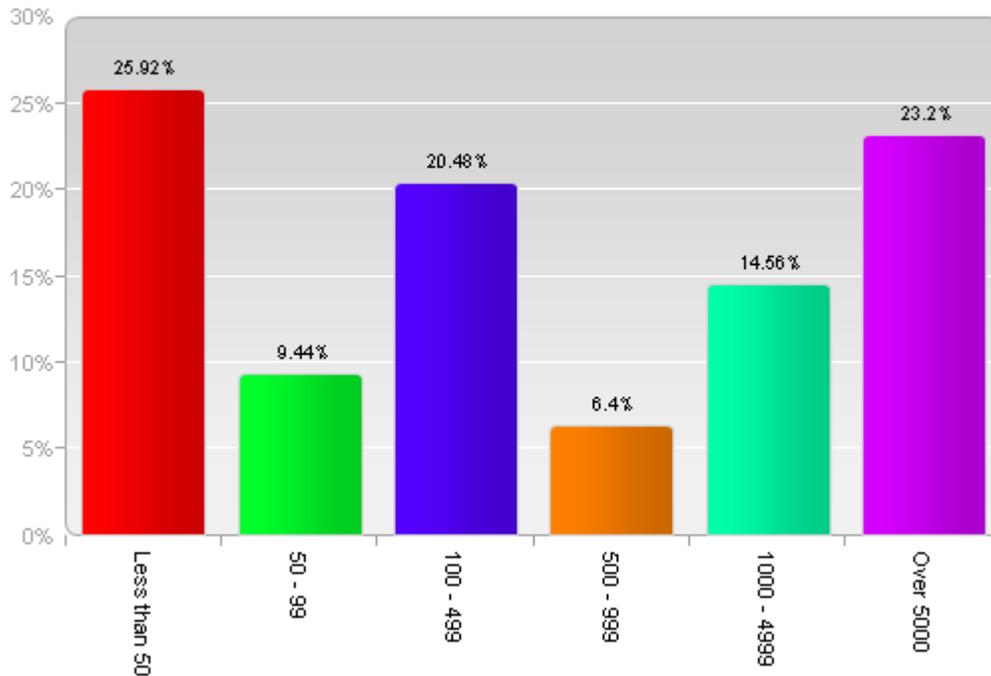
Seventy-five percent (75%) of the 978 employers who responded reported that their organization worked directly with college career centers to recruit college graduates. Fifty-three percent (53%) recruit from Southern California, 60% recruit from Northern California, and 31% recruit from the Central Coast and Central valley locations of the CSU. The distribution by sector is charted below:

Q87. Which sector best represents your organization?



The employers also include a broad distribution of organizations, large, medium and small, when measured by the number of total employees, as illustrated in the following chart:

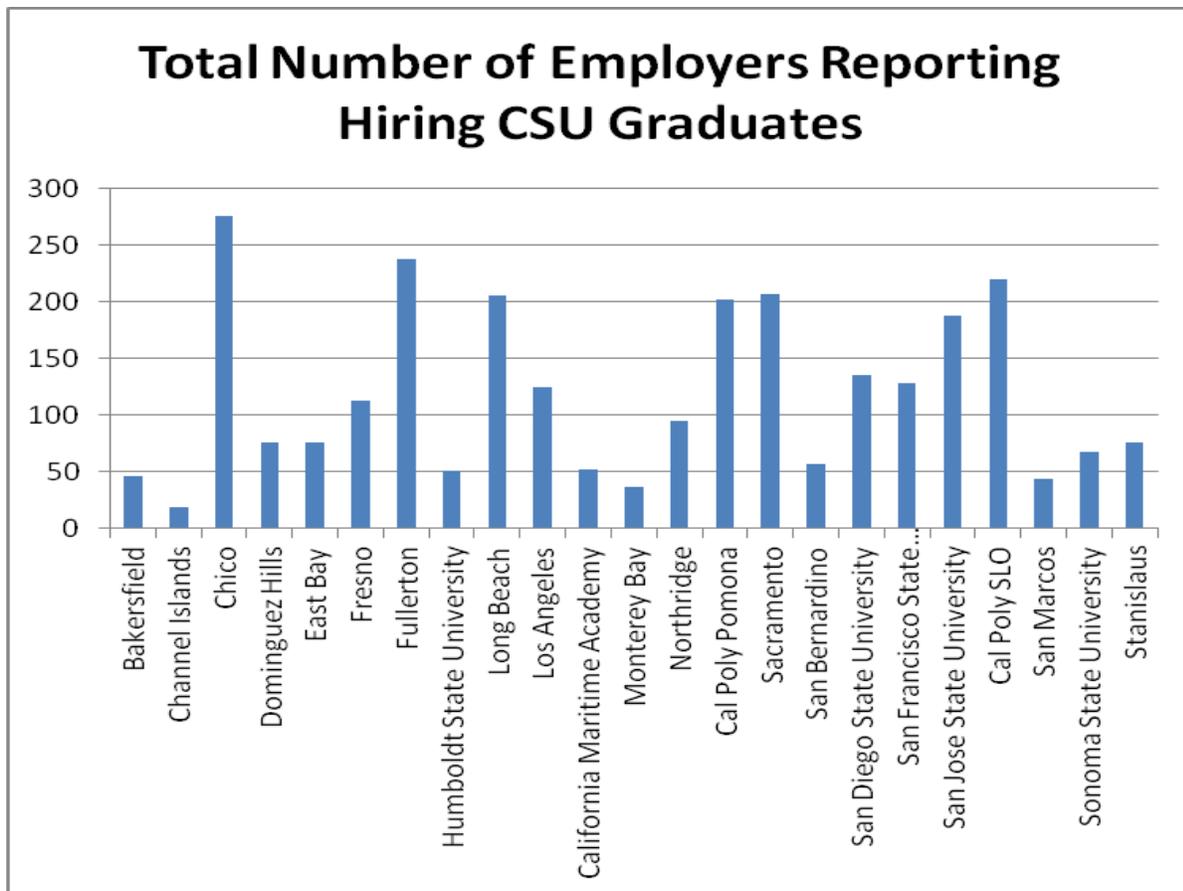
Q86. What is the total number of employees in your organization?



**Where They Recruit and Hire Graduates**

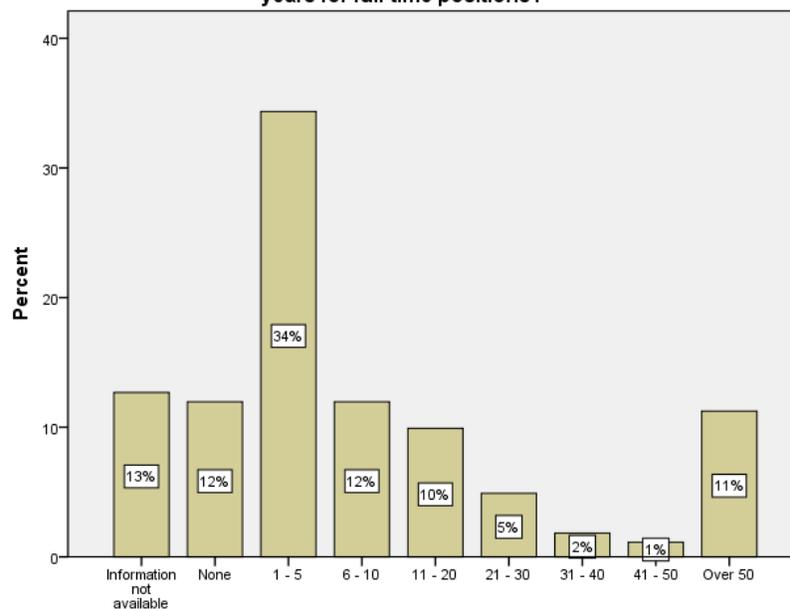
Nine hundred forty two (942) of the contacts responding to the survey reported that they recruited at one or more CSU campus for full-time and/or internship opportunities over the past three years. On average, employers responding to the survey recruited for full-time positions on 3.2 CSU campuses, and recruited for internships on 2.5 CSU campuses.

Six hundred and twelve (612) of the 861 employers who hired recent graduates over the past three years (71%) reported that they had hired students from one or more of the CSU campuses. (Please note that another 233 of the employers who hired recent graduates did not have the information about where the graduates they had hired went to school.) The distribution of these employers (by CSU campus) who reported they had hired CSU graduates is illustrated below:



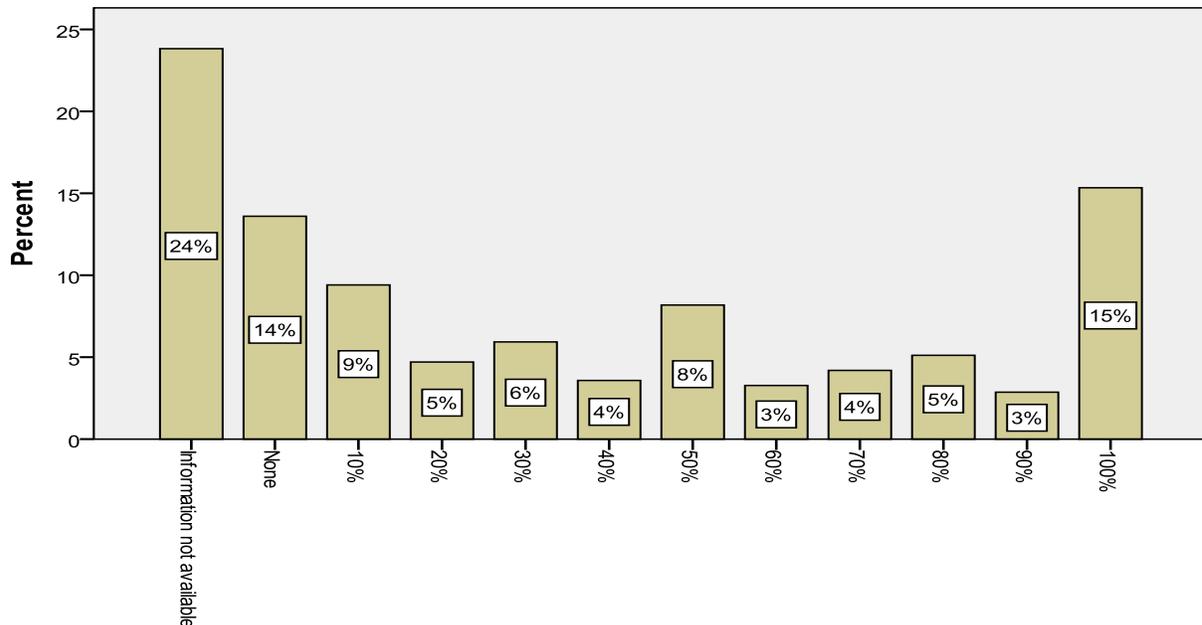
The following chart illustrates the approximate number of college and university graduates within one year of graduation, from all colleges and universities, hired in California over the past three years from all employers participating in the survey:

**Q3. Approximately how many recent (within one year of graduation) college or university graduates has your organization hired in California over the past three years for full-time positions?**



The following chart illustrates the approximate percent of the total college hires that were from CSU campuses compared to all recent graduates hired over the past three years:

**Q4. Approximately what percent of these recent graduates graduated from one of the 23 Cal State University campuses**



**CSU Graduating Student Brand**

Employers indicated how important ten factors are in their hiring decisions. In addition, they rated “the ability of both Cal State University and all college graduates you have hired in the past three years” as in relationship to these same ten factors, allowing a comparison between their ratings of CSU graduates and the larger pool of all college graduates. The results are summarized on the following page.

- Most important hiring factors from an employer perspective are capacity to learn, oral communication, teamwork, flexibility, potential to contribute, written communication and leadership potential.
- All graduates and all CSU graduates both rated at 3.5 (on a 5 point scale) or above on all factors, except global skills which were slightly below 3.5
- CSU graduates rated significantly better than all graduates in four factors: capacity to learn, teamwork, flexibility, and diversity. All graduates rated significantly better than CSU graduates on two factors: written communication and global skills.
- For students, it is useful to know that their “brand” with employers includes both positives they should seek to reinforce in their job search, and negatives they should seek to counteract.
- For CSU campuses, the results reinforce the value of the work we do to prepare graduates, as well as identifying key areas (written communication and global skills) where there continues to be room for improvement.

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Hiring and Performance Factor	How important are the following factors in your hiring decisions? (702 Responses from Employers working directly with Career Centers)		How would you rate the ability college graduates you have hired in the past three years in the following areas? (555 Paired Responses from Employers who hired recent graduates over past three years)			Is there a statistically significant difference at .05 level between performance of CSU and all University graduates? (*) = .01 level
	Mean	Importance	CSU Graduates	All Graduates		
Capability to learn what was necessary to be effective in their assignments	4.56	1	3.95	3.90	↑	yes
Oral communication	4.52	2	3.86	3.90		no
Teamwork skills	4.42	3	4.02	3.92	↑	yes (*)
Flexibility to respond to changing work demands	4.37	4	3.92	3.82	↑	yes (*)
Potential to contribute to the success of this organization in the future	4.34	5	3.92	3.90		no
Written communication	4.26	6	3.72	3.81	↓	yes (*)
Leadership potential	4.04	7	3.80	3.85		no
Technical skills	3.89	8	3.90	3.91		no
Representative of the diversity of the emerging workforce	3.59	9	3.83	3.70	↑	yes (*)
Global Skills (e.g., multilingual capability; multicultural knowledge; international experience; international work experience)	2.74	10	3.42	3.48	↓	yes

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Employers were also asked to rate how well CSU and all graduates they had hired in the past three years had performed in their first year on the job. The CSU graduates performance averaged 3.92 on a five point scale, and the pool of all graduates averaged 3.88. This small positive difference in favor of CSU graduates performance was not statistically significant. This employer feedback clearly testifies to the positive overall performance of the graduates hired across the CSU system.

The following recruiter quotations demonstrate the qualities which define CSU graduates:

“They have a strong work ethic, less entitlement and have something to prove. Their desire to succeed is what pushes them everyday to be the best, they want more than they have and want to make their families proud; typically first generation grads. (They are) Extremely grateful for what they have and the opportunities put in front of them.”

“Great team players that (are) making a positive contribution to our business.”

“The graduates we get from the school of computer science and engineering consistently have outstanding technical skills, very current and relevant. Also of note is their ability to work well in small groups - highly effective. It is not unusual to see the recent grads out-performing our journeyman level employees.”

“We find that CSU graduates perform very well in our organization. They are quick learners, adapt well to our team environment and have the potential to become future leaders in our company.”

“CSU Graduates tend to be more experienced in the work force with a broader range of work experiences than other campus university students from other schools.”

“Bright and eager to learn, but lacking some basic skills. Apparently, they all slept through English 101, as most of them cannot write.”

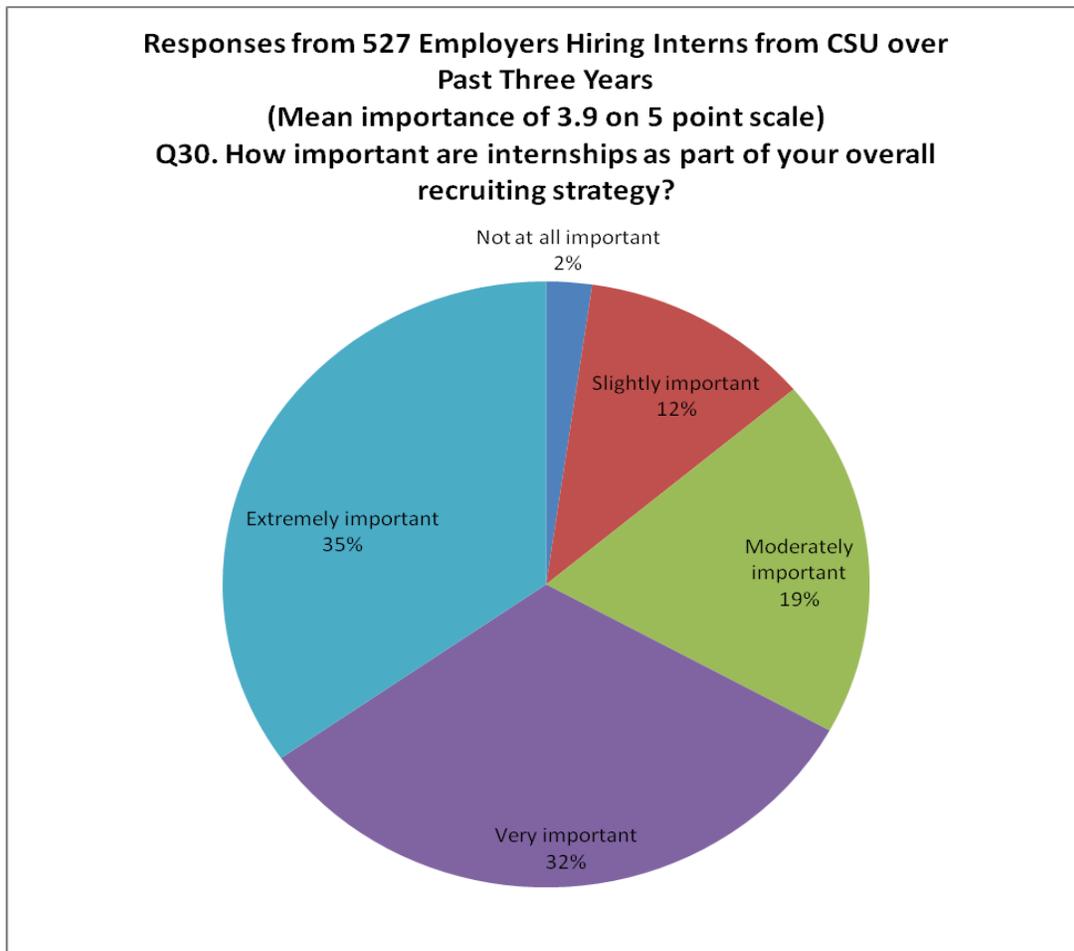
“They perform very well overall; we do struggle a little with the written communication skills.”

“The senior project is very important. Some UC grads are good test takers who have high GPA's but cannot make the bridge from what they learned to how to apply it to real world problem. Team work is also important. CSU students display a better skill at working in teams (than) the UC students.”

“They have good initiative and take pride in their work-- always giving just a "bit more" to their performance. They also seem to have passion for the work they do-- it's not just a job. They are very resourceful. We're a small non-profit arts organization. Our CSU graduates are much better at adapting to change, modifying plans, finding substitutions, etc.”

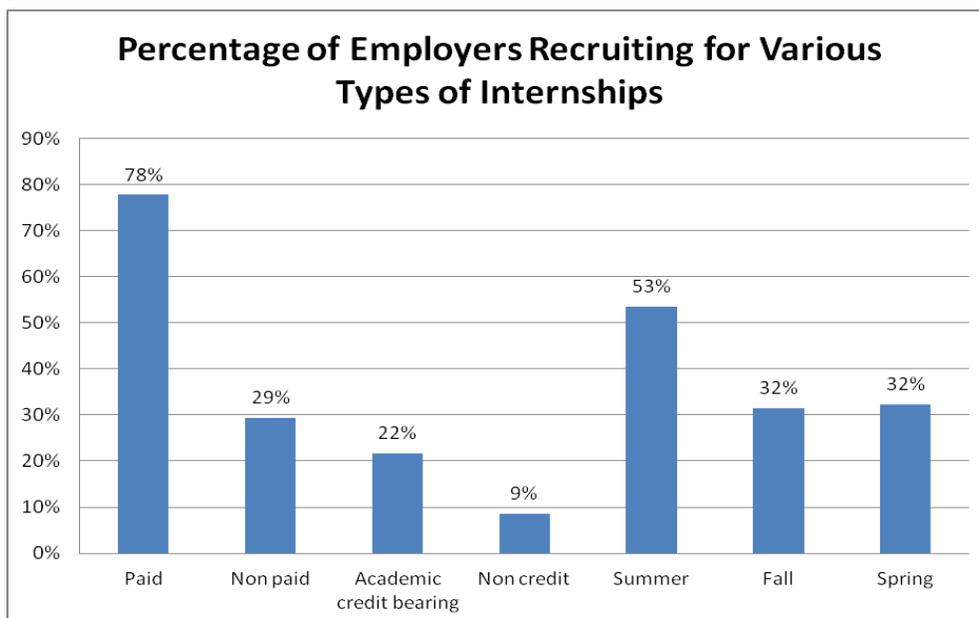
### Internships

Internships are increasingly important as strategic aspects of employers overall recruiting strategy. In this survey, 67% of the 552 employers who hired interns from CSU campuses over the past three years agreed that internships are “Extremely Important” or “Very Important” part of their overall recruiting strategy.



**The types of internships reported by these employers**

Employers who hired student interns from CSU campuses over the last three years recruited for many different types of internships, as illustrated below. The most frequent types were paid internships, at 78% and summer internships at 53% of these employers.



**Projected Internship Recruiting in 2011-2012**

Employers were also asked at what level internship recruiting will occur in 2011-2012 compared to the previous year. Sixty-five percent (65%) predicted that the recruiting would be about the same, 21 percent predicted more recruiting for internships, and 10 percent reported that it would be less than the prior year. When asked if they needed further assistance from Career Centers, 50% said they had no further needs, while 42% sought further assistance in how to post opportunities to assure greatest visibility with students, 12% sought help with setting a competitive salary, and 5% sought help with legal issues.

**Evaluation of Campus-based Employer Services**

Employers who recruit CSU graduates want efficient centralized services that enable them to reach candidates who match their hiring profiles. Seventy-seven percent (77%) of the employers who worked with CSU Career Centers strongly or moderately agreed that the employer services provided to them by CSU career centers had met their expectations. Seventy-eight percent (78%) strongly or moderately agreed that “the employer services provided by the Career Center(s) enabled us to meet students/recent graduates aligned with our recruiting needs.” Seventy percent (70%) strongly or moderately agreed that “Career Center assistance helped us make connections with select faculty, student organizations, and student affairs professionals.” Seventy-nine percent (79%) strongly or moderately agreed that “The future availability of these services is crucial to our recruiting success.”

Employers clearly rely on direct recruiting services such as job postings, internship and job fairs, and campus interviews. They also use the consultation and relationship building services that are critical in building ongoing success in the hiring process.



### **Trends in Global Skills and Social Media**

While Global Skills (defined as multilingual capability; multicultural knowledge; international experience; and international work experience) was rated as the least important hiring factor currently, 58% of the employers who worked with CSU Career Centers strongly or moderately agreed that these skills would become more important over the next five years.

As to Social Media, 60% Strongly or Moderately agreed that it “is currently a very important part of our recruiting strategy,” and 75% strongly or moderately agreed that “its importance as part of our recruiting strategy” will increase in the future.

As campuses educate our students and prepare them for professions it will no doubt be important to continue to build upon their Global Skills and help them take advantage of the professional capacity of social media.

### **Recruiting Dynamics: Selecting and Returning to Campuses for Graduate Recruitment**

As in the 2009 survey, employers responded to an open ended question concerning “What criteria do you use in selecting campuses from which to recruit?” Employer responses reinforced that the complexity of our CSU campuses continues to require consultation to develop and create a custom, campus- specific recruiting plan. The most frequently cited criteria were very similar to the 2009 responses, including:

- Geographic factors including the location of available assignments and the willingness of a given campuses’ graduates to work in a particular location
- Availability of majors which match their recruiting needs
- Previous recruiting success at a particular campus
- Reputation as measured by surveys , rankings, and opinions of managers
- Diversity of student body
- Level of service provided by a campus to meet employer needs
- Past recruiting experience at a school
- Perceived caliber of students and faculty
- Quality of academic programs
- Level of engagement of career center staff with faculty and academic programs

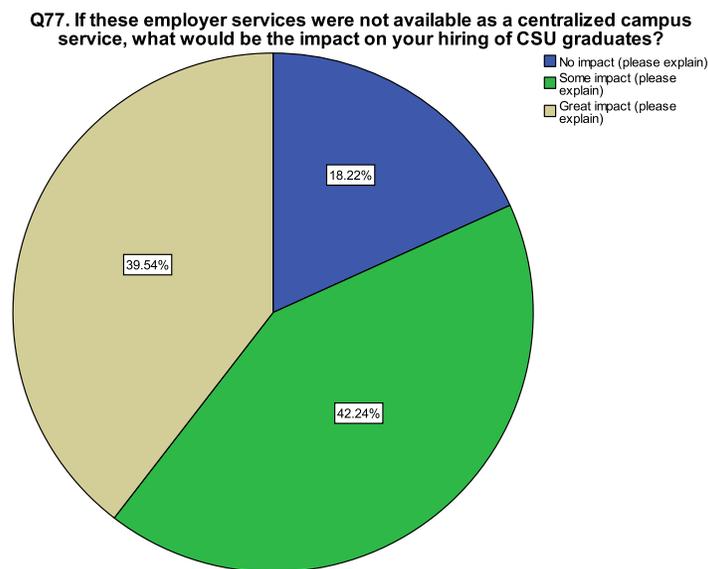
A similar set of factors were embedded in the responses to the question “What factors determine whether your organization continues its recruiting efforts on a university campus?” with the addition of one additional factor: cost. It is clear from the responses that employer recruiting budgets have declined significantly over the past two years, and that recruiters have become more cost sensitive, carefully evaluating the return on their investment in factors such as travel costs, event fees, and sponsorships in decisions related to maintaining a recruiting relationship at a particular campus. Their responses align with their observed behavior on campus, where financial sponsorship is now closely aligned with increased requirements for defined measurable recruiting results.

**Impact of Potential Loss/Reduction of Employer Services on Hiring CSU Graduates**

The continued budget reductions across all CSU campuses in the past few years have impacted many campuses ability to deliver the employer services that have traditionally been provided. While most CSU campuses continue to provide some employer services, the projected additional State budget reductions in the next year could further erode capacity to serve employers and students.

As stated above, 75% or 731 of the contacts responding to the survey reported that they work directly with college Career Centers. In fact, all of the contacts surveyed were drawn from employers that used services, including online job listings, on-campus job interviews, and participants in campus career fairs. While the online systems that are widely used to provide employer services are typically provided by Career Centers on CSU campuses, many employers (25%) appear to be unaware of who provides these services. We can only speculate what the impact would be on these employers if these online systems are eliminated given further budget reductions for licensing and operating these services.

Eighty-two percent (82%) of the employers who said they worked directly with Career Centers reported that there would be either a **Great impact** or **Some impact** if the employer services offered by Career Centers were not available as a centralized campus service, as illustrated in the following chart:



Employer feedback reveals three types of impact should employer services be reduced, as illustrated by the following employer statements:

**1. *Reduced effectiveness of employer efforts to attract and hire students:***

“We want to hire locally educated employees. Without career services, the information about position availability would get to fewer qualified graduates.”

“Would be difficult to have access to students for our summer or career related opportunities. Would have a big impact on having the opportunity to share employment opportunities in order for students to be able to take advantage of our current or future opportunities.”

“Without connection with students in virtual and physical environments on campus, we would not be able to meet our hiring goals each year. With business growing, we are constantly searching for new methods of recruitment and hiring but find that contact with campuses is invaluable.”

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"Most of our jobs are posted on a required federal website. Most college students are not aware of the site. By recruiting on campus, we can direct students the appropriate website to submit their official application."

"We need a dedicated department that can list work opportunities and local employers providing local jobs for students. We like to hire local employees after graduation; this assure after first 2-3 years experience, they will stay, rather than move out of the area to their home town. We invest lots of dollars in training new grads for healthcare positions, we must help them want to stay local."

"We come to campus on regular basis, but still need help to navigate the ins and outs of how to reach students, etc., which the Career Center provides for us."

"We would have no centralized platform for recruiting students - targeting specific major and skill sets would be difficult in a more open public forum such as online recruiters and craigslist."

"They (students) would have less chance at the job posting. When we post to the CSU system, only those students can apply. When we post to the general public, anyone can apply. They will have less chance of getting the interview."

### ***2. Deteriorating relationships with appropriate faculty, academic programs, campus leadership, and the larger community:***

"(It) would be more difficult to connect with the leaders of the student groups and organize employer-hosted events."

"We would not have the broad access to the academic program populated by those students we deem a good fit for our internships."

"Our best avenue for reaching students is to present in classes to students while they are on campus, this comes from building relationship with professors and offering substantial information to students that combines our programs with what students are learning and can take away that will make an impact in their lives. Professors support this when they feel that the students are able to take away relevant information. The career services center assists with facilitating career fairs, internship fairs etc. as well as assists with introductions to professors that would be a mutual fit."

"Especially at large schools it is difficult to connect to the campus when employer services is splintered."

### ***3. Reduction in the number of students hired from CSU campuses and ultimately elimination of Cal State campuses from the targeted list of schools from which to recruit in favor of the private and other public campuses still providing employer services:***

"Too difficult to coordinate with many different departments. Would probably drop school."

"Most likely, current students would not be aware of current job postings and it would eliminate them from the hiring pool. Also, this service puts us into contact with recent graduates and alum who would also probably not be aware of postings otherwise."

"Without the availability of these employer services on campus, there would be a great Negative impact on the hiring of CSU graduates. This is because it is these services that help our organization brand effectively and efficiently. The career service centers are the primary and ultimate source for our recruiting efforts, so without them, it would be difficult to reach the goals we set and are aspiring to achieve."

"If employer services were not available we would cease our recruiting efforts altogether of graduates."

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“Because I travel by plane to get here, I wouldn't have the access to the students prior to the career fair, so it would require a great deal more work for me and I wouldn't be able to devote as much time to recruiting here and finding students. It would make me consider staying local to recruit. This would limit access to places where I could interview students and I also look to the career center to help me find the strengths and opportunities of the students that they have already been working with.”

“All universities provide venues (and) CSU would be an anomaly and likely the number of CSU grads receiving offers would decline. While costs are rising CSU should not lose sight that the employment factor for grads is likely the key factor in the value equation for students, parents and employers.”

### Conclusion

From an employer perspective, it is clear that the CSU system continues to produce highly qualified candidates across the state that possess the technical skills, teamwork orientation, work ethic, growth potential, capacity to learn, and diversity that aligns with our mission. Employers agree that we are producing the next generation of highly qualified professionals and leaders to grow the California economy in the future. Our graduates possess distinctive qualities that are widely recognized by employers across the state who participated in this survey. The survey provides powerful evidence to support the return on investment that the taxpayers have made in the CSU. The survey also reinforces the opportunity to improve CSU graduates writing and global skills, to further enhance their competitiveness in the future.

***Concurrently, it is also clear that to continue to reap the reward from this investment, it will be critical for each campus to maintain the services to employers currently available, including efforts to assure that our students are well prepared to effectively engage the career selection and job search process.***

Employer services need to be continually updated, and possibly expanded, given the changes illustrated in the survey in areas such as the rapid growth of internships and the use of social media as recruiting tools, and the predicted increased importance of global skills in the future. While campuses may consider scaling back these services, it is clear that doing so risks harm to their students, graduates, academic programs and their overall reputation. The continued availability of these services to employers is critical if we are to help our current students put their educations to work, and to reassure the public and legislative officials that future investment in the CSU is an important part of the solution, rather than part of the fiscal problem the state faces as we recover from our economic difficulties.

In a competitive marketplace, employers have told us that they will refocus their hiring efforts on students from other private and public universities and colleges if we cease to provide high quality, responsive services to their organizations. Once such a relationship sours, it is exponentially more difficult to reestablish it in the future given how long one remembers a withdrawal of service.

Students would be impacted by not only losing postgraduate professional opportunities, but also paid, summer and academically related internships and part-time jobs that are increasingly important to offset rising tuition and living expenses, as well as to be competitive in the professional employment market. This would also have a serious potential impact on efforts to decrease time to graduation and increase retention rates for students, with a particularly adverse impact on the great number of historically underrepresented and low income students that are a growing focus of our student success efforts.

A deteriorating reputation with employers not only means that our students lose critical opportunities to start their careers, but also impacts the financial and programmatic partnerships that are part of our campus relationships with the employers who hire our students. Ultimately, a significant reduction of employer services will also erode public support for the value of the higher education we offer, and the willingness of public officials to fund us on a high priority basis.

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**APPENDIX: Participating Employer Organizations (Partial List)**

Abraham Lockhart Investment Advisory	Bureau of Labor Statistics	Comerica Bank
ACCO	Butte County Assessor's Office	Commerce LLC
Adecco	Butte Environmental Council	CommonWealth Central Credit Union
ADP	byteLaunch	Communications & Power Industries
Aflac	C&D llp	Compass Radio of San Diego
Aggressor LLC	CA Dept. of Health Care Services	Comtech Xicom
Agilent Technologies, Inc.	CA State Auditor	Condor Country Consulting, Inc.
Agilocity, Inc	Calaveras County Behavioral Health	Coneth Solutions
Air Systems inc	Calaveras Unified School District	ConocoPhillips
Alaska Tanker Company	Cali-Fame	County of Lake
Alcon	California Conservation Corps	County of Orange, Office of the Auditor-Controller
Alhambra Unified School District	CA Correctional Health Care Services	County of Santa Clara
Allianz/Fireman's Fund Insurance Co.	California Dental Assoc	Covanta Energy
Altus Group	California First National Bank	Creative Alternatives Inc
Amcors Packaging Distribution	California Natural Products	Crittenton Services for Children & Families
American Cancer Society	California State Lands Commission	Crowe Horwath LLP
American Maritime Officers	California Wolf Center	Crowley Maritime Corporation
Anderson & Associates	Caltrans	CSC
Apothecary Options	Caltronics	Cumulus Media
Applied Aerospace Structures Corp	Calypso Software	Customs & Border Protection
Applied Medical	Canon Business Solutions	Darden
Arcadia Biosciences	Canyon Oaks Country Club	DBS Thrift Connection
ARMY NATIONAL GUARD	Capital Fellows Programs	Dedola Global Logistics
Arriba Education	CardLogix	Del Rio country club
AT&T	Caring Choices	Delano Union School District
Auctiva Corp	Casanova Pendrill	Deloitte & Touche LLP
Austin Commercial	Cascade Orthopedic Supply	Department of Corrections and Rehabilitation
Avery James Inc.	CBS Radio	Department of Homeland Security, FEMA, Region IX
Aviana Global	CBS Television Distribution	Dept. of Health Care Services
AXA Advisors	CED	DIMERCO EXPRESS
BAE Systems Ship Repair	Certified Laboratories	Disability Group, Inc.
Barry-Wehmiller Design Group	Charles Pankow Builders	Discovery Institute
BARTRONICS AMERICA	Chevron Corporation	DMS Inc
BCBG Max Azria Group	ChicoBag Company	DNC Parks and Resorts at Yosemite
BCCWA	Child Development Inc	Doctors Hospital of Manteca
Beach Cities Health District	China Internship Solution Corp.	Doctors Medical Center
Become, Inc	CID-Agostini Insurance	DreamWorks Animation SKG
Bedrock Markets	Cintas Corp.	Dritsas Groom McCormick, LLP
Beeline Group	City of Coronado	Earthbound Farm
BKF Engineers	City of Fullerton	East County Magazine
CA State Board of Equalization	City of Lafayette	El Dorado Hills Community Services District
Bowman & Company	City of Long Beach	Endeavors Technologies
Boys & Girls Club of Santa Ana	City of Los Angeles	Enterprise Holdings
Boys & Girls Clubs of the North Valley	City of Modesto	Equity Office
Bridgestone Retail Operations	City of Monterey	Equity Residential
Broadbent and Associates, Inc.	City of Oakland	Evsvions
Brutoco	City of San Jose	Exemplis
BSI Financial Services	City of San Ramon	F&M Bank
Bucks4books	City of Torrance	Fairytale Town
Burbank Police Department	Clarity Learning	Farmers Insurance

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FDIC	Kent K. Johnson Consulting Services	New York Life Insurance Company
Federal Bureau of Investigation	Kiewit Infrastructure West Co.	NGA - Maritime Safety Office
Federal Deposit Insurance Corporation	KlickNation	NH SoCal
Federal Highway Administration	Kohl's Dept. Stores	Nippon Shokken U.S.A. Inc.
Federated Insurance	KPMG	Nordstrom
Ferguson, a Wolseley Company	KQED	North Valley Insurance Agency, Inc.
Fidessa	KTLA	Northrop Grumman
Fifth Sun	Kumon Math & Reading	NorthStar Engineering
First Financial Security, Inc.	L-3 Communications	Northwestern Mutual
Fontis Solutions	LADBS, City of Los Angeles	Novasyste
Foss Maritime Company	Landacorp	NSWC, Corona Division
Franchise Tax Board	Latino Tax Professionals Association	Oceans Research
Fraser Financial Group, MassMutual	Lautze & Lautze	Office of Mayor Chuck Reed
Friends of Bidwell Park	Lawrence Berkeley National Laboratory	Old Navy
Gaia Interactive	Lewis Group of Companies	OneWire, Inc.
Galileo Learning	Life Technologies	Optimal Outsource
GE Energy	Lincoln Financial Advisors	Optimizing National Education
Gen-9, Inc.	Living Well Assisted Living at Home	Oracle Corporation
Genworth Financial N. CA	Livingston Farmers Association	Oroville YMCA
Girls Inc. of Orange County	LLNL	Osborn Two-Way Immersion Academy
Glenn & Dawson, LLP	M&G DuraVent Inc	Oto Bailey Fukumoto & Mishima
Global Center for Success	Macy's Inc	Oxy Long Beach
Global Results Communications, Inc	Madera Community Hospital	Pacific Islands Club Guam
Golden Gate Networks	Marlabs Inc.	PacMin, Inc.
Goodrich Aerostructures	Marriott International	Parsons
Green Planet Financial	Matson & Isom Technology	Parsons Brinckerhoff
Green Valley Farm Supply	MaximumBit	Pasteniaks Bucheli & Falasco LLP
Hacienda La Puente Unified School District	Mayer Hoffman McCann P.C.	Pathbuilder
Hamilton Sundstrand Pomona	Mazak Corp.	PAYDAY Workforce Solutions
Harder Mechanical	McKesson	PBS SoCal
Hemming Morse, Inc.	MCTSSA	PC Wholesale
Hephatha	MDH, Inc.	PDM, LLP
Hertz Corporation	Medix Staffing Solutions	Peace Corps
Hilti	Merced County Arts Council, Inc	Pearl Harbor Naval Shipyard
Hitachi Consulting	Merced County DCSS	Petrinovich Pugh & Co
Hyatt Hotels Corporation	Merit Medi-Trans	PetSmart, Inc
IBM	Michael A. Pimentel, CPA	PIER 39
Idaho Fish & Game	MidTech Software Solutions	Plantronics
iiicareer (interesse international inc.)	Milhou Children's Services	PlumasUSD
Inglewood Police Department	Milpitas Unified School District	PMC Sierra
INROADS	Miranda Technologies Inc.	Port of San Francisco
Integrated Solutions	Mission Linen Supply	Port of West Sacramento
Interface Children & Family Services	Modesto Milling, Inc.	Price Pump Company
Internet Brands, Inc.	Monterey Peninsula Unified School District	Primerica
Jack in the Box	Moss Adams LLP	Progressive Insurance
Jacobs Engineering	Mt. Diablo Unified School District	Proofpoint, Inc.
JCPenney	Muckenthaler Cultural Center	Provident Funding
Jobelephant.com	NCRIC	PVI
JusticeCorps	NetworkSound, Inc	Quest Diagnostics
Kensington Investment Counsel	Neudesic	Rain for Rent

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Rape Crisis Intervention & Prevention  
 RDO Equipment Co.  
 Rehrig Pacific  
 Restoration Media  
 Results Radio  
 RIMS  
 Ring2 Communications  
 River Valley Community Bank  
 RJ Ricciardi, Inc.  
 RJReynolds  
 Robinson Anderson Print & Fulfillment  
 RockStar Recruiters  
 Ross Stores, Inc.  
 Royal Nutrition  
 Rush Personnel Services Inc.  
 Rushmore Loan Management Services  
 S.F. Airport Commission  
 Sage Behavior Services  
 Sainte Partners II, L.P.  
 San Bernardino County Sup. of Schools  
 SAN DIEGAN.COM  
 San Diego Asian Film Foundation  
 San Mateo County Office of Education  
 Sanmina-SCI Corp.  
 Santa Maria Bonita Schools  
 SARTA's CleanStart  
 SAUSD  
 Save Mart Supermarkets  
 SBM  
 SDCRAA  
 Seco Tools  
 SEW-Eurodrive  
 Shartis  
 Shasta County Dept of Ag  
 Sheraton Real Estate Mgmt.  
 Sherwin-Williams  
 Sherwood Montessori  
 Siemens Energy, Inc  
 Sierra Conveyor  
 Sierra Vista Child & Family Services  
 Silver Star Financial Group, Inc  
 Sims Metal Management  
 SMA America, LLC  
 SMUD  
 Social Security Administrtaion  
 Soft HQ  
 Sonora UHSD  
 Sony Pictures Entertainment  
 Souplantation & Sweet Tomatoes  
 South Bay Yellow Cab

South Coast AQMD  
 South Pacific Rehab Services  
 Southland Industries  
 Southern California Edison  
 Southland EDC  
 Sprinklebit Inc.  
 Sprint by Wireless Lifestyle  
 Stanislaus National Forest  
 State Farm  
 State Street Corporation  
 Steven A Flores, CPA  
 Stratitude, Inc  
 Student Conservation Association (SCA)  
 Sully-Miller Contracting co.  
 SunAmerica Retirement Markets  
 SUPERVALU  
 Supervillain Studios  
 SUTD-BOE  
 Sutter County Public Works  
 SVMII  
 SysMind, LLC.  
 TalentMatch  
 Target  
 Tax & Financial Group  
 Team-Up for Youth  
 Tehama County Health Services Agency  
 Teichert  
 Telecare  
 The Behemoth  
 The Home Depot Center, AEG  
 The IMS Company  
 The Mountain Winery  
 The Seamen's Church Institute-Bay Area  
 The TJX Companies  
 The Youth Project  
 THINK Together  
 Thrillcall  
 TIC-The Industrial Company  
 Together We Rise  
 Torosian and Walter LLP  
 Toys'R'Us, Inc.  
 Transcend Informatin Inc.  
 Triage Consulting Group  
 Triformix Inc.  
 Trilogy Financial Services, Inc.  
 Tuolumne County Child Welfare Services  
 Tys, llp  
 U. S. Peace Corps  
 U.S. Commercial Service, Sacramento  
 U.S. Dept. of State

United States Marshals Service  
 US Dept of Health and Human Services  
 US Forest Service  
 US Navy  
 US Secret Service  
 USDA Forest Service  
 USS-POSCO Industries  
 Valley Yellow Pages  
 Vaughn Woods Financial Group  
 Vavrinek, Trine, Day & Co., LLP  
 Vector  
 Veeva Systems, Inc.  
 Ventana Group  
 Verizon Wireless  
 Vitesse Recruiting & Staffing  
 Volt Workforce Solutions  
 VSP  
 VSP Vision Care  
 Walgreens  
 Warner Bros. Entertainment Inc.  
 Wcities.com  
 WellPoint  
 Westar Marine Services  
 Western Regional Delivery Service  
 Western Weather Group, Inc.  
 Whittier Rio Hondo AIDS Project  
 Windchime of Chico  
 Working Wardrobes  
 Wright Ford Young & Co.  
 www.techpointsolutions.com  
 Yahoo!  
 Yoss Allen Jonavic  
 YouTern  
 Zucchini & Vine