





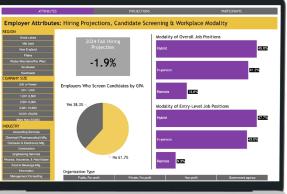
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NATIONAL ASSOCIATION OF COLLEGES AND EMPLOYERS



TABLE OF CONTENTS

- **3** About the Job Outlook Survey
- 4 Key Insights
- 7 Job Outlook 2024
- 28 Appendix

ABOUT THE JOB OUTLOOK 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 to project the market for new college graduates from the current class and to assess a variety of conditions that may influence that market.

Data for the Job Outlook 2024 survey were collected from August 2, 2023, through September 18, 2023. Of the 255 total respondents, 180 were NACE employer members, representing 20.3% of eligible member respondents. The Job Outlook 2024 survey was also distributed to nonmember companies, from which an additional 75 responses were received.

Of the total that responded, 7.5% are from New England, 17.6% are from the Mideast, 16.5% are from the Southwest, 8.2% are from the Plains, 12.2% are from the Southeast, 12.5% are from the Rocky Mountain/Far West, and 25.5% are from the Great Lakes. For additional information about the respondents, see the Appendix.



Data are calculated based on the number of respondents to each specific question. Totals may not equal 100% due to rounding.

NACE expects to provide a formal job market update during the 2023-24 academic year. Based on data collected in February and March, the *Job Outlook 2024 Spring Update* report will give NACE members a final update on hiring for 2023-24 graduates. The report will be available in early April.

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2024 KEY INSIGHTS



Small Dip in Overall Hiring Projections Follows Record Job Growth

The Job Outlook 2024 survey results show overall hiring is projected to dip by 1.9%. However, it is important to note that this is down from the last two years, when the college job market experienced brisk growth that, in 2022, reached record levels. (See Figure 1.)

To be sure, if the projections hold, members of the Class of 2024 are still entering a strong job market, although they may need to be flexible to attain the position they want. While some industries cite budget cuts or an uncertain economy as catalysts for slowing or decreasing hiring, others such as social services, engineering services, and construction—remain committed to increasing hiring. These employers highlight the importance of keeping their talent pipelines full, company growth, and increased demand for their products and services as the primary drivers for their planned increase in hiring from the Class of 2024. (See Figures 2 and 3.)

Employers View the Job Market Positively

Also boding well for the Class of 2024: More than three-quarters of responding employers rate the job market for the Class of 2024 from "good" to "excellent," underscoring employer perception of the current market's strength. (See Figure 5.)

Hybrid Is Here to Stay

The workplace modality changes that were swiftly implemented during COVID lockdowns have become baked into our workplace cultures. Despite calls to "return to the office" from employers and the prevailing media narrative, hybrid appears here to stay as this modality makes up 45% of all new overall hires and 48% of new entry-level hires. (**See Figure 9.**) Interestingly, these findings align with the desires of college students: 42% of students in NACE's *2023 Student Survey Report* indicated that they prefer hybrid working conditions as opposed to working fully in person or fully virtual.

Employers See Online Degrees as Comparable to In-person Degrees

For the first time, NACE asked a series of questions about online degrees and the findings are great news in terms of equity and access to education. Among employers that capture their new hires' degree modality, 87.4% hired new college graduates with an online degree. Moreover, there is no difference in starting salary as 100% of these employers reported that they pay new hires who earned online degrees the same as those with in-person degrees. (**See Figure 18**.)

Associate Degree Hiring Continues to Rise

The steady increase we have been seeing in associate degree hiring since 2017 continues for the Class of 2024. This rise is driven, in part, by the strong hiring of associate degree graduates by employers in the social services, transportation, management consulting, and miscellaneous support services industries. (**See Figure 17.**)

Starting Salaries Are Stable

Slightly more than 43% of respondents plan to increase starting salaries to Class of 2024 bachelor's degree graduates, and nearly all remaining employers anticipate keeping salaries at last year's levels. For Class of 2024 master's degree graduates, 27.7% of responding employers have plans to increase salaries and 71.8% plan to keep them the same as last year. These findings are relatively positive as the starting salaries for the Class of 2024 were set last year when there was a continued surge in hiring and elevated competition for talent. (**See Figure 19**.)

There Is Little Change in Those Offering Signing Bonuses to New Graduates

Nearly half of employer respondents will offer signing bonuses to Class of 2024 graduates. However, among the respondents that will offer bonuses, 73% will only pay them to selected majors. (**See Figure 22.**)

Screening Candidates by GPA Remains a Thing of the Past

Less than 40% of employers reported that they are screening candidates by GPA this year. (**See Figure 25.**) Other factors, such as academic major, internship experience in the industry and/or organization, and proficiency in the career readiness competencies, play a large role in whether employers screen by GPA. This shift away from GPA as a screening tool shows the importance of skills-based hiring and work-based learning programs. (**See Figures 26 and 27.**)

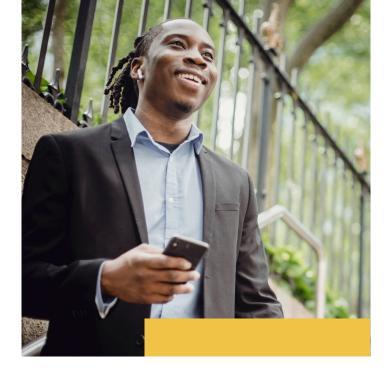
Skills, Competencies, and Attributes Matter to Employers

The shift away from GPA as a screening tool indicates the weight employers now place on candidates' skills and competencies. As a whole, employers are seeking candidates who both have work experience and demonstrate certain skills. The top-rated career readiness competencies continue to be communication, teamwork, and critical thinking skills. (**See Figure 28.**) Additionally, problem-solving skills, the ability to work in a team, written communication skills, and a strong work ethic are the top attributes employers seek on candidate resumes. (**See Figure 31.**)

The Intern Gets the Job

When employers are deciding between candidates who are otherwise equally qualified for the same position, having an internship is the top deciding factor. Regardless of whether the candidate has interned with the hiring organization or within the industry, this factor makes or breaks the hiring choice. (**See Figure 32.**)

JOB OUTLOOK 2024





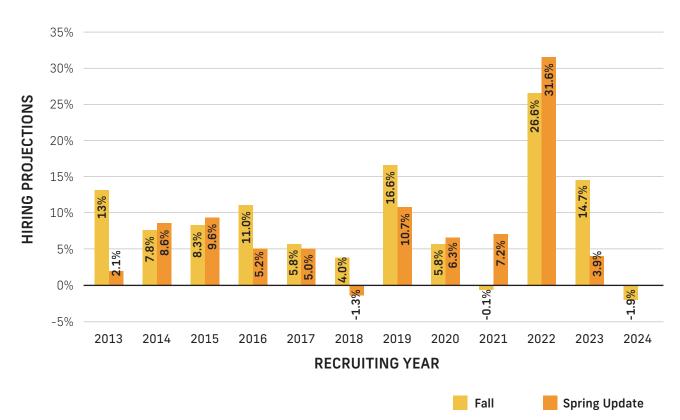
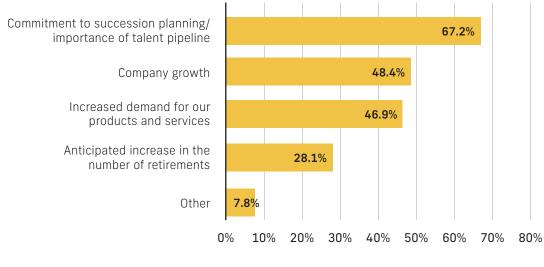


FIGURE 2: EMPLOYERS' HIRING EXPECTATIONS, BY PERCENT OF RESPONDENTS

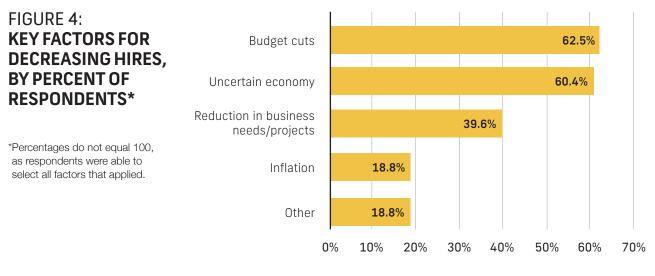
Job Outlook	Percent Increasing Hires	Percent Maintaining Hires	Percent Decreasing Hires	Total Number of Respondents
Job Outlook 2024 (Fall 2023)	27.8%	51.0%	21.2%	241
Spring Update 2023	35.5%	52.2%	12.3%	211
Job Outlook 2023 (Fall 2022)	50.5%	43.6%	5.9%	204
Spring Update 2022	55.8%	40.5%	3.7%	190
Job Outlook 2022 (Fall 2021)	59.9%	36.6%	3.5%	142
Spring Update 2021	29.0%	63.0%	8.0%	200
Job Outlook 2021 (Fall 2020)	16.5%	52.5%	31.0%	227
Spring Update 2020	35.0%	54.8%	10.2%	196
Job Outlook 2020 (Fall 2019)	45.5%	48.2%	6.3%	150
Spring Update 2019	40.1%	52.6%	7.2%	152
Job Outlook 2019 (Fall 2018)	38.6%	57.4%	4.0%	172
Spring Update 2018	42.6%	50.7%	6.8%	148
Job Outlook 2018 (Fall 2017)	43.7%	46.7%	9.6%	135
Spring Update 2017	37.3%	54.0%	8.7%	150

FIGURE 3: KEY FACTORS FOR INCREASING HIRES, BY PERCENT OF RESPONDENTS*



Total Respondents=64

*Percentages do not equal 100, as respondents were able to select all factors that applied.



Total Respondents=48



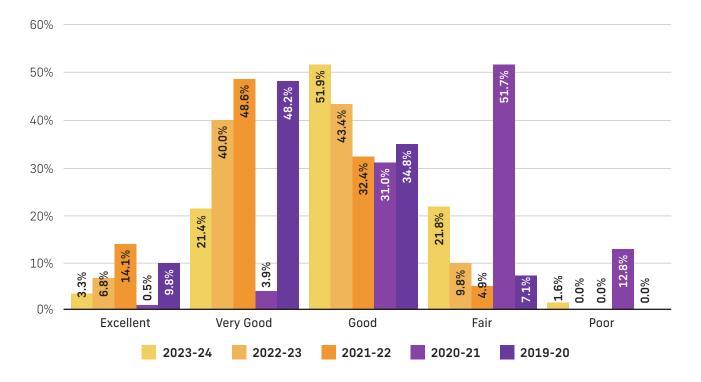


FIGURE 6: EMPLOYERS PLANNING FOR A RECESSION DURING THE 2023-24 RECRUITING YEAR

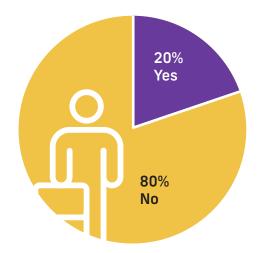


FIGURE 7: EMPLOYERS PLANNING FOR A RECESSION DURING THE 2023–24 RECRUITING YEAR, BY INDUSTRY

Industry	% of Respondents Planning for a Recession	Total Number of Respondents
Information	66.7%	10
Finance, Insurance, & Real Estate	57.1%	33
Transportation	50.0%	9
Computer & Electronics Mfg.	47.1%	25
Misc. Prof. Services	36.4%	15
Accounting Services	33.3%	8
Management Consulting	33.3%	8
Retail Trade	28.6%	9
Chemical (Pharmaceutical) Mfg.	21.4%	17
Motor Vehicle Mfg.	16.7%	7
Wholesale Trade	15.4%	15
Utilities	14.3%	8
Misc. Support Services	12.5%	9
Engineering Services	11.1%	10
Misc. Mfg.	10.0%	22
Oil & Gas Extraction	0.0%	5
Construction	0.0%	11
Food & Beverage Mfg.	0.0%	5
Social Services	0.0%	6
Overall	20.2%	242*

*Only industries with five or more respondents are reported here, so total does not include all industries.

FIGURE 8: PERCENTAGE OF COLLEGE RECRUITING CONDUCTED IN FALL VS. SPRING, 2017-2024

Job Outlook Survey Year	Fall Full-time Hires	Spring Full-time Hires	Fall Intern Hires	Spring Intern Hires
2024	63%	37%	68%	32%
2023	67%	33%	70%	30%
2022	66%	34%	67%	33%
2021	64%	36%	64%	36%
2020	68%	32%		
2019	71%	29%		
2018	70%	30%		
2017	72%	28%		

FIGURE 9: MODALITY OF WORK, OVERALL AND ENTRY-LEVEL POSITIONS

Modality of Job Positions (Job Outlook 2024)	Overall	Entry Level
Average % Fully Remote	14%	9%
Average % Fully Hybrid	45%	48%
Average % Fully In Person	41%	43%
Modality of Job Positions (Job Outlook 2023 Spring Update)	Overall	Entry Level
Average % Fully Remote	13%	10%
Average % Fully Hybrid	48%	48%
Average % Fully In Person	39%	42%
Modality of Job Positions (Job Outlook 2023)	Overall	Entry Level
	15%	12%
Average % Fully Remote	1570	
Average % Fully Hybrid	49%	50%
		50% 38%
Average % Fully Hybrid	49%	
Average % Fully Hybrid Average % Fully In Person	49% 36%	38%
Average % Fully Hybrid Average % Fully In Person Modality of Job Positions (Job Outlook 2022 Spring Update)	49% 36% Overall	38% Entry Level

FIGURE 10: MODALITY OF WORK – OVERALL POSITIONS, BY INDUSTRY

Industry	Average % Fully Remote	Average % Fully Hybrid	Average % Fully In Person	Number of Respondents
Finance, Insurance, & Real Estate	23.7%	55.8%	20.5%	28
Computer & Electronics Mfg.	12.4%	49.9%	37.7%	20
Chemical (Pharmaceutical) Mfg.	5.7%	44.5%	49.8%	16
Misc. Mfg.	8.6%	51.2%	40.2%	16
Construction	2.7%	15.0%	82.3%	11
Engineering Services	15.1%	52.3%	32.6%	10
Misc. Prof. Services	42.1%	20.0%	37.9%	10
Wholesale Trade	8.3%	20.6%	71.1%	9
Information	31.0%	44.6%	24.4%	8
Accounting Services	9.4%	82.5%	8.1%	8
Management Consulting	35.6%	39.4%	25.0%	8
Utilities	9.3%	43.4%	47.3%	7
Retail Trade	12.9%	55.0%	32.1%	7
Misc. Support Services	1.4%	50.0%	48.6%	7
Transportation	0.7%	33.3%	66.0%	6
Oil & Gas Extraction	0.0%	40.0%	60.0%	5
Motor Vehicle Mfg.	3.4%	32.6%	64.0%	5
Social Services	1.4%	56.4%	42.2%	5
Overall	14.0%	45.0%	41.0%	194*

*Only industries with five or more respondents are reported here, so total does not include all industries.

FIGURE 11: MODALITY OF WORK – ENTRY–LEVEL POSITIONS, BY INDUSTRY

Industry	Average % Fully Remote	Average % Fully Hybrid	Average % Fully In Person	Number of Respondents
Finance, Insurance, & Real Estate	10.2%	64.7%	25.1%	29
Computer & Electronics Mfg.	10.2%	51.9%	38.0%	21
Misc. Mfg.	8.0%	52.1%	39.9%	16
Chemical (Pharmaceutical) Mfg.	1.3%	45.3%	53.3%	15
Construction	0.9%	8.2%	90.9%	11
Wholesale Trade	9.1%	29.5%	61.4%	11
Misc. Prof. Services	32.0%	18.6%	49.4%	11
Engineering Services	3.0%	48.9%	48.1%	10
Information	17.4%	57.8%	24.8%	9
Accounting Services	3.5%	71.8%	24.8%	8
Management Consulting	33.8%	39.4%	26.9%	8
Retail Trade	12.1%	63.6%	24.3%	7
Misc. Support Services	0.7%	49.3%	50.0%	7
Utilities	11.7%	43.5%	44.8%	6
Motor Vehicle Mfg.	2.8%	38.8%	58.3%	6
Oil & Gas Extraction	0.0%	40.0%	60.0%	5
Transportation	0.4%	47.0%	52.6%	5
Overall	9.0%	48.0%	43.0%	198*

*Only industries with five or more respondents are reported here, so total does not include all industries.

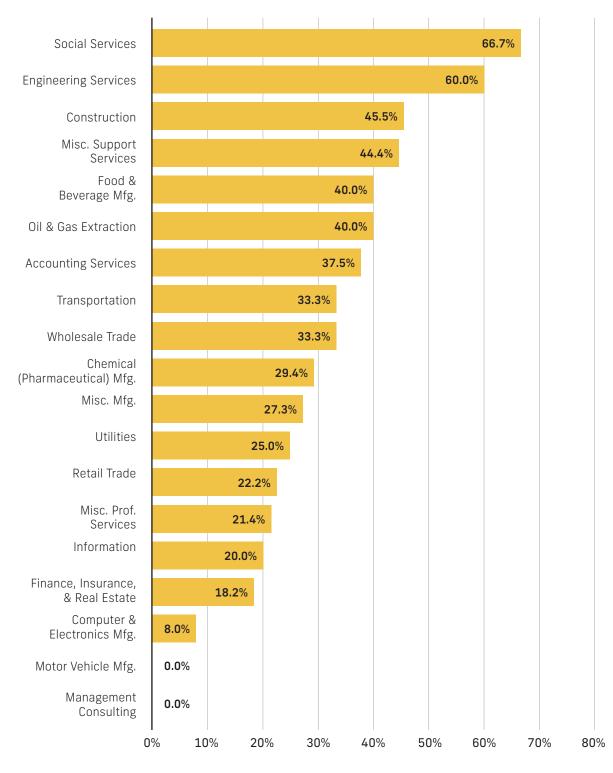


HIRING BY INDUSTRY

FIGURE 12: TOTAL CHANGE IN HIRING, BY INDUSTRY

Industry	# of 2024 Projected Hires	# of 2023 Actual Hires	Percent Change	# of Respondents
Oil & Gas Extraction	248	203	22.2%	5
Construction	2,739	2,601	5.3%	11
Chemical (Pharmaceutical) Mfg.	2,606	2,355	10.7%	15
Computer & Electronics Mfg.	2,352	2,607	-9.8%	19
Misc. Mfg.	643	528	21.8%	14
Wholesale Trade	278	324	-14.2%	9
Retail Trade	605	651	-7.1%	6
Transportation	150	371	-59.6%	5
Information	1,410	1,443	-2.3%	7
Finance, Insurance, & Real Estate	2,344	2,414	-2.9%	23
Accounting Services	3,952	4,710	-16.1%	7
Engineering Services	764	535	42.8%	10
Management Consulting	1,898	1,935	-1.9%	7
Misc. Prof. Services	745	746	-0.1%	9

FIGURE 13: EMPLOYERS PLANNING TO INCREASE HIRES FOR THE 2023-24 ACADEMIC YEAR, BY INDUSTRY



PERCENT OF RESPONDENTS

FIGURE 14: EMPLOYERS PLANNING TO MAINTAIN HIRES FOR THE 2023-24 ACADEMIC YEAR, BY INDUSTRY

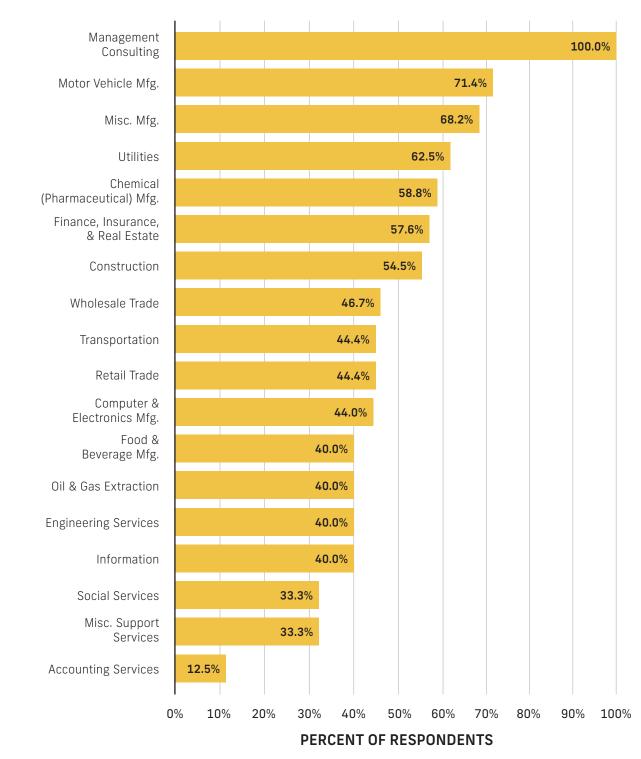
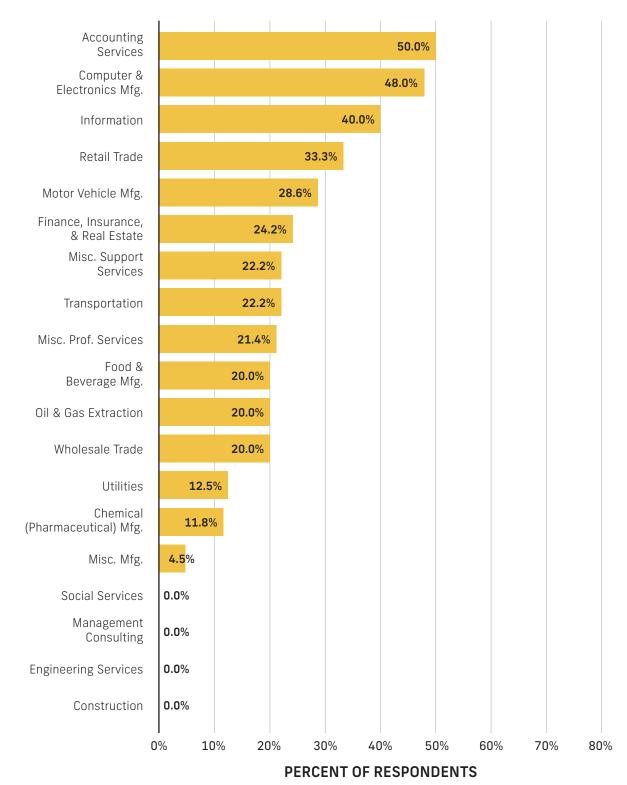


FIGURE 15: EMPLOYERS PLANNING TO DECREASE HIRES FOR THE 2023-24 ACADEMIC YEAR, BY INDUSTRY



INDUSTRY

FIGURE 16: JOB MARKET RATINGS, BY INDUSTRY*

*5-point scale, where 1=Poor, 2=Fair, 3=Good, 4=Very Good, and 5=Excellent.

Industry	Average Rating	Number of Respondents
Food & Beverage Mfg.	3.80	5
Construction	3.73	11
Social Services	3.67	6
Engineering Services	3.60	10
Oil & Gas Extraction	3.40	5
Wholesale Trade	3.40	15
Misc. Support Services	3.22	9
Utilities	3.13	8
Accounting Services	3.13	8
Misc. Mfg.	3.09	22
Transportation	3.00	9
Motor Vehicle Mfg.	3.00	7
Management Consulting	3.00	8
Retail Trade	2.89	9
Computer & Electronics Mfg.	2.84	25
Chemical (Pharmaceutical) Mfg.	2.82	17
Misc. Prof. Services	2.80	15
Information	2.70	10
Finance, Insurance, & Real Estate	2.70	33

ASSOCIATE DEGREE HIRING

FIGURE 17: ASSOCIATE DEGREE HIRING, 2017–2024

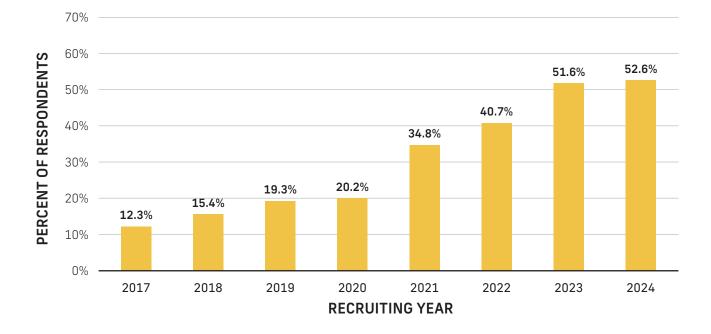
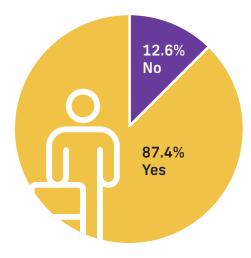


FIGURE 18: HIRE NEW COLLEGE GRADUATES WITH ONLINE DEGREES, BY PERCENT OF RESPONDENTS

Total Respondents=127





COMPENSATION, BENEFITS, AND SIGNING BONUSES

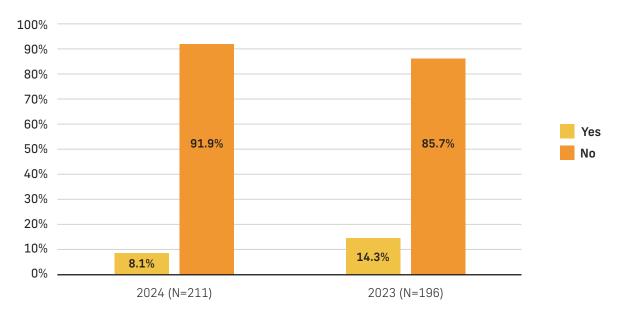
Starting Salaries

FIGURE 19: EMPLOYERS' PLANS FOR STARTING SALARIES TO BACHELOR'S AND MASTER'S DEGREE GRADUATES

Degree Level	Increase Salaries	Decrease Salaries	No Change to Salaries	Total Number of Respondents
Bachelor's	43.3%	0.5%	56.3%	208
Master's	27.7%	0.5%	71.8%	206

Changes to Benefits





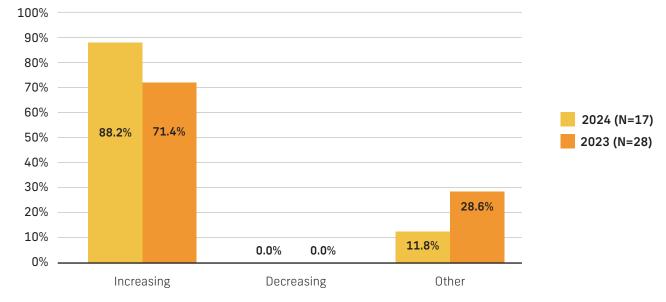


FIGURE 21: MANNER IN WHICH EMPLOYERS WILL CHANGE BENEFITS

Signing Bonuses

FIGURE 22: EMPLOYERS OFFERING SIGNING BONUSES*



*Employers were not surveyed on their bonus plans in the Job Outlook 2021 survey, therefore, the percentage of respondents that actually offered signing bonuses to 2019-20 graduates and the percentage of respondents that planned to offer signing bonuses to 2020-21 graduates are not available.

FIGURE 23: AVERAGE SIGNING BONUS, BY MAJOR (BACHELOR'S DEGREES)*

Major	2023-24 Average Bonus (Projected)	# of Respondents 2023-24
Business	\$4,500	4
Computer Science	\$5,417	6
Data Science	\$6,900	4
Engineering (not specified)	\$4,864	11
Finance	\$4,275	10

*Where 4 or more data points were provided.

FIGURE 24: AVERAGE SIGNING BONUS, BY MAJOR (MASTER'S DEGREES)*

Major	2023-24 Average Bonus (Projected)	# of Respondents 2023-24
M.B.A.	\$26,000	9

*Where 4 or more data points were provided.

EMPLOYERS' VIEW OF CANDIDATES

GPA Screening

FIGURE 25: SCREEN CANDIDATES BY GPA, BY PERCENT OF RESPONDENTS

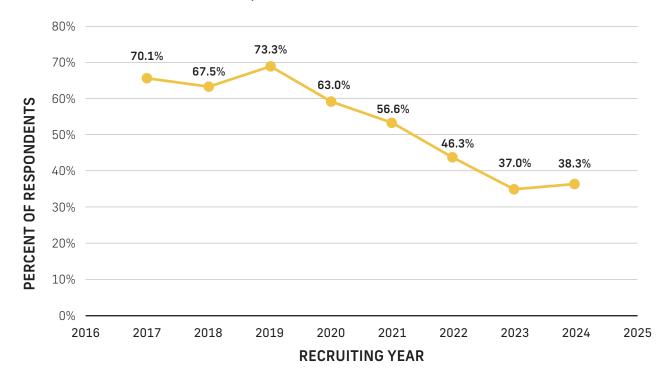


FIGURE 26: ADDITIONAL FACTORS CONSIDERED BY RESPONDENTS WHO DO SCREEN BY GPA*

*Percentages total more than 100%, as respondents selected more than one factor.

Factor	Number of Respondents	Percent of Respondents
Academic Major	70	94.6%
Has Completed an Internship within your Industry	63	85.1%
Industry Experience	60	81.1%
Has Completed an Internship With your Organization	57	77.0%
Has held a Leadership Position	47	63.5%
Has Demonstrated Proficiency in Competencies	46	62.2%
Has Been Involved in Extracurricular Activities	45	60.8%
Has Done Volunteer Work	31	41.9%
School's Reputation	26	35.1%
Other	2	2.7%

FIGURE 27: ADDITIONAL FACTORS CONSIDERED BY RESPONDENTS WHO DO NOT SCREEN BY GPA*

*Percentages total more than 100%, as respondents selected more than one factor.

Factor	Number of Respondents	Percent of Respondents
Academic Major	115	93.5%
Has Completed an Internship within your Industry	98	79.7%
Has Demonstrated Proficiency in Competencies	96	78.0%
Industry Experience	96	78.0%
Has Completed an Internship With your Organization	85	69.1%
Has Been Involved in Extracurricular Activities	76	61.8%
Has held a Leadership Position	62	50.4%
Has Done Volunteer Work	35	28.5%
School's Reputation	24	19.5%
Other	5	4.1%

CAREER READINESS COMPETENCIES

FIGURE 28: EMPLOYERS RATE THE IMPORTANCE OF THE CAREER READINESS COMPETENCIES

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

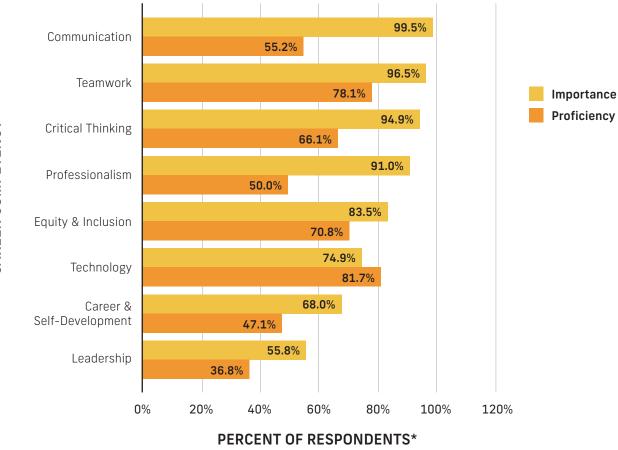
Competencies	Weighted Average Rating
Communication	4.55
Teamwork	4.49
Critical Thinking	4.48
Professionalism	4.25
Equity & Inclusion	4.22
Technology	3.98
Career & Self-Development	3.83
Leadership	3.60

FIGURE 29: EMPLOYERS RATE RECENT GRADUATES ON THE EIGHT CAREER READINESS COMPETENCIES

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

Competencies	Weighted Average Rating
Technology	3.95
Teamwork	3.90
Equity & Inclusion	3.85
Critical Thinking	3.77
Communication	3.62
Professionalism	3.53
Career & Self-Development	3.43
Leadership	3.30

FIGURE 30: IMPORTANCE VS. PROFICIENCY ON CAREER READINESS COMPETENCIES, BY PERCENT OF RESPONDENTS



*The percentages corresponding to "importance" represent, among all responding employers, the percentage that, on a five-point scale, indicated that the respective competency was either "very important" (4) or "extremely important" (5) for college graduates to have to enter their work force. The percentages corresponding to "proficiency" represent, among all responding employers, the percentage that, on a five-point scale, rated recent graduates either "very proficient" (4) or "extremely proficient" (5) in the respective competency.

CAREER COMPETENCY

RESUME ATTRIBUTES

FIGURE 31: ATTRIBUTES EMPLOYERS SEEK ON A CANDIDATE'S RESUME

Attribute	% of Respondents
Problem-solving skills	88.7%
Ability to work in a team	78.9%
Communication skills (written)	72.7%
Strong work ethic	71.6%
Flexibility/adaptability	70.1%
Communication skills (verbal)	67.5%
Technical skills	67.0%
Analytical/quantitative skills	66.0%
Initiative	65.5%
Detail-oriented	61.3%
Interpersonal skills (relates well to others)	58.2%
Computer skills	54.6%
Leadership	52.1%
Organizational ability	44.8%
Strategic planning skills	34.5%
Friendly/outgoing personality	25.8%
Creativity	21.6%
Tactfulness	21.1%
Entrepreneurial skills/risk-taker	18.6%
Fluency in a foreign language	5.2%

CHOOSING BETWEEN EQUALLY QUALIFIED CANDIDATES

FIGURE 32: INFLUENCE OF ATTRIBUTES

Attribute	2024 Average Influence Rating*	2023 Average Influence Rating*	2022 Average Influence Rating*
Has completed an internship with your organization	4.4	4.5	4.4
Has internship experience in your industry	4.3	4.3	4.3
Major	3.9	3.7	3.8
Has general work experience	3.7	3.7	3.7
Has held leadership position	3.4	3.5	3.6
Has been involved in extracurricular activities (clubs, sports, student government, etc.)	3.2	3.3	3.5
Has no work experience	3.2	3.2	3.3
High GPA (3.0 or above)	3.0	2.9	3.1
Has done volunteer work	2.5	2.7	2.7
School attended	2.5	2.3	2.6
Is fluent in a foreign language	2.1	2.1	2.1
Has studied abroad	1.8	1.8	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.

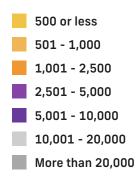


APPENDIX

FIGURE 33: RESPONDENTS BY TYPE OF ORGANIZATION

Organization Type	Percent of Respondents
For Profit, Publicly Held	49.8%
For Profit, Private	39.1%
Nonprofit	7.1%
Government Agency	4.0%

FIGURE 34: RESPONDENTS BY NUMBER OF EMPLOYEES



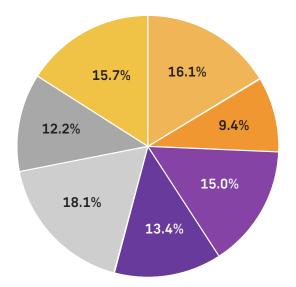


FIGURE 35: RESPONDENTS BY INDUSTRY

Industry	Number of Respondents	Percent of Respondents
Agriculture	2	0.8%
Oil & Gas Extraction	5	2.0%
Utilities	9	3.5%
Construction	11	4.3%
Food & Beverage Manufacturing	7	2.7%
Chemical (Pharmaceutical) Manufacturing	18	7.1%
Computer & Electronics Manufacturing	27	10.6%
Motor Vehicle Manufacturing	7	2.7%
Misc. Manufacturing	22	8.6%
Wholesale Trade	15	5.9%
Retail Trade	10	3.9%
Transportation	10	3.9%
Messaging & Warehouse	2	0.8%
Information	11	4.3%
Finance, Insurance, & Real Estate	33	12.9%
Accounting Services	8	3.1%
Engineering Services	10	3.9%
Management Consulting	8	3.1%
Misc. Prof. Services	16	6.3%
Social Services	7	2.7%
Recreation & Hospitality	2	0.8%
Misc. Support Services	11	4.3%
Government	4	1.6%
Total	255	100.0%

Survey Respondents

The following organizations took part in the NACE Job Outlook 2024 survey.

(Note: Although 255 organizations responded, the list below includes 130, as 125 organizations preferred not to be listed.)

ABB ACS Airbus Akamai Technologies Amica Mutual Insurance Company Amkor Technology Aptiv Armstrong Transport Group Armstrong World Industries Ascend Performance Materials Associated Wholesale Grocers Astronautics Corporation of America ATA Engineering, Inc. Avient Corporation **Badger Meter Ball Aerospace** Barry-Wehmiller Design Group **BASF** Corporation Bayer US, Monsanto Company Beazley **BPM LLC** CareFirst BlueCross BlueShield Carr, Riggs & Ingram Casey's General Stores Cengage CGI Federal Inc. Cheniere Energy **Chevron Corporation** Cleveland-Cliffs Inc. CliftonLarsonAllen LLP Cohen & Company Comfort Systems USA

ConocoPhillips Company Crestron Electronics Inc. Crown Cork & Seal Company USA, Inc. Cummins Inc. **CVS** Health **Danaher** Corporation **Dell Technologies DHL Express** DuPont **Eagle Materials** EDF Renewables North America Elliott Davis ENERCON Services, Inc. **EnLink Midstream** Fifth Third Bank Franklin International Freeman Freese and Nichols GE Appliances, a Haier company General Dynamics Electric Boat Grange Insurance Hajoca Corporation **HNTB** Companies Holder Construction Company Huhtamaki, Inc. Humana, Inc. Hyatt Hotels Corporation **INEOS** Info Tech. Inc Ingredion **ISO New England** JE Dunn Construction

Johnson Lambert LLP Justrite Safety Group **Kiewit Corporation** Kimberly-Clark Corporation Koch Industries, Inc. Kohl's Department Stores **KPMG LLP** Lakeside Chautauqua Land O'Lakes Inc. Legacy Ventures Liberty Mutual Insurance Company Lincoln Financial Group Magellan Midstream Partners, L.P. MedPro Group Medtronic, Inc. Metro Transit Authority **MKS** Instruments Moffatt & Nichol MTU Aero Engines North America Inc. Newell Brands **NFI** Industries **Olin Corporation** Olympus Corporation of the Americas Paylocity Pepper Construction Phillips Edison & Company Precision Castparts Corp. Progressive Insurance Protiviti Inc. QBE **Rite-Hite Corporation** Ryan, LLC Shermco

SmithBucklin Corporation Southwest Airlines Speedway LLC **SRI** International SS&C Technologies Starbucks Steelcase Inc. STMicroelectronics, Inc. Stryker Corporation SunPower Corp. Synchrony Synovus Financial Corporation T-Mobile USA, Inc. **TEKsystems** Terracon Textron Inc. The Aerospace Corporation The Bozzuto Group The Bradford Group The Hanover Insurance Group The J.M. Smucker Company The Lubrizol Corporation The Schwan Food Company The Walsh Group The Williams Companies **Turner Construction Company** Uline United Launch Alliance US Foods, Inc. UScellular Verisk Virginia Housing Development Authority Walbridge







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