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EXECUTIVE SUMMARY

NACE 2016-17 CAREER SERVICES COMPENSATION REPORT

RESEARCH TEAM

Edwin W. Koc, Director of Research, Public Policy, and Legislative Affairs

Andrea J. Koncz, Research Manager

Kenneth C. Tsang, Research Associate

Louisa Eismann, Research Associate

Anna Longenberger, Research Assistant

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EXECUTIVE SUMMARY

This report is the first in what is intended to be an annual series of reports detailing the compensation of the core positions involved in career services.

For many years, NACE has inquired of its college member institutions about the average base salary for individuals working in career services operations. With this report, a comprehensive picture of the compensation package connected with these positions is provided, one that includes not just the base salary but also bonus compensation and an array of benefits offered that are likely to be available.

The survey was conducted among NACE college members; the survey was open from September 21, 2016, until January 20, 2017. It was sent to 1,900 institutions; responses were received from 729 member institutions—a 38.4 percent response rate.

Data were collected by individual position for the following elements:

- Tenure in the position;
- Base salary;
- Formal salary range for the position;
- Past year's salary change;
- Bonus eligibility; and
- Bonus paid.

For the most part, the information reported for these elements was based on the weighted average responses. Weighting for each response was based on the number of individuals (incumbents) occupying the position at the respondent institution. In those cases where the data are institution-wide in nature, such as the formal salary range and bonus eligibility, the information is based on the simple averages of the responding institutions.

Data were also collected on the following benefits items:

- Insurance provided (medical, dental, vision, and life);
- Paid time-off (holidays and vacation);
- The 401(k) plan; and
- Tuition reimbursement.

Since benefits are assumed to be institution-wide in nature, all the reporting on benefits is based on the simple averages of the responding institutions.

Data for all elements (individual compensation and institution-wide benefits) are presented for the responding group as a whole and then broken out by Carnegie Classification. The classifications included in this report and their respective abbreviations are displayed in Figure 1 and, through this report, are referred to as "school type." For more information on the Carnegie Classification system—including classification methodology, definitions, and institution lookup—please visit carnegieclassifications.iu.edu.

FIGURE 1 CARNEGIE CLASSIFICATION KEY

Group	Classification	Abbreviation
Doctoral Universities	Highest research activity	R1
	Higher research activity	R2
	Moderate research activity	R3
Master's Colleges and Universities	Larger programs	M1
	Medium programs	M2
	Smaller programs	M3
Baccalaureate Colleges	Arts & Sciences Focus	Bacc.: A&S
	Diverse Fields	Bacc.: Diverse
Baccalaureate/Associate's Colleges		Bacc./Assoc.
Associate's Colleges		Assoc.
Special Focus Institutions: Four-Year		Special: 4

Due to a low number of respondents, the two distinct classifications of Baccalaureate/Associate's Colleges were combined into a single group; the nine distinct classifications of Associate's Colleges were combined into a single group; and Two-Year Special Focus Institutions and Tribal Colleges were excluded from breakouts by Carnegie Classification, but are included in overall figures.

KEY FINDINGS

- The median tenure for directors and associate directors was eight years; for assistant directors, it was five years; for career counselors and coordinators, it was three or four years.
- Career counselors and coordinators were more likely to be eligible for overtime pay (i.e., to have non-exempt status) (33.3 to 60.4 percent) than were directors, associate directors, and assistant directors (10.6 to 17.5 percent).
- Average salary by position:
 - Director: \$75,058
 - Associate Director: \$64,381
 - Assistant Director: \$51,995
 - Career Counselor: \$44,533
 - Internship Coordinator: \$44,360
 - Marketing Coordinator: \$43,650
 - Employer Relations Coordinator: \$45,795
 - Information Technology Coordinator: \$45,031
 - Career Information Coordinator: \$37,662
- The average salaries for career counselors and coordinators (except career information coordinators) were more or less the equal, and jumping up each rung of the organizational ladder (from career counselor/coordinator to assistant director to associate director to director) meant a raise of about \$10,000.
- On average, the formal salary ranges were much wider for directors and associate directors than they were for assistant directors, career counselors, and coordinators.
- For all career center positions, the annual salary increased by an average of about 2 percent compared to last year and tended not to exceed 2 or 3 percent.

- Bonus compensation for any career services position, even directors, was very rare. Among the very few who did receive bonuses, the median amount was \$2,000 for directors, \$1,000 for associate and assistant directors, and \$750 to \$1,250 for career counselors and coordinators. In determining bonus amounts for any position, the most important factor was individual performance measures, as opposed to departmental and institution-wide performance measures. Interestingly, directors earned larger bonuses when greater emphasis was placed on departmental performance.
- Twelve paid holidays per calendar year was fairly standard both across and among different types of schools.
- Dental, vision, life, and medical insurance were almost universal employee benefits. On average, schools covered about 77 percent of their employees' medical insurance premiums and 54 percent of their dependents' premiums. For employees' coverage, the median annual deductible was \$750; for dependents, it was \$1,000.
- Three-fourths of schools offered a company-matched 401(k) retirement program; the median "match" was 6 percent of an employee's salary.
- Nine in 10 schools offered full or partial tuition reimbursement for employees pursuing a degree.

APPENDIX

PARTICIPATING SCHOOLS (Alphabetical)

Overall, 729 institutions took part in the survey; however, only 579 agreed to be listed.

Adelphi University	Biola University	Cedar Crest College
Alabama A&M University	Blackfeet Community College	Cedarville University
Albion College	Blue Ridge Community and Technical College	Centenary College of Louisiana
Alfred State College - SUNY	Boise State University	Central Penn College
Alfred University	Boise State University - College of Business and Economics	Centre College
Algonquin College	Boston University - University Service Center	Champlain College
American International College	Brandman University	Chapman University - George L. Argyros School of Business and Economics
American University - Career Center	Bridgewater State University	Claremont McKenna College - External Relations
Ancilla College	Brigham Young University - Counseling & Career Center	Clayton State University
Anderson University-SC	Bryn Mawr College - Career & Professional Development	Cleary University
Angelo State University	Buffalo State College - SUNY	Clemson University - College of Business & Behavioral Science
Aquinas College	Butler University	Cleveland State University
Arcadia University	California Lutheran University	Cloud County Community College
Arizona State University - W.P. Carey School of Business	California Polytechnic State University - San Luis Obispo - Orfalea College of Business	Cogswell Polytechnical College
Auburn University - Career Center	California State University - Bakersfield	College of Coastal Georgia
Auburn University - College of Business	California State University - Chico	College of Saint Benedict
Augusta University - Career Services	California State University - East Bay	College of Saint Elizabeth
Aurora University	California State University - Fullerton - Mihaylo College of Business and Economics	College of Southern Maryland
Austin College	California State University - Monterey Bay	College of the Holy Cross
Austin Peay State University	California State University - Northridge	Colorado Mountain College
Baker University	Cameron University	Colorado School of Mines
Ball State University - Career Center	Capital University	Colorado School of Public Health
Bard College at Simon's Rock	Capitol Technology University	Colorado State University - Global Campus
Baruch College - Zicklin School of Business	Cardinal Stritch University	Colorado State University - Pueblo
Bates College	Carleton College	Colorado State University -Fort Collins - The Career Center
Bay Path University	Carnegie Mellon University - Career and Professional Development Center	Columbia College Missouri
Baylor University - Hankamer School of Business - Career Management	Carthage College	Columbia College South Carolina
Belmont University - Office of Career & Professional Development	Catawba College	Columbia University - Teachers College
Benedictine College	Cazenovia College	Columbus State University
Bethany College		Community College of Philadelphia
Bethany Lutheran College		Concordia University - Irvine
Binghamton University - School of Management		Concordia University - Nebraska
Binghamton University - SUNY		

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PARTICIPATING SCHOOLS (Alphabetical)

Concordia University - Portland - School of Management	Fashion Institute of Technology - SUNY	H Council Trenholm State Community College
Concordia University - Wisconsin	Felician College	Hanover College
Covenant College	Ferris State University	Harding University
Creighton University	Finger Lakes Community College	Harvard University - Graduate School of Education
Crown College	Flagler College-St Augustine	Harvard University - John F. Kennedy School of Government
Cypress College	Florida Gulf Coast University	Harvey Mudd College
D'Youville College	Florida Institute of Technology	Hastings College
Daemen College	Florida International University - College of Business	Hawaii Pacific University
Dakota State University	Fort Lewis College	Henry Ford College
Dalton State College	Franklin & Marshall College	High Point University
Davenport University	Franklin College	Hilbert College
Defiance College	Frostburg State University	Hope College
Denison University	Gannon University	Hostos Community College
DePauw University	Genesee Community College	Howard Community College
DeSales University	Geneva College	Husson University
Dillard University	George Fox University	Huston-Tillotson University
Doane University - Crete Campus	George Mason University	Idaho State University
Drake University	Georgetown College	Illinois Institute of Technology - Career Services
Drury University	Georgetown University - Career Education Center	Immaculata University
Dunwoody College of Technology	Georgetown University - McDonough School of Business	Indiana Institute of Technology
East Stroudsburg University of Pennsylvania	Georgia College & State University	Indiana State University - Career Center
Eastern Florida State College	Georgia Institute of Technology - Center for Career Discovery & Development	Indiana University - Bloomington - College of Arts & Sciences
Eastern Kentucky University - Center for Career & Co-operative Education	Georgia Institute of Technology - H.Milton Stewart School of Industrial & Systems Engineering	Indiana University - Bloomington - School of Informatics & Computing
Eastern University	Georgia Southern University	Indiana University - Bloomington - School of Public Health
Edgewood College	Georgia Southwestern State University	Indiana University - Bloomington - The Walter Center for Career Achievement
Edinboro University of Pennsylvania	Georgia State University - J. Mack Robinson College of Business	Indiana University - South Bend
Edison State Community College	Golden Gate University	Indiana University - Southeast
Elon University	Gonzaga University	Indiana University- Purdue University Fort Wayne
Embry-Riddle Aeronautical University - Daytona Beach Campus	Governors State University	Indiana University-Purdue University Indianapolis - School of Informatics
Emily Griffith Technical College	Greenville Technical College - Barton Campus	
Emory University - Career Center	Gwynedd Mercy University	
Eureka College		
Evangel University		

APPENDIX

PARTICIPATING SCHOOLS (Alphabetical)

Indiana University-Purdue University Indianapolis - School of Liberal Arts	Luzerne County Community College	Minnesota State University Moorhead
Ivy Tech Community College - Office of the President	Lycoming College	Misericordia University
James Madison University	Lynchburg College	Mississippi State University
Jefferson College	Macomb Community College - South Campus	Missouri University of Science & Technology
John Brown University	Madison Area Technical College	Montana Tech of The University of Montana
John Jay College of Criminal Justice	Manhattanville College	Mount Aloysius College
Juniata College	Marietta College	Mount Mercy University
Kalamazoo Valley Community College	Marist College - School of Communication & Arts	Mount St. Joseph University
Kansas State University	Marquette University	National Park College
Kendall College	Mars Hill University	Nevada State College
Kennesaw State University	Marylhurst University	New Jersey Institute of Technology
Kent State University - College of Business Administration	Marywood University	New Mexico Highlands University
Kent State University at Kent	Massachusetts Institute of Technology - Global Education and Career Development	New York City College of Technology
Keuka College	Mayville State University	Newman University
King University	McDaniel College	Niagara University
King's College	McMaster University	Nicolet Area Technical College
Kingsborough Community College	McPherson College	North Carolina A&T State University
Kutztown University of Pennsylvania	Medaille College	North Idaho College
La Sierra University	Meredith College	North Lake College
LaGuardia Community College	Mesa Community College	Northeast Community College
Laguna College of Art & Design	Miami University	Northeastern State University
Lake Superior State University	Miami University - Farmer School of Business	Northeastern University - Department of Co-op Education & Career Development
Lawrence Technological University	Michigan Technological University	Northern Arizona University
Lee College	MidAmerica Nazarene University	Northern Illinois University - Career Services
Lehigh Carbon Community College	Middle Georgia State University	Northern Michigan University
Lewis-Clark State College	Middlebury College	Northwest Missouri State University
Life University	Midlands Technical College	Norwich University
Lincoln University	Millersville University	Occidental College
Lipscomb University	Millsaps College	Oglethorpe University
Livingstone College	Milwaukee Institute of Art & Design	Ohio University - Career Services
Longwood University	Milwaukee School of Engineering	Oklahoma State University - Career Services
Loras College	Minneapolis College of Art & Design	Old Dominion University
Los Medanos College	Minnesota State University - Mankato	Orange County Community College
Loyola Marymount University		

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PARTICIPATING SCHOOLS (Alphabetical)

Ozarks Technical Community College	Saint Francis University	St. Norbert College
Palm Beach State College	Saint John's University	St. Olaf College
Park University	Saint Joseph's University	Stetson University
Pennsylvania Highlands Community College	Saint Leo University	Stockton University
Plattsburgh State - SUNY	Saint Louis University - Career Services	Stonehill College - Career Services
Presbyterian College	Saint Martin's University	Stony Brook University - Career Center
Pueblo Community College - Pueblo Campus	Saint Mary-of-the-Woods College	Stony Brook University - SUNY
Purchase College - SUNY	Saint Mary's University of Minnesota	Sul Ross State University
Purdue University - Center for Career Opportunities	Saint Michael's College	SUNY Cobleskill
Purdue University - College of Engineering	Salisbury University	SUNY College at Brockport
Reading Area Community College	Salus University	SUNY Cortland
Regent University	San Diego Mesa College	SUNY Fredonia
Rensselaer Polytechnic Institute - Center for Career & Professional Development	San Jacinto College	SUNY New Paltz
Rhode Island College	San Jose State University	Susquehanna University
Rhodes College	School of Visual Arts	Syracuse University - Center for Career Services
Rice University - Center for Career Development	Schreiner University	Temple University - Career Center
Rio Hondo College	Scripps College	Tennessee State University
Robert Morris University	Seattle University	Tennessee Technological University
Roberts Wesleyan College	Shenandoah University	Texas A&M University - Central Texas
Rochester Institute of Technology	Soka University of America	Texas A&M University - Commerce
Rockford University	Southern Adventist University	Texas A&M University - Corpus Christi
Rockhurst University	Southern Methodist University - Hegi Family Career Development Center	Texas A&M University - George Bush School of Government & Public Service
Rocky Mountain College	Southern Oregon University	Texas A&M University - Mays Business School
Rollins College	Southern Utah University	Texas Christian University -Center for Career & Professional Development
Rose-Hulman Institute of Technology	Southern Wesleyan University	Texas State University
Rutgers University - New Brunswick - School of Management and Labor Relations	Southwest Baptist University	Texas Tech University - Rawls College of Business
Rutgers University - Newark - Rutgers Business School	Southwest Minnesota State University	Texas Wesleyan University
Saddleback College	Southwestern Assemblies of God University	Texas Woman's University
Saginaw Valley State University	St. Bonaventure University	The City University of New York - Office of Student Affairs
Saint Augustine's University	St. Cloud State University	The College of New Jersey
	St. Edward's University	The College of Saint Rose
	St. John Fisher College	The College of St. Scholastica
	St. Lawrence University	
	St. Mary's College of Maryland	

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PARTICIPATING SCHOOLS (Alphabetical)

The College of the Bahamas - Oakes Field Campus	Towson University	University of Detroit Mercy
The Ohio State University - College of Engineering	Trevecca Nazarene University	University of Houston - C.T. Bauer College of Business
The Sage Colleges	Trinity Christian College	University of Houston - Downtown Campus - College of Business - Career Center
The University of Alabama at Birmingham	Trinity University	University of Idaho
The University of Arizona - Career Services	Trinity Western University	University of Illinois at Urbana-Champaign - The Career Center
The University of Arizona - Eller College of Management - Undergraduate	Trocaire College	University of Kentucky - Graham Office of Career Management
The University of Baltimore - The Career Center	Troy University - Troy Campus	University of Louisville
The University of Iowa - College of Engineering	Truman State University	University of Maine
The University of Iowa - Pomerantz Career Center	Tulane University - A.B. Freeman School Of Business	University of Mary Hardin - Baylor
The University of Kansas - School of Business	United Tribes Technical College	University of Maryland - University Colleges
The University of Kansas - University Career Center	Universidad de Monterrey	University of Massachusetts - Amherst - College of Humanities and Fine Arts
The University of Montana - Missoula	Universite Laval	University of Massachusetts - Lowell
The University of Montana - Western	University at Buffalo, The State University of New York – Career Services	University of Miami - Toppel Career Center
The University of North Carolina at Chapel Hill - University Career Services	University of Arkansas - Fayetteville	University of Michigan - College of Engineering
The University of North Carolina at Chapel Hill-Kenan-Flagler Business School-Master of Accounting	University of Arkansas - Pine Bluff	University of Michigan - Dearborn
The University of North Carolina at Greensboro - Bryan School of Business & Economics	University of Calgary - Haskayne School of Business	University of Michigan - Flint
The University of Oklahoma	University of California - Irvine - Career Center	University of Michigan - School of Information
The University of Southern Mississippi	University of California - Irvine - The Paul Merage School of Business	University of Michigan - The Career Center
The University of Texas at Austin - LBJ School of Public Affairs	University of California - Merced	University of Minnesota - Twin Cities - College of Liberal Arts
The University of Texas at San Antonio - Career Services	University of California - Riverside - Career Center	University of Mississippi
The University of Texas of the Permian Basin	University of California - Santa Barbara	University of Missouri - Columbia - School of Health Professions
The University of the Arts	University of Central Florida - Career Services	University of Missouri - Columbia - College of Agriculture, Food & Natural Resources
The University of Utah - Career Services	University of Central Missouri	University of Missouri - Columbia - College of Business
The University of Vermont	University of Central Oklahoma	University of Missouri - St. Louis
Tougaloo College	University of Cincinnati - Clermont College	University of Mount Union
	University of Cincinnati - Lindner College of Business	University of Nebraska - Lincoln - Career Services
	University of Colorado Colorado Springs	
	University of Dayton	
	University of Delaware	
	University of Denver - Career Center	

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PARTICIPATING SCHOOLS (Alphabetical)

University of Nevada - Reno - Career Studio	University of West Georgia	Wesleyan College
University of Nevada, Las Vegas	University of Wisconsin - Green Bay	Wesleyan University
University of New Hampshire - College of Engineering & Physical Sciences	University of Wisconsin - La Crosse	West Chester University of Pennsylvania
University of New Hampshire - COLSA	University of Wisconsin - Madison - School of Business	West Coast University - Ontario
University of New Mexico - Valencia	University of Wisconsin - Milwaukee - Career Planning & Resource Center	West Texas A&M University
University of North Alabama	University of Wisconsin - Oshkosh	West Virginia University
University of North Carolina Wilmington	University of Wisconsin - Platteville	West Virginia University - College of Business & Economics
University of North Texas at Dallas	University of Wisconsin - Stevens Point	West Virginia University - Institute of Technology
University of Northern Colorado	University of Wisconsin - Stout	Western Carolina University
University of Northern Iowa	University of Wisconsin - Superior	Western Connecticut State University
University of Notre Dame - Mendoza College of Business	University of Wyoming	Western Kentucky University
University of Pennsylvania - Career Services	Valparaiso University	Western Michigan University - Haworth College of Business
University of Puerto Rico - Bayamon	Vanderbilt University - Center for Student Professional Development	Western Oregon University
University of Redlands - Student Life	Vanguard University	Westfield State University
University of Rochester - Gwen M. Greene Career & Internship Center	Vassar College	Westminster College - Missouri
University of Saint Francis	Virginia Commonwealth University	Westminster College - Pennsylvania
University of Saint Mary	Virginia Commonwealth University - School of Engineering	Wichita State University - Career Development Center
University of San Diego - Career Services	Virginia Wesleyan College	Widener University
University of Scranton	Viterbo University	William & Mary
University of South Carolina - Aiken	Volunteer State Community College	William & Mary - Mason School of Business
University of South Carolina - Columbia	Wake Technical Community College	William Jessup University
University of South Florida - St. Petersburg	Walsh College - Troy Campus	Winston-Salem State University
University of Southern California - Career Center	Walsh University	Wisconsin Lutheran College
University of the Sciences in Philadelphia	Warren Wilson College	Worcester Polytechnic Institute
University of the South	Washburn University	Worcester State University
University of Washington - Bothell	Washington & Jefferson College	Wright State University - Satellite Offices
University of Washington - Career Center	Washington and Lee University	Xavier University - Career Development Office
University of Washington - Tacoma	Washington State University - Pullman	Yale University - Office of Career Strategy
University of Washington - The Information School	Wayne State College	Yeshiva University
	Wayne State University - Career Services	
	Webster University - Career Planning & Development Center	
	Wentworth Institute of Technology	

APPENDIX

PARTICIPATING SCHOOLS (By Carnegie Classification)

Doctoral Universities: Highest Research Activity (R1)

Arizona State University - W.P. Carey School of Business	Northeastern University - Department of Co-op Education & Career Development	The University of North Carolina at Chapel Hill-Kenan-Flagler Business School-Master of Accounting
Boston University - University Service Center	Purdue University - Center for Career Opportunities	The University of Oklahoma
Carnegie Mellon University - Career and Professional Development Center	Purdue University - College of Engineering	The University of Texas at Austin - LBJ School of Public Affairs
Clemson University - College of Business & Behavioral Science	Rice University - Center for Career Development	The University of Utah - Career Services
Colorado School of Public Health	Rutgers University - New Brunswick - School of Management and Labor Relations	Tulane University - A.B. Freeman School of Business
Colorado State University -Fort Collins - The Career Center	Stony Brook University - Career Center	University at Buffalo, The State University of New York – Career Services
Emory University - Career Center	Stony Brook University - SUNY	University of Arkansas - Fayetteville
Florida International University - College of Business	Syracuse University - Center for Career Services	University of California - Irvine - Career Center
George Mason University	Temple University - Career Center	University of California - Irvine - The Paul Merage School of Business
Georgetown University - Career Education Center	Texas A&M University - George Bush School of Government & Public Service	University of California - Riverside - Career Center
Georgetown University - McDonough School of Business	Texas A&M University - Mays Business School	University of California - Santa Barbara
Georgia Institute of Technology - Center for Career Discovery & Development	Texas Tech University - Rawls College of Business	University of Central Florida - Career Services
Georgia Institute of Technology - H.Milton Stewart School of Industrial & Systems Engineering	The City University of New York - Office of Student Affairs	University of Cincinnati - Lindner College of Business
Georgia State University - J. Mack Robinson College of Business	The Ohio State University - College of Engineering	University of Delaware
Harvard University - Graduate School of Education	The University of Alabama at Birmingham	University of Houston - C.T. Bauer College of Business
Harvard University - John F. Kennedy School of Government	The University of Arizona - Career Services	University of Illinois at Urbana- Champaign - The Career Center
Indiana University - Bloomington - College of Arts & Sciences	The University of Arizona - Eller College of Management - Undergraduate	University of Kentucky - Graham Office of Career Management
Indiana University - Bloomington - School of Informatics & Computing	The University of Iowa - College of Engineering	University of Louisville
Indiana University - Bloomington - School of Public Health	The University of Iowa - Pomerantz Career Center	University of Massachusetts - Amherst - College of Humanities and Fine Arts
Indiana University - Bloomington - The Walter Center for Career Achievement	The University of Kansas - School of Business	University of Miami - Toppel Career Center
Kansas State University	The University of Kansas - University Career Center	University of Michigan - College of Engineering
Massachusetts Institute of Technology - Global Education and Career Development	The University of North Carolina at Chapel Hill - University Career Services	University of Michigan - School of Information
		University of Michigan - The Career Center

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PARTICIPATING SCHOOLS (By Carnegie Classification)

University of Minnesota - Twin Cities - College of Liberal Arts	University of Rochester - Gwen M. Greene Career & Internship Center	Virginia Commonwealth University
University of Mississippi	University of South Carolina - Columbia	Virginia Commonwealth University - School of Engineering
University of Missouri - Columbia - School of Health Professions	University of Southern California - Career Center	Washington State University - Pullman
University of Missouri - Columbia - College of Agriculture, Food & Natural Resources	University of Washington - Career Center	Wayne State University - Career Services
University of Missouri - Columbia - College of Business	University of Washington - The Information School	West Virginia University
University of Nebraska - Lincoln - Career Services	University of Wisconsin - Madison - School of Business	West Virginia University - College of Business & Economics
University of Notre Dame - Mendoza College of Business	University of Wisconsin - Milwaukee - Career Planning & Resource Center	Yale University - Office of Career Strategy
University of Pennsylvania - Career Services	Vanderbilt University - Center for Student Professional Development	

Doctoral Universities: Higher Research Activity (R2)

American University - Career Center	Kent State University - College of Business Administration	Rutgers University - Newark - Rutgers Business School
Auburn University - Career Center	Kent State University at Kent	Saint Louis University - Career Services
Auburn University - College of Business	Marquette University	Southern Methodist University - Hegi Family Career Development Center
Augusta University - Career Services	Miami University	Texas A&M University - Commerce
Ball State University - Career Center	Miami University - Farmer School of Business	Texas Christian University - Center for Career & Professional Development
Baylor University - Hankamer School of Business - Career Management	Michigan Technological University	Texas State University
Binghamton University - School of Management	Mississippi State University	The University of Montana - Missoula
Binghamton University - SUNY	Missouri University of Science & Technology	The University of North Carolina at Greensboro - Bryan School of Business & Economics
Brigham Young University - Counseling & Career Center	New Jersey Institute of Technology	The University of Southern Mississippi
Cleveland State University	North Carolina A&T State University	The University of Texas at San Antonio - Career Services
Colorado School of Mines	Northern Arizona University	The University of Vermont
Columbia University - Teachers College	Northern Illinois University - Career Services	University of California - Merced
Florida Institute of Technology	Ohio University - Career Services	University of Dayton
Illinois Institute of Technology - Career Services	Oklahoma State University - Career Services	University of Denver - Career Center
Indiana University-Purdue University Indianapolis - School of Informatics	Old Dominion University	University of Idaho
Indiana University-Purdue University Indianapolis - School of Liberal Arts	Rensselaer Polytechnic Institute - Center for Career & Professional Development	University of Maine

APPENDIX

PARTICIPATING SCHOOLS (By Carnegie Classification)

University of Massachusetts - Lowell	University of New Hampshire - COLSA	William & Mary
University of Missouri - St. Louis	University of Northern Colorado	William & Mary - Mason School of Business
University of Nevada - Reno - Career Studio	University of Wyoming	Worcester Polytechnic Institute
University of Nevada, Las Vegas	Western Michigan University - Haworth College of Business	Yeshiva University
University of New Hampshire - College of Engineering & Physical Sciences	Wichita State University - Career Development Center	

Doctoral Universities: Moderate Research Activity (R3)

Adelphi University	Idaho State University	Tennessee State University
American International College	Immaculata University	Tennessee Technological University
Biola University	Indiana State University - Career Center	Texas A&M University - Corpus Christi
Boise State University	Kennesaw State University	Texas Woman's University
Boise State University - College of Business and Economics	Lipscomb University	Trevecca Nazarene University
California State University - Fullerton - Mihaylo College of Business and Economics	Regent University	University of San Diego - Career Services
Cardinal Stritch University	Robert Morris University	University of West Georgia
Edgewood College	Rochester Institute of Technology	Widener University
Georgia Southern University	Shenandoah University	Wright State University - Satellite Offices
	St. John Fisher College	

Master's Colleges & Universities: Larger Programs (M1)

Alabama A&M University	Buffalo State College - SUNY	Columbia College Missouri
Angelo State University	Butler University	Columbus State University
Arcadia University	California Lutheran University	Concordia University - Irvine
Aurora University	California Polytechnic State University - San Luis Obispo - Orfalea College of Business	Concordia University - Nebraska
Austin Peay State University	California State University - Bakersfield	Concordia University - Wisconsin
Baker University	California State University - Chico	Creighton University
Baruch College - Zicklin School of Business	California State University - East Bay	D'Youville College
Bay Path University	California State University - Northridge	Daemen College
Belmont University - Office of Career & Professional Development	Chapman University - George L. Argyros School of Business and Economics	Davenport University
Brandman University	Colorado State University - Global Campus	DeSales University
Bridgewater State University		Drake University
		Eastern Kentucky University - Center for Career & Co-operative Education

APPENDIX

PARTICIPATING SCHOOLS (By Carnegie Classification)

Eastern University	Norwich University	Troy University - Troy Campus
Edinboro University of Pennsylvania	Plattsburgh State - SUNY	University of Central Missouri
Embry-Riddle Aeronautical University - Daytona Beach Campus	Rhode Island College	University of Central Oklahoma
Florida Gulf Coast University	Roberts Wesleyan College	University of Colorado - Colorado Springs
Frostburg State University	Rockhurst University	University of Detroit Mercy
Gannon University	Rollins College	University of Maryland - University Colleges
George Fox University	Saginaw Valley State University	University of Michigan - Dearborn
Georgia College & State University	Saint Francis University	University of Michigan - Flint
Golden Gate University	Saint Joseph's University	University of North Alabama
Gonzaga University	Saint Leo University	University of North Carolina Wilmington
Governors State University	Saint Mary's University of Minnesota	University of Northern Iowa
Harding University	Salisbury University	University of Redlands - Student Life
Hawaii Pacific University	San Jose State University	University of Scranton
Indiana University - Southeast	Seattle University	University of Washington - Bothell
Indiana University-Purdue University Fort Wayne	Southern Oregon University	University of Washington - Tacoma
James Madison University	Southern Utah University	University of Wisconsin - La Crosse
John Jay College of Criminal Justice	Southern Wesleyan University	University of Wisconsin - Oshkosh
King University	St. Cloud State University	University of Wisconsin - Platteville
Kutztown University of Pennsylvania	St. Edward's University	University of Wisconsin - Stout
Lawrence Technological University	Stockton University	Valparaiso University
Loyola Marymount University	Sul Ross State University	Viterbo University
Marist College - School of Communication & Arts	SUNY College at Brockport	Webster University - Career Planning & Development Center
Marylhurst University	SUNY Cortland	West Chester University of Pennsylvania
Marywood University	SUNY New Paltz	West Texas A&M University
Medaille College	Texas A&M University - Central Texas	Western Carolina University
Millersville University	Texas Wesleyan University	Western Kentucky University
Minnesota State University - Mankato	The College of New Jersey	Worcester State University
New Mexico Highlands University	The College of Saint Rose	Xavier University - Career Development Office
Niagara University	The College of St. Scholastica	
Northeastern State University	The College of St. Scholastica	
Northwest Missouri State University	The Sage Colleges	
	The University of Baltimore - The Career Center	
	Towson University	

APPENDIX

PARTICIPATING SCHOOLS (By Carnegie Classification)

Master's Colleges & Universities: Medium Programs (M2)

Alfred University	Husson University	St. Bonaventure University
Anderson University-SC	Indiana University - South Bend	Stetson University
California State University - Monterey Bay	John Brown University	SUNY Fredonia
Cameron University	Keuka College	The University of Texas of the Permian Basin
Capital University	Longwood University	Truman State University
Champlain College	Lynchburg College	University of Mary Hardin - Baylor
Clayton State University	MidAmerica Nazarene University	University of Saint Francis
College of Saint Elizabeth	Minnesota State University Moorhead	University of Saint Mary
Colorado State University - Pueblo	Misericordia University	University of South Florida - St. Petersburg
Columbia College South Carolina	Mount Mercy University	Washburn University
Drury University	Mount St. Joseph University	Wayne State College
East Stroudsburg University of Pennsylvania	Newman University	Wentworth Institute of Technology
Elon University	Northern Michigan University	Western Connecticut State University
Ferris State University	Park University	Western Oregon University
Geneva College	Saint Martin's University	Westfield State University
Georgia Southwestern State University	Southern Adventist University	Winston-Salem State University
Gwynedd Mercy University	Southwest Baptist University	
	Southwest Minnesota State University	

Master's Colleges & Universities: Small Programs (M3)

Aquinas College	Lincoln University	Campus - College of Business - Career Center
Dakota State University	Milwaukee School of Engineering	University of North Texas at Dallas
Evangel University	Rockford University	University of Wisconsin - Green Bay
Fashion Institute of Technology - SUNY	Southwestern Assemblies of God University	University of Wisconsin - Stevens Point
Felician College	Trinity University	Vanguard University
King's College	University of Houston - Downtown	Walsh University
La Sierra University		

Baccalaureate Colleges: Arts & Sciences Focus (Bacc.: A&S)

Albion College	Bethany Lutheran College	Centenary College of Louisiana
Austin College	Bryn Mawr College - Career & Professional Development	Centre College
Bard College at Simon's Rock	Carleton College	Claremont McKenna College - External Relations
Bates College	Carthage College	College of Saint Benedict

APPENDIX

PARTICIPATING SCHOOLS (By Carnegie Classification)

College of the Holy Cross	McDaniel College	St. Norbert College
Covenant College	Meredith College	St. Olaf College
Denison University	Middlebury College	Stonehill College - Career Services
DePauw University	Millsaps College	Susquehanna University
Dillard University	Occidental College	Tougaloo College
Doane University - Crete Campus	Oglethorpe University	University of the South
Fort Lewis College	Presbyterian College	Vassar College
Franklin & Marshall College	Purchase College - SUNY	Virginia Wesleyan College
Franklin College	Rhodes College	Warren Wilson College
Georgetown College	Saint John's University	Washington & Jefferson College
Hanover College	Saint Michael's College	Washington and Lee University
Harvey Mudd College	Schreiner University	Wesleyan College
Hope College	Scripps College	Wesleyan University
Juniata College	Soka University of America	Westminster College - Missouri
Lycoming College	St. Lawrence University	Westminster College - Pennsylvania
Manhattanville College	St. Mary's College of Maryland	

Baccalaureate Colleges: Diverse Fields (Bacc.: Diverse)

Benedictine College	Huston-Tillotson University	Rocky Mountain College
Catawba College	Kendall College	Saint Augustine's University
Cazenovia College	Lake Superior State University	Saint Mary-of-the-Woods College
Cedar Crest College	Lewis-Clark State College	The University of Montana - Western
Cedarville University	Livingstone College	Trinity Christian College
Central Penn College	Loras College	University of Arkansas - Pine Bluff
Cogswell Polytechnical College	Marietta College	University of Mount Union
Crown College	Mars Hill University	University of Puerto Rico - Bayamon
Defiance College	Mayville State University	University of South Carolina - Aiken
Eureka College	McPherson College	University of Wisconsin - Superior
Flagler College-St Augustine	Middle Georgia State University	West Virginia University - Institute of Technology
Hastings College	Montana Tech of The University of Montana	William Jessup University
High Point University	Nevada State College	Wisconsin Lutheran College
Hilbert College	New York City College of Technology	

APPENDIX

PARTICIPATING SCHOOLS (By Carnegie Classification)

Baccalaureate/Associate's Colleges (Bacc./Assoc.)

Alfred State College - SUNY	Dunwoody College of Technology	Palm Beach State College
College of Coastal Georgia	Eastern Florida State College	SUNY Cobleskill
Colorado Mountain College	Madison Area Technical College	University of Cincinnati - Clermont College
Dalton State College	Mount Aloysius College	

Associate's Colleges (Assoc.)

Ancilla College	Ivy Tech Community College - Office of the President	North Lake College
Blue Ridge Community and Technical College	Jefferson College	Northeast Community College
Cloud County Community College	Kalamazoo Valley Community College	Orange County Community College
College of Southern Maryland	Kingsborough Community College	Ozarks Technical Community College
Community College of Philadelphia	LaGuardia Community College	Pennsylvania Highlands Community College
Cypress College	Lee College	Pueblo Community College - Pueblo Campus
Edison State Community College	Lehigh Carbon Community College	Reading Area Community College
Finger Lakes Community College	Los Medanos College	Rio Hondo College
Genesee Community College	Luzerne County Community College	Saddleback College
Greenville Technical College - Barton Campus	Macomb Community College - South Campus	San Diego Mesa College
H Council Trenholm State Community College	Mesa Community College	San Jacinto College
Henry Ford College	Midlands Technical College	University of New Mexico - Valencia
Hostos Community College	National Park College	Volunteer State Community College
Howard Community College	Nicolet Area Technical College	Wake Technical Community College
	North Idaho College	

Special Focus: Four-Year (Special: 4)

Capitol Technology University	Life University	The University of the Arts
Cleary University	Milwaukee Institute of Art & Design	Trocaire College
Concordia University - Portland - School of Management	Minneapolis College of Art & Design	University of the Sciences in Philadelphia
Indiana Institute of Technology	Rose-Hulman Institute of Technology	Walsh College - Troy Campus
Laguna College of Art & Design	Salus University	West Coast University - Ontario
	School of Visual Arts	



62 HIGHLAND AVENUE
BETHLEHEM, PA 18017-9085
610.868.1421 | www.naceweb.org