



## THE ART OF EMPLOYMENT:

How Liberal Arts Graduates Can Improve Their  
Labor Market Prospects



**burningglass**  
CAREERS IN FOCUS

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## INTRODUCTION

In today's tepid labor market, employers are seeking candidates with a combination of both workforce-specific skills and broad-based knowledge. Many recent graduates are struggling to satisfy employer demands, and Liberal Arts and non-professional degree graduates in particular are finding scant employment opportunities upon graduation. According to a recent report from the Georgetown Center on Education and the Workforce, Liberal Arts and Humanities (9.0%), Social Science (10.3%) and Arts (9.8%) graduates have among the highest unemployment rates of all college graduates.<sup>1</sup> (The overall unemployment rate for recent graduates is 7%.)<sup>2</sup> The persistent employment challenges for recent graduates present an important

question for Liberal Arts colleges and their students: **how can Liberal Arts graduates improve their employment prospects?**

To answer this question, Burning Glass Technologies undertook an analysis that examines the availability of entry-level jobs and the skills required to get them, while focusing specifically on where graduates of Liberal Arts and other non-professional degree programs fit

into the entry-level job market. This analysis revealed that by coupling a field-specific skill set with the soft skills that form the foundation of a liberal education, Liberal Arts graduates can nearly double the number of jobs available to them.

In the last 12 months (July 2012 - June 2013), Burning Glass found there were 955,000 job postings open to recent Liberal Arts graduates. Burning Glass then identified 8 skill sets - Marketing, Sales, Business, Social Media, Graphic Design, Data Analysis, Computer Programming and IT Networking - which can be acquired with a modest amount of coursework, such as a minor, or through internships. By developing one or more

of these skill sets, Liberal Arts graduates can enhance their competitiveness for the 955,000 jobs they already qualify for and tap into an additional 862,000 jobs, nearly doubling the number of jobs available to them. These newly-available positions fall into occupations such as marketing specialist, operations analyst and computer programmer, and offer an approximately \$6,000 annual salary premium over jobs traditionally open to Liberal Arts graduates.

**By coupling a field-specific skill set with the soft skills that form the foundation of a liberal education, Liberal Arts graduates can nearly double the number of jobs available to them.**

	Entry-Level Job Postings	Average Entry-Level Salary	Percent of Bachelor's Entry-Level Jobs
Jobs Traditionally Open to Liberal Arts Graduates	954,996	\$42,731	25%
Jobs Open to Liberal Arts Graduates with Additional Technical Skills	861,572	\$49,052	23%
Total Entry Level Jobs Accessible to Liberal Arts Graduates	1,816,568	\$45,729	48%*

\*The remaining 52% of entry-level jobs are in occupations that require specialized degrees or certifications – such as nurses, engineers, and accountants – and therefore aren't open to Liberal Arts graduates without considerable additional study.

## FINDINGS

By analyzing the experience, skills, education, and licensing requirements of each online job posting, Burning Glass identified nearly one million postings open to Liberal Arts graduates in the past 12 months. These postings request 3 years or less of experience and fall into occupational categories that typically require or prefer a college degree but do not require specialized technical skills, such as Recruiters, Administrative Assistants, Store Managers, and Account Representatives.

Because these jobs typically demand no formal qualifications beyond a bachelor's degree of any kind – and even lesser academic credentials will sometimes suffice – the 607,000 students who graduate from Liberal Arts programs<sup>3</sup> every year are also competing with a multitude of Bachelor's and Associate's level graduates, existing

**These additional occupations offer a \$6,000 annual salary premium over the less-technical jobs traditionally open to Liberal Arts**

workers with experience in the field, and underemployed job seekers.

The broad-based skills that a Liberal Arts education offers are highly-valued in the labor market, and can help Liberal Arts graduates differentiate themselves from rival job seekers. Employers report the greatest disparity between the skills they demand and those that recent graduates possess for written and oral communication skills, adaptability, and problem solving<sup>4</sup> – all staples of a Liberal

Arts education. However, it is important to note that employers desire candidates with both field-specific and broad-based knowledge and skills.<sup>5</sup> **By adding a relatively small dose of field-specific skills to a Liberal Arts program of study, students can significantly improve and broaden their labor market prospects.**

### Technical Skills Double the Jobs Available to Recent Graduates

Burning Glass Technologies identified sets of technical skills in high-demand among employers which graduates can acquire to enhance their resumes and qualify for additional occupations. These skills sets are Marketing, Sales, Business, Social Media, Graphic Design, Data Analysis, Computer Programming and IT Networking. These workplace-focused technical skills are ones that can be easily integrated into students' college experiences, enabling them to enhance significantly their labor market prospects without dramatically altering their chosen program of study. In

general, the skill sets selected can be learned through internships and other active learning experiences, or through coursework equivalent to a minor.

By acquiring one or more of these technical skill sets, Liberal Arts graduates can compete for an additional 862,000 jobs in occupations that require more specialized expertise – such as business analysts, marketing specialists, and search engine optimization strategists. These additional occupations offer a \$6,000 annual salary premium over the less-technical jobs traditionally open to Liberal Arts graduates.

### Skills Serve as Either Core Competencies or “Complementary” Skill Sets

Burning Glass defines a skill set as core to an occupation when it represents a core competency for the position. For example, graphic designers are hired largely on the basis of their design skills. A skill set is defined as complementary for an occupation when the skills, in isolation, won't secure the position, but possessing the skill set still makes the candidate more compelling to employers. For example, marketing specialist roles

often value design skills so that a candidate can create newsletters, websites, and other collateral, but candidates are hired largely on the basis of their marketing skills. Candidates targeting occupations where a skill set is core must typically achieve a higher degree of proficiency than for occupations where that skill set is complementary.

Table 1: Posting and Salary Data by Skill Set

Skill Set	Total Postings	Core Skill	Complementary Skill	Average Salary	Salary Premium	Growth of Jobs Requiring this Skill Set
<b>IT Networking and Support:</b> Skills supporting the installation, maintenance, and troubleshooting of information technology systems and personal computers	66,429	87%	13%	\$43,789	\$1,058	Faster than the labor market
<b>Sales:</b> Skills supporting the selling and promotion of products and services, and the management of customer relationships	567,855	84%	16%	N/A*	N/A*	About the same
<b>Computer Programming:</b> Major programming languages used in the development of computer programs and applications	52,822	79%	21%	\$60,484	\$17,753	Slower**
<b>Data Analysis and Management:</b> Skills relating to the collection, management, and analysis of data	136,757	44%	56%	\$55,434	\$12,703	Faster
<b>Marketing:</b> Skills relating to firm-level and product-level marketing strategy	359,916	18%	82%	\$43,067	\$336	Faster
<b>Graphic Design:</b> Skills and software relating to the design of interfaces across multiple media.	134,090	16%	84%	\$51,919	\$9,188	Faster
<b>General Business:</b> Skills relating to the administration and operations of organizations.	577,787	15%	85%	\$53,875	\$11,144	Faster
<b>Social Media:</b> Skills needed for the strategic utilization of various social media platforms.	399,577	1%	99%	\$46,155	\$3,424	Much faster

\*Because compensation for sales-related jobs is usually commission-based and quite volatile, it is not accurately reflected in online job postings. As such, salary figures are not reported for jobs requiring sales-related skills.

\*\*While computer jobs open to Liberal Arts graduates are growing more slowly than the labor market overall, more specialized programming roles such as software engineers are growing more rapidly.

Table 2: Sample Skills and Occupations by Skill Set

Skill Set	Sample Skills	Sample Occupations	
		Skill Set is Core	Skill Set is "Complementary"
<b>IT Networking and Support:</b> Skills supporting the installation, maintenance, and troubleshooting of information technology systems and personal computers	Technical Support Troubleshooting Computer Installation/Setup Hardware/Software Installation System/Network Configuration Microsoft Windows/Office	Computer Support Specialist Network/Systems Support Specialist	Audio / Visual Technician Webmaster / Administrator
<b>Sales:</b> Skills supporting the selling and promotion of products and services, and the management of customer relationships	General Sales Retail Sales Business Development Merchandising Customer Relationship Management	Sales Representative Account Manager/Representative Real Estate Agent/Broker	Store Manager
<b>Computer Programming:</b> Major programming languages used in the development of computer programs and applications	C++ Java JavaScript .NET XML SQL Microsoft C#	Computer Programmer Web Developer	Network/Systems Support Specialist Web Designer
<b>Data Analysis and Management:</b> Skills relating to the collection, management, and analysis of data	Data Analysis Data management SQL SAS Surveys	Financial Analyst Market Research Analyst	Business/Management Analyst Researcher/Research Associate
<b>Marketing:</b> Skills relating to firm-level and product-level marketing strategy	Marketing Market Research Product Marketing Product Management Marketing Materials	Marketing Specialist Market Research Analyst Advertising Sales Representative	Graphic Designer Communications Coordinator
<b>Graphic Design:</b> Skills and software relating to the design of interfaces across multiple media.	Graphic Design Website Design Adobe Photoshop InDesign Multimedia	Graphic Designer Web Designer Multimedia Designer	Marketing Specialist Webmaster/Administrator
<b>General Business:</b> Skills relating to the administration and operations of organizations.	Business Administration Business Process Business Development Business Analysis Enterprise Resource Planning	Business/Management Analyst Supply Chain/Logistics Analyst	Account Executive Market Research Analyst
<b>Social Media:</b> Skills needed for the strategic utilization of various social media platforms.	Social Media Social Networking Blogging	Social Media Strategist/Specialist Search Engine Optimization Specialist	Recruiter Marketing Coordinator/Assistant

## IMPLICATIONS

**For Colleges and Universities:** While Liberal Arts graduates struggle to find their place in the labor market, our analysis suggests several steps colleges and universities can take to help students improve their job prospects. Importantly, there is much that schools can do to help students to improve their labor market success even within the context of a traditional Liberal Arts program. Specifically, schools should focus on the following

### Help Students Understand the Skills Required by Employers

Taking career preparation into account while selecting courses or a college major is the exception rather than the norm for college students, especially students in programs that are not career-directed. A recent National Association of Colleges and Employers study revealed that fewer than 10% of college students spoke to a career counselor about their choice of major.<sup>6</sup> Colleges, through their career services functions, can give students access to better tools and information about jobs available to graduates of various programs of study and the skills required to get those jobs.

### Build Labor Market Skills through Complementary Coursework

Schools can encourage Liberal Arts students to enroll in courses that enhance their labor market value as electives outside of core Liberal Arts requirements. Most schools already offer courses that enable students to build graphic design, data analysis, or computer programming skills, and those with business programs also address general business and marketing areas.

Other students and schools are leveraging “boot camp” programs that provide intensive training in business, finance, or other workplace-focused skills, and Massive Online Open Course providers (MOOCs) provide new opportunities for students to reach beyond the course offerings of their own institution in order to develop key skills.

### Build Labor Market Skills through Internships and Active Learning

Internships are increasingly critical for helping recent graduates transition successfully into the labor market. A Chronicle of Higher Education survey found that internships and employment during school were the two most important factors to employers in their hiring decisions, ranking above college major, GPA, and college reputation.<sup>8</sup> Further, many of the skills employers demand are best learned outside of the classroom, through internships, community service, student leadership, or other active learning experiences. Relevant internships and employment can help students develop the workplace-specific skills that complement a broad-based Liberal Arts background.

**For Students:** By taking a strategic approach to career preparation early in their college careers, graduates can enter the labor market with vastly improved job prospects. Specifically, students can develop an awareness of the labor market and build in-demand skill sets through coursework, internships, and other active-learning experiences alongside their core Liberal Arts studies.

In addition to emphasizing the skills developed through liberal arts programs – such as communication skills, research skills, and critical thinking – students can build workforce-specific competencies that will increase their labor market value. Students can seek to complete complementary coursework at their own institutions or through MOOC providers, which offer free non-credit opportunities, or by enrolling in a professional skills boot camp or bridge program. Given the premium employers place on experience, students should endeavor to find internships, jobs, or other active-learning experiences where they can build and demonstrate proficiency in the technical skills employers demand. 🏠

**About Burning Glass:**

Burning Glass Technologies, a Boston-based labor market analytics firm, has developed technologies to build detailed awareness of what is happening in the labor market in real time. We achieve this by collecting and analyzing job postings from job sites across the internet including job boards, government sites, and employer sites. Our software deploys advanced, proprietary text mining to “read” each job description, allowing us to analyze jobs titles, experience level, educational requirements and even the particular skills that each employer is seeking.

Our tools are playing a growing role in informing the global conversation on education and the workforce by providing researchers, policy makers, educators, and employers with detailed real-time awareness into skill gaps and labor market demand. Burning Glass’s job seeker tools power several government workforce systems and have been shown to have substantive impact on reemployment outcomes and on labor market literacy.

With headquarters in Boston’s historic Faneuil Hall, Burning Glass is proud to serve a client base that spans six continents, including education institutions, government workforce agencies, academic research centers, global recruitment and staffing agencies, major employers, and leading job boards.

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<sup>1</sup> Carnevale, A. P., & Cheah, B. (2013). *Hard Times, College Majors, Unemployment and Earnings 2013: Not All College Degrees Are Created Equal*. Retrieved from <http://www9.georgetown.edu/grad/gppi/hpi/cew/pdfs/HardTimes.2013.2.pdf>

<sup>2</sup> U.S. Census Bureau. Current Population Survey. April 2013.

<sup>3</sup> U.S. Department of Education, National Center for Education Statistics. Integrated Postsecondary Education Data System (IPEDS). Fall 2010.

<sup>4</sup> Chronicle of Higher Education, American Public Media’s Marketplace. (December, 2012). *The Role of Higher Education in Career Development: Employer Perceptions*. Retrieved from <http://chronicle.com/items/biz/pdf/Employers%20Survey.pdf>

<sup>5</sup> The Association of American Colleges and Universities. (2013). *It Takes More Than A Major: Employer Priorities for College Learning and Student Success*. Retrieved from [http://www.aacu.org/leap/documents/2013\\_EmployerSurvey.pdf](http://www.aacu.org/leap/documents/2013_EmployerSurvey.pdf)

<sup>6</sup> National Association of Colleges and Employers. The Class of 2012 Student Survey Report. 2012.

<sup>7</sup> U.S. Census Bureau. American Community Survey. 2011. (Note: Recent bachelor’s graduates are defined as bachelor’s graduates under 25.)

<sup>8</sup> Chronicle of Higher Education, American Public Media’s Marketplace. (December, 2012). *The Role of Higher Education in Career Development: Employer Perceptions*. Retrieved from <http://chronicle.com/items/biz/pdf/Employers%20Survey.pdf>



## Skill Set Details

In the sections that follow, we delve into each skill set by detailing the jobs that use those skills and exploring what it takes to get those jobs. For each skill set we provide the following data:

- **Basic Statistics** on the total **number of job postings** over the last 12 months to gauge the magnitude of the opportunity each skill set offers, along with **salary information** to assess its value in the entry-level job market.
- **Key Skills** employers most commonly request in each skill set. This is the mix of soft skills and specialized skills that students should develop to maximize their employability in that area.
- **Occupational Statistics** lists the occupations that call for each skill set, whether the skill set is core or “Complementary”, and the total number of postings for each occupation over the last year.

## Skill Set Details: IT Networking and Support

### IT NETWORKING AND SUPPORT OVERVIEW

Total BA+ Entry-Level Postings	66,429
Postings for Which Skills Represent Core Competencies	58,066 (87%)
Postings for Which Skills Represent Complementary Competencies	8,363 (13%)
Average Entry-Level Salary	\$43,789
Average Salary Premium Over Low Specialization Entry-Level Jobs	\$1,058
Growth Measure: 2010-Last 12 Months	Higher than the labor market

### OCCUPATIONAL SPOTLIGHT

#### Webmaster/Administrator

Maintains websites for companies and organizations. Updates content, checks for broken links or problems with operating the site. May respond to user comments.

#### Webmaster/Administrator Key Skills

- Web Site Design and Development
- Web Servers
- E-Commerce
- Web Analytics
- Operating Systems
- Content Management
- Web Application Development
- System Administration
- Website Management
- Social Media
- Search Engine Optimization
- Graphic Design
- Information Systems

Unlike many other skill sets considered for this analysis, most IT networking and support skills demanded by employers can be readily learned in the classroom. These skills range from basic computer troubleshooting and repair to system and network configuration and administration. Many IT networking and support jobs also require knowledge of specific software and operating systems, such as Linux, Oracle, and Cisco.

Over the last year, there were 66,429 entry-level postings for jobs open to liberal arts graduates that call for IT networking and support skills, the bulk of which were for Computer Support Specialists. The average advertised starting salary for all entry-level jobs requiring IT networking and support skills that are open to liberal arts graduates was \$43,789, which is \$1,058 above the average entry-level salary for low specialization jobs available to liberal arts graduates.

#### Key Skills for IT Networking and Support

- Cisco
- Computer Repair/Maintenance
- Hardware and Software Installation
- JAVA
- LINUX
- Oracle
- Problem Solving
- SQL
- System and Network Configuration/Administration
- Technical Support/Trouble Shooting
- Telecommunications
- UNIX

## IT NETWORKING AND SUPPORT OCCUPATIONAL STATISTICS

Skill Function	Occupation	Estimated BA+ Entry-Level Postings	Average Entry-Level Salary	Premium vs. Average Low Specialization Entry-Level Salary
Core	Computer Support Specialist	51,855	\$42,315	-\$416
	Network / Systems Support Specialist	6,211	\$55,960	\$13,228
	<b>Core Occupations</b>	<b>58,066</b>	<b>\$43,775</b>	<b>\$1,044</b>
Complementary	Audio / Visual Technician	3,665	\$41,512	-\$1,219
	Computer Operator	2,320	\$34,332	-\$8,399
	Webmaster / Administrator	2,181	\$58,656	\$15,925
	<b>Complementary Occupations</b>	<b>8,363</b>	<b>\$43,890</b>	<b>\$1,158</b>
Total	<b>All Occupations</b>	<b>66,429</b>	<b>\$43,789</b>	<b>\$1,058</b>

## Skill Set Details: Sales

SALES OVERVIEW	
Total BA+ Entry-Level Postings	567,855
Postings for Which Skills Represent Core Competencies	476,093 (84%)
Postings for Which Skills Represent Complementary Competencies	91,762 (16%)
Average Entry-Level Salary	NA
Average Salary Premium Over Low Specialization Entry-Level Jobs	NA
Growth Measure: 2010-Last 12 Months	About the same as the labor market

Some schools may offer courses covering the fundamentals of sales; however, there are no true substitutes for on-the-job experience when it comes to developing strong sales instincts. There are related skills for which proficiency is more clearly defined and teachable, such as retail sales and customer relationship management (CRM) – the latter of which often includes experience working with CRM software such as Salesforce.com.

Over the last 12 months, these skills mapped to 567,855 BA+ entry-level postings for which liberal arts graduates could be eligible for, making it the second-largest cluster just behind general business. In contrast to the general business cluster, however, the bulk of these postings – 476,093 in total, or 83% – were for jobs for which sales ability is a core competency, making it by far the largest cluster in terms of core entry-level postings available to liberal arts graduates.

## OCCUPATIONAL SPOTLIGHT

**Account Executive**

Manages communications with business clients that buy services from a company, such as advertising or banking services, or manages sales accounts. Works with a set of clients over time, and recruits new clients. Promotes products developed specifically for a client, such as an advertising campaign, or matches clients with available services or products.

**Account Executive Key Skills**

- Sales
- Outside Sales
- Cold Calling
- Account Management
- Business Development
- Sales Management
- Product Sales and Delivery
- Customer Relationship Management (CRM)
- Business Planning
- Forecasting
- Sales Planning
- Presentation Skills
- Sales Support
- Direct Sales

**Key Sales Skills**

- Business Development
- Business Planning
- Customer Service
- Merchandising
- Presentation Skills
- Purchasing
- Relationship Building/Customer Relationship Management (CRM)
- Sales (e.g. inside, outside, and retail sales)
- Sales Management
- Scheduling/Time Management

SALES OCCUPATIONAL STATISTICS		
Skill Function	Occupation	Estimated BA+ Entry-Level Postings
Core	Sales Representative	156,582
	Retail Sales Associate	59,578
	Account Manager / Representative	52,495
	Sales Consultant	42,162
	Account Executive	40,874
	Insurance Sales Agent	20,980
	Financial Services Sales Agent	17,007
	Sales Supervisor	14,638
	Product Demonstrator	11,787
	Medical / Pharmaceutical Sales Representative	11,235
	Sales Assistant	9,728
	Real Estate Agent / Broker	9,232
	Personal Banker / Banking Sales Staff	7,572
	Parts Specialist / Salesperson	6,736
	Advertising Sales Representative	5,278
	Telemarketer	5,276
	Technical Sales Representative	2,856
	Door - to - Door Sales Worker	1,343
	<b>Core Occupations</b>	<b>476,093</b>
	Complementary	Retail Supervisor
Store Manager		30,060
Admissions Counselor		5,556
Call Center Manager		2,212
<b>Complementary Occupations</b>		<b>91,762</b>
<b>Total</b>	<b>All Occupations</b>	<b>567,855</b>

*Note: Because compensation for sales-related jobs is usually commission-based and quite volatile, it is not accurately reflected in online job postings. As such, salary figures are not reported for jobs requiring sales-related skills.*

## Skill Set Details: Computer Programming

### COMPUTER PROGRAMMING OVERVIEW

Total BA+ Entry-Level Postings	52,822
Postings for Which Skills Represent Core Competencies	41,682 (79%)
Postings for Which Skills Represent Complementary Competencies	11,140 (21%)
Average Entry-Level Salary	\$60,484
Average Salary Premium Over Low Specialization Entry-Level Jobs	\$17,753
Growth Measure: 2010-Last 12 Months	Lower than the labor market

The skills required for computer programming jobs are generally programming languages that can be learned through course work, but most successful programmers build up a strong portfolio of coding experience outside of class. This bodes well for liberal arts graduates with strong programming experience, as they can qualify for programming jobs without a formal programming education. However, growth in the number of programming-related jobs open to liberal arts graduates is lagging behind other skill sets profiled in this analysis, as employer demand has begun to shift towards software developers and engineers with more specialized educational credentials.

Nevertheless, there is still strong demand for entry-level occupations that require programming skills and are open to liberal arts graduates. In the past 12 months, there were a total of 52,822 unique postings for these jobs, and they boasted an average advertised entry-level salary of \$60,484, making this the most lucrative skill cluster with a \$17,753 premium over the average entry-level salary for low-specialization entry-level jobs.

### OCCUPATIONAL SPOTLIGHT

#### Computer Programmer

Writes code, or instructions that a computer can follow, to create software programs. Follows program designs created by software developers, and assists with software program design work. Updates and expands programs, tests for errors and fix errors. Uses different computer languages as needed to write programs.

#### Computer Programmer Key Skills

SQL  
 JAVA  
 .NET  
 Oracle  
 Microsoft C#  
 Extensible Markup Language (XML)  
 JavaScript  
 SQL Server  
 UNIX  
 C++  
 Linux  
 SAS  
 Relational Databases  
 Debugging

### Key Computer Programming Skills

Analytical Skills  
 C++  
 Database Management Software (e.g. Oracle and SQL Server)  
 Extensible Markup Language (XML)  
 JAVA  
 JavaScript  
 Microsoft C#  
 .NET Programming  
 Problem Solving  
 Quality Assurance and Control  
 Website Design  
 SQL

## COMPUTER PROGRAMMING OCCUPATIONAL STATISTICS

Skill Function	Occupation	Estimated BA+ Entry-Level Postings	Average Entry-Level Salary	Premium vs. Average Low Specialization Entry-Level Salary
Core	Web Developer	19,862	\$63,284	\$20,553
	Computer Programmer	19,219	\$61,075	\$18,344
	Video Game Designer	420	\$56,042	\$13,310
	Webmaster / Administrator	2,181	\$58,656	\$15,925
	<b>Core Occupations</b>	<b>41,682</b>	<b>\$61,950</b>	<b>\$19,219</b>
Complementary	Network / Systems Support Specialist	6,211	\$55,960	\$13,228
	Web Designer	2,587	\$56,387	\$13,656
	Multimedia Designer / Animator	2,342	\$50,915	\$8,183
	<b>Complementary Occupations</b>	<b>11,140</b>	<b>\$54,999</b>	<b>\$12,268</b>
Total	<b>All Occupations</b>	<b>52,822</b>	<b>\$60,484</b>	<b>\$17,753</b>

## Skill Set Details: Data Analysis and Management

DATA ANALYSIS AND MANAGEMENT OVERVIEW	
Total BA+ Entry-Level Postings	136,757
Postings for Which Skills Represent Core Competencies	60,553 (44%)
Postings for Which Skills Represent Complementary Competencies	76,204 (56%)
Average Entry-Level Salary	\$55,434
Average Salary Premium Over Low Specialization Entry-Level Jobs	\$12,703
Growth Measure: 2010-Last 12 Months	Higher than the labor market

### OCCUPATIONAL SPOTLIGHT

#### Operations Analyst

Analyzes systems and processes in an organization or business and uses findings to help solve problems and improve management. Uses advanced statistical and mathematical models and computer software to analyze a wide variety of data; collaborates with other analysts and with the management of an organization.

#### Operations Analyst Key Skills

Operations Analysis  
Accounting  
Business Process  
Data Analysis  
Process Improvement  
Business Operations  
Information Systems  
Business Analysis  
Financial Analysis

The skills that data-intensive jobs require include knowledge of various statistical methods, general research expertise, and software skills needed to manage and manipulate large amounts of data. As business focuses on data and analytics, many existing occupations have absorbed increasingly data-intensive activities into their core scope of duties. Most of these skills can be learned in the classroom and honed in quantitatively-inclined internships.

In the last 12 months, these skills accounted for 136,757 unique entry-level postings open to Liberal Arts graduates. The average advertised entry-level salary across these occupations was \$55,434 – a \$12,703 premium over the average starting salary for all low specialization entry-level jobs available to liberal arts graduates.

#### Key Data Analysis and Management Skills

Business Process  
Data Analysis  
Data Management  
Database Management Software (e.g. Oracle and SQL Server)  
Problem Solving  
Quality Assurance and Control  
Research  
SAS  
SQL  
Surveys



## DATA ANALYSIS AND MANAGEMENT OCCUPATIONAL STATISTICS

Skill Function	Occupation	Estimated BA+ Entry-Level Postings	Average Entry-Level Salary	Premium vs. Average Low Specialization Entry-Level Salary
Core	Financial Analyst	53,114	\$57,670	\$14,938
	Market Research Analyst	7,190	\$60,113	\$17,382
	<b>Core Occupations</b>	<b>60,553</b>	<b>\$57,131</b>	<b>\$14,400</b>
Complementary	Business / Management Analyst	42,492	NA	NA
	Compensation / Benefits Analyst	13,926	\$48,308	\$5,577
	Operations Analyst	10,205	\$58,052	\$15,321
	Supply Chain Analyst / Specialist	3,377	\$53,688	\$10,957
	Researcher / Research Associate	2,584	\$39,970	-\$2,762
	Pricing Analyst	1,861	\$61,003	\$18,271
	<b>Complementary Occupations</b>	<b>76,204</b>	<b>\$51,990</b>	<b>\$9,259</b>
Total	<b>All Occupations</b>	<b>136,757</b>	<b>\$55,434</b>	<b>\$12,703</b>

## Skill Set Details: Marketing

MARKETING OVERVIEW	
Total BA+ Entry-Level Postings	359,916
Postings for Which Skills Represent Core Competencies	65,954 (18%)
Postings for Which Skills Represent Complementary Competencies	293,962 (82%)
Average Entry-Level Salary	\$43,067
Average Salary Premium Over Low Specialization Entry-Level Jobs	\$336
Growth Measure: 2010-Last 12 Months	Higher than the labor market

Marketing skills can be developed through coursework, but on-the-job experience – typically gained through internships – is often the strongest way to develop and demonstrate marketing expertise. Specific marketing skills range from general marketing know-how to market research and product marketing skills. Marketing can be combined with other skills sets such as graphic design, social media, or data analysis to help students specialize and stand out within this broad field.

In the last 12 months, 359,916 entry-level job postings called for marketing skills – 65,954 of which were in occupations for which this skill set represented a core requirement. These jobs had an average advertised salary of \$43,067 – less than \$500 more than the average entry-level salary for non-specialized jobs. However, many occupations saw much higher entry-level salaries, such as Market Research Analysts who commanded an average advertised entry-level salary over \$15,000 more than the average salary for non-specialized entry-level occupations. Additionally, demand for marketing skills is growing faster than demand for jobs overall, offering a bright outlook in job opportunities for liberal arts graduates with marketing expertise.

### OCCUPATIONAL SPOTLIGHT

#### Marketing Coordinator/Assistant

Coordinates marketing and advertising activities for a company. Works to promote a company image and assists with developing and implementing marketing strategies. Interacts with customers and vendors, selects advertising outlets, and organizes materials and logistics for trade events or conferences.

#### Marketing Coordinator/Assistant Key Skills

- Social Media
- Marketing Materials
- Adobe Photoshop
- Event Planning
- Adobe Acrobat
- Business Development
- Sales
- Newsletters
- Adobe InDesign
- Graphic Design
- Marketing Communications

#### Key Marketing Skills

- Business Development
- Competitive Analysis
- Creating Marketing Materials/Newsletters
- Creativity
- Editing
- Market Research
- Market Strategy/Planning
- Product Management/Development
- Product Marketing
- Social Media

## MARKETING OCCUPATIONAL STATISTICS

Skill Function	Occupation	Estimated BA+ Entry-Level Postings	Average Entry-Level Salary	Premium vs. Average Low Specialization Entry-Level Salary
Core	Marketing Specialist	30,982	\$59,514	\$16,783
	Marketing Coordinator / Assistant	14,380	\$40,673	-\$2,058
	Marketing Representative	7,299	\$33,010	-\$9,722
	Market Research Analyst	7,190	\$58,237	\$15,506
	Advertising Sales Representative	5,278	NA	NA
	Social Media Strategist / Specialist	825	\$39,340	-\$3,391
	<b>Core Occupations</b>	<b>65,954</b>	<b>\$51,435</b>	\$8,704
Complementary	Sales Representative	156,582	NA	NA
	Office / Administrative Assistant	57,272	\$31,929	-\$10,802
	Business / Management Analyst	42,492	NA	NA
	Graphic Designer / Desktop Publisher	16,530	\$42,979	\$248
	Editor	9,493	\$42,263	-\$468
	Search Engine Optimization Specialist	5,028	\$61,651	\$18,920
	Copywriter	2,470	\$54,153	\$11,422
	Communications Coordinator	1,835	\$43,428	\$697
<b>Complementary Occupations</b>	<b>293,962</b>	<b>\$37,678</b>	-\$5,053	
Total	<b>All Occupations</b>	<b>359,916</b>	<b>\$43,067</b>	\$336

## Skill Set Details: Graphic Design

### GRAPHIC DESIGN OVERVIEW

Total BA+ Entry-Level Postings	134,090
Postings for Which Skills Represent Core Competencies	21,459 (16%)
Postings for Which Skills Represent Complementary Competencies	112,631 (84%)
Average Entry-Level Salary	\$51,919
Average Salary Premium Over Low Specialization Entry-Level Jobs	\$9,188
Growth Measure: 2010-Last 12 Months	Higher than the labor market

While strong general design instincts and skills are necessary for job seekers to leverage this skill set in the labor market, many of the skills that complement design skills are technical in nature – such as Adobe Photoshop, InDesign, and Adobe Acrobat. This offers a clear roadmap for the skills students can add to their portfolios – either through courses, self-exploration, or on-the-job experience – in order to boost their graphic design credentials.

There were 134,090 entry-level postings for jobs demanding these skills over the last 12 months, and 112,631 of these postings were in occupations for which graphic design skills are Complementary skills. The average advertised starting salary across all of these “Complementary” jobs was \$51,919 – a \$9,188 premium over non-specialized entry-level positions. However, the average starting salary for jobs for which graphic design skills are core skills – the bulk of which are graphic designer jobs – was lower, at \$45,462. Demand for these skills has grown faster than demand in the overall online job market, suggesting there will be strong opportunities for graduates with graphic design expertise in the near future.

### OCCUPATIONAL SPOTLIGHT

#### Graphic Designer

Works with text and images to create design for printed material or web sites. Develops visual designs, such as a logo, that establish an identity or brand for an organization, business or campaign; uses design skills to improve the visual impact of advertising messages, reports, books or websites. May produce documents and printed materials using desktop publishing software and equipment. May work for a publishing company or provide printed business or marketing material for business clients.

#### Graphic Designer Key Skills

- Graphic Design
- Adobe Photoshop
- Adobe InDesign
- Adobe Acrobat
- Web Site Design
- Adobe Illustrator
- Typesetting
- Concept Development
- Adobe Dreamweaver
- Visual Design
- Packaging
- JavaScript
- Art Direction
- Marketing Materials

#### Key Graphic Design Skills

- Adobe CreativeSuite
- Creativity
- Editing
- Extensible Markup Language (XML)
- Graphic Design
- JAVA
- JavaScript
- jQuery
- Marketing
- Social Media
- Web Site Design and Development

Graphic Design Occupational Statistics				
Skill Function	Occupation	Estimated BA+ Entry-Level Postings	Average Entry-Level Salary	Premium vs. Average Low Specialization Entry-Level Salary
Core	Graphic Designer / Desktop Publisher	16,530	\$42,979	\$248
	Web Designer	2,587	\$56,387	\$13,656
	Multimedia Designer / Animator	2,342	\$50,915	\$8,183
	<b>Core Occupations</b>	<b>21,459</b>	<b>\$45,462</b>	<b>\$2,731</b>
Complementary	Marketing Specialist	30,982	\$59,514	\$16,783
	Web Developer	19,862	\$63,284	\$20,553
	Marketing Coordinator / Assistant	14,380	\$40,673	(\$2,058)
	Editor	9,493	\$42,263	(\$468)
	Technical Writer	7,983	\$58,304	\$15,573
	Journalist / Reporter	6,340	\$46,325	\$3,594
	Producer	6,167	\$49,826	\$7,094
	Photographer	5,562	\$38,455	(\$4,276)
	Copywriter	2,470	\$54,153	\$11,422
	Artist / Illustrator	2,220	\$50,917	\$8,186
	Webmaster / Administrator	2,181	\$58,656	\$15,925
	Communications Coordinator	1,835	\$43,428	\$697
	<b>Complementary Occupations</b>	<b>112,631</b>	<b>\$52,861</b>	<b>\$10,129</b>
<b>Total</b>	<b>All Occupations</b>	<b>134,090</b>	<b>\$51,919</b>	<b>\$9,188</b>

## Skill Set Details: General Business

GENERAL BUSINESS OVERVIEW	
Total BA+ Entry-Level Postings	577,787
Postings for Which Skills Represent Core Competencies	85,512 (15%)
Postings for Which Skills Represent Complementary Competencies	492,275 (85%)
Average Entry-Level Salary	\$53,875
Average Salary Premium Over Low Specialization Entry-Level Jobs	\$11,144
Growth Measure: 2010-Last 12 Months	Higher than the labor market

### OCCUPATIONAL SPOTLIGHT

#### Business/Management Analyst

Provides strategic management consulting to companies and businesses. Advises on ways to improve operations, increase efficiency, reduce costs and increase revenues; may recommend systems or organizational change. May specialize in an area of business practice or a specific industry; may also specialize in consulting with government agencies.

#### Business/Management Analyst Key Skills

- Business Analysis
- Business Process
- Accounting
- SQL
- Process Improvement
- Data Analysis
- Business Administration
- Business Development
- Business Systems Analysis
- Systems Development Life Cycle (SDLC)
- Enterprise Resource Planning Software (e.g. Oracle or SAP)
- Financial Analysis
- Forecasting
- Systems Analysis

Business knowledge can be developed through additional coursework – such as a minor – but internships may offer the most reliable evidence to employers of relevant business experience. The specific business skills employers are demanding range from general business skills such as business development and business analysis, to more technical skills such as knowledge of enterprise resource planning software from Oracle and SAP and accounting.

Because business skills are desired across a multitude of occupations, developing business skills opens the greatest number of entry-level jobs to recent liberal arts graduates. In the last 12 months, there were 577,787 entry-level postings open to liberal arts graduates that demanded general business skills. These postings commanded an average entry-level salary of \$53,875, which is \$11,144 more than the average entry-level salary for non-specialized entry-level jobs.

#### General Business Key Skills

- Accounting
- Analytical Skills
- Budgeting
- Business Analysis
- Business Development
- Business Process
- Contract Management
- Enterprise Resource Planning Software (e.g. Oracle or SAP)
- Presentation Skills
- Purchasing/Procurement
- SQL

GENERAL BUSINESS OCCUPATIONAL STATISTICS				
Skill Function	Occupation	Estimated BA+ Entry-Level Postings	Average Entry-Level Salary	Premium vs. Average Low Specialization Entry-Level Salary
Core	Business / Management Analyst	42,492	NA	NA
	Supply Chain/Logistics Analyst	27,395	\$51,180	\$8,449
	Operations Analyst	10,205	\$61,175	\$18,444
	Purchasing Assistant	5,420	\$35,579	(\$7,153)
	<b>Core Occupations</b>	<b>85,512</b>	<b>\$51,585</b>	<b>\$8,854</b>
Complementary	Sales Representative	156,582	NA	NA
	Financial Analyst	53,114	\$56,981	\$14,250
	Account Manager / Representative	52,495	\$58,890	\$16,158
	Account Executive	40,874	NA	NA
	Marketing Specialist	30,982	\$59,514	\$16,783
	Buyer / Purchasing Agent	22,615	\$51,031	\$8,300
	Human Resources / Labor Relations Specialist	20,404	\$52,892	\$10,161
	Financial Services Sales Agent	17,007	NA	NA
	Marketing Coordinator / Assistant	14,380	\$40,673	(\$2,058)
	Technical Sales Representative	14,090	NA	NA
	Compensation / Benefits Analyst	13,926	\$48,347	\$5,615
	Compliance Analyst	9,109	\$53,046	\$10,315
	Technical Writer	7,983	\$58,304	\$15,573
	Marketing Representative	7,299	\$33,010	(\$9,722)
	Market Research Analyst	7,190	\$58,237	\$15,506
	Credit Analyst	5,393	NA	NA
	Community Manager	3,751	\$45,810	\$3,078
	Merchandising Manager	2,428	\$45,683	\$2,952
	Transportation Manager	2,426	\$60,125	\$17,394
	Medical Office / Practice Manager	2,413	\$51,976	\$9,245
	Budget Analyst	2,368	\$59,245	\$16,513
	Pricing Analyst	1,861	\$53,626	\$10,895
	<b>Complementary Occupations</b>	<b>492,275</b>	<b>\$54,390</b>	<b>\$11,659</b>
Total	<b>All Occupations</b>	<b>577,787</b>	<b>\$53,875</b>	<b>\$11,144</b>

## Skill Set Details: Social Media

SOCIAL MEDIA OVERVIEW	
Total BA+ Entry-Level Postings	399,577
Postings for Which Skills Represent Core Competencies	5,853 (1%)
Postings for Which Skills Represent Complementary Competencies	393,724 (99%)
Average Entry-Level Salary	\$46,155
Average Salary Premium Over Low Specialization Entry-Level Jobs	\$3,424
Growth Measure: 2010-Last 12 Months	Much higher than the labor market

### OCCUPATIONAL SPOTLIGHT

#### Social Media Strategist/Specialist

Develops strategies for using social media and networking sites in company marketing and advertising.

#### Social Media Strategist/Specialist Key Skills

- Social Media
- Blogging
- Social Media Platforms
- Social Media Marketing
- Social Networking
- LinkedIn
- Journalism
- Marketing
- Social Media Campaign
- Content Management
- Digital Marketing
- Social Media Integration
- Media Strategy
- Adobe Photoshop
- Online Marketing

Nearly all recent college graduates have interacted with one or more social networks, but the degree of social media proficiency demanded by employers usually exceeds basic familiarity with Facebook or Twitter, and often branches out to include blogging and content management expertise. Although some colleges may offer courses covering social media marketing, there are many social media-focused internships that may be the most effective way to develop the social media know-how that employers demand.

Over the last 12 months, these skills were demanded by 399,577 entry-level job postings open to liberal arts graduates, but only a small fraction of these postings were for core social media occupations. Instead, demand for social media skills as a complementary skill set is spreading to a diverse set of occupations, including marketing specialists, web developers and increasingly recruiters and sales roles. The average advertised entry-level salary across all of these occupations was \$46,155 – \$3,424 more than the average advertised starting salary for non-specialized entry-level positions.

#### Social Media Key Skills

- Adobe Photoshop
- Business Development
- Content Management
- Creativity
- Market Strategy
- Marketing
- Newsletters
- Sales
- Social Media/Social Networking
- Writing (e.g. Blogging, Journalism, or Editing)



SOCIAL MEDIA OCCUPATIONAL STATISTICS				
Skill Function	Occupation	Estimated BA+ Entry-Level Postings	Average Entry-Level Salary	Premium vs. Average Low Specialization Entry-Level Salary
Core	Search Engine Optimization Specialist	5,028	\$61,651	\$18,920
	Social Media Strategist / Specialist	825	\$39,340	(\$3,391)
	<b>Core Occupations</b>	<b>5,853</b>	<b>\$58,508</b>	<b>\$15,776</b>
Complementary	Sales Representative	156,582	NA	NA
	Office / Administrative Assistant	57,272	\$31,929	(\$10,802)
	Account Executive	40,874	NA	NA
	Recruiter	36,438	\$47,176	\$4,445
	Marketing Specialist	30,982	\$59,514	\$16,783
	Web Developer	19,862	\$63,284	\$20,553
	Marketing Coordinator / Assistant	14,380	\$40,673	(\$2,058)
	Editor	9,493	\$42,263	(\$468)
	Journalist / Reporter	6,340	\$46,325	\$3,594
	Producer	6,167	\$49,826	\$7,094
	Writer	5,725	\$49,517	\$6,786
	Community Manager	3,751	\$45,810	\$3,078
	Copywriter	2,470	\$54,153	\$11,422
	Communications Coordinator	1,835	\$43,428	\$697
		<b>Complementary Occupations</b>	<b>393,724</b>	<b>\$45,786</b>
Total	<b>All Occupations</b>	<b>399,577</b>	<b>\$46,155</b>	<b>\$3,424</b>

## Appendix: Local Data for Top 20 Cities

Table 1: Entry-Level Postings Available to Liberal Arts Graduates in the 20 Largest MSAs

Location	Postings Open to Liberal Arts Graduates With No Additional Training	Postings Liberal Arts Graduates Can Qualify for With Additional Technical Skills	Total Postings Open to Liberal Arts Graduates
Nation	954,996	861,572	1,816,688
New York, NY	101,750	80,212	181,962
Los Angeles, CA	66,747	45,952	112,699
Washington, DC	47,129	39,234	86,364
Chicago, IL	54,131	38,376	92,507
Boston, MA	21,220	21,301	42,521
Dallas, TX	45,616	32,757	78,374
San Francisco, CA	35,932	26,647	62,579
Atlanta, GA	40,799	26,016	66,815
Philadelphia, PA	38,940	25,599	64,539
Houston, TX	29,598	18,636	48,233
Seattle, WA	32,034	21,700	53,734
Detroit, MI	26,542	17,480	44,022
San Jose, CA	12,958	10,568	23,526
Denver, CO	22,722	16,111	38,832
Miami, FL	29,290	15,911	45,202
Phoenix, AZ	26,640	16,728	43,368
Minneapolis, MN	21,621	15,834	37,455
Portland, OR	18,441	12,031	30,472
Baltimore, MD	16,570	11,124	27,693
San Diego, CA	17,538	11,921	29,459

Table 2: Total Postings for Each Skill Set in the 20 Largest MSAs

Location	IT Networking and Support	Sales	Computer Programming	Data Management and Analysis	Marketing	Graphic Design	General Business	Social Media
Nation	66,429	567,855	52,822	136,757	359,916	134,090	577,789	399,577
New York, NY	7,581	66,437	4,281	16,461	40,931	14,337	53,228	47,391
Los Angeles, CA	4,189	43,285	3,212	5,919	25,434	8,247	28,240	30,483
Washington, DC	4,658	25,937	2,455	7,677	19,894	5,598	22,325	21,130
Chicago, IL	4,041	35,041	2,195	6,422	20,018	5,258	25,836	23,676
Boston, MA	2,087	11,074	1,271	4,171	11,218	4,114	13,125	13,365
Dallas, TX	4,152	30,003	1,618	4,880	15,871	3,435	20,868	19,419
San Francisco, CA	2,824	23,560	1,904	4,746	13,921	4,580	17,583	17,324
Atlanta, GA	3,305	27,484	1,679	3,940	15,587	3,598	19,191	18,210
Philadelphia, PA	2,840	26,009	1,277	4,333	12,781	2,800	17,268	14,546
Houston, TX	2,167	18,440	716	2,991	10,858	1,749	13,265	12,748
Seattle, WA	2,322	19,228	1,285	2,617	11,948	3,180	13,257	14,323
Detroit, MI	1,876	17,687	1,127	2,354	8,537	1,861	11,719	10,568
San Jose, CA	1,273	8,288	930	1,673	5,246	2,010	6,533	6,388
Denver, CO	2,093	13,712	572	2,293	8,562	1,508	10,184	10,292
Miami, FL	1,407	20,156	603	2,026	9,702	2,013	11,344	12,088
Phoenix, AZ	1,863	17,091	754	2,157	9,163	1,840	11,026	10,774
Minneapolis, MN	1,727	13,889	797	2,369	8,349	1,789	10,303	9,596
Portland, OR	1,300	11,273	545	1,406	6,764	1,495	7,478	8,079
Baltimore, MD	1,290	9,673	823	1,471	6,321	1,414	6,907	7,568
San Diego, CA	1,398	11,124	738	1,484	6,574	1,897	7,414	7,806

Table 3: Relative Rank of Top 20 MSAs by Total Postings in Each Skill Set

MSA	IT Networking and Support	Sales	Computer Programming	Data Management and Analysis	Marketing	Graphic Design	General Business	Social Media
New York, NY	1	1	1	1	1	1	1	1
Los Angeles, CA	3	2	2	4	2	2	2	2
Washington, DC	2	7	3	2	4	3	4	4
Chicago, IL	5	3	4	3	3	4	3	3
Boston, MA	12	18	10	8	10	6	11	10
Dallas, TX	4	4	7	5	5	8	5	5
San Francisco, CA	8	8	5	6	7	5	7	7
Atlanta, GA	6	5	6	9	6	7	6	6
Philadelphia, PA	7	6	9	7	8	10	8	8
Houston, TX	10	11	17	10	11	17	9	11
Seattle, WA	9	10	8	11	9	9	10	9
Detroit, MI	13	12	11	13	15	14	12	14
San Jose, CA	20	20	12	17	20	12	20	20
Denver, CO	11	15	19	14	14	18	16	15
Miami, FL	16	9	18	16	12	11	13	12
Phoenix, AZ	14	13	15	15	13	15	14	13
Minneapolis, MN	15	14	14	12	16	16	15	16
Portland, OR	18	16	20	20	17	19	17	17
Baltimore, MD	19	19	13	19	19	20	19	19
San Diego, CA	17	17	16	18	18	13	18	18

Table 4: Postings per 1,000 Recent Bachelor's Graduates of Any Major for Each Skill Set in the 20 Largest MSAs

Location	IT Networking and Support	Sales	Computer Programming	Data Management and Analysis	Marketing	Graphic Design	General Business	Social Media
Nationwide	27	234	22	56	148	55	238	164
New York, NY	31	270	17	67	166	58	216	193
Los Angeles, CA	34	348	26	48	205	66	227	245
Washington, DC	55	308	29	91	236	66	265	251
Chicago, IL	36	316	20	58	180	47	233	213
Boston, MA	29	153	18	58	155	57	181	185
Dallas, TX	89	642	35	104	339	73	446	415
San Francisco, CA	55	458	37	92	271	89	342	337
Atlanta, GA	76	633	39	91	359	83	442	419
Philadelphia, PA	41	374	18	62	184	40	248	209
Houston, TX	57	483	19	78	284	46	347	334
Seattle, WA	62	516	34	70	320	85	356	384
Detroit, MI	61	575	37	77	278	61	381	344
San Jose, CA	67	435	49	88	275	105	343	335
Denver, CO	81	533	22	89	333	59	396	400
Miami, FL	39	555	17	56	267	55	313	333
Phoenix, AZ	67	618	27	78	331	67	399	390
Minneapolis, MN	43	343	20	59	206	44	255	237
Portland, OR	75	653	32	81	392	87	433	468
Baltimore, MD	40	299	25	45	195	44	213	234
San Diego, CA	51	408	27	54	241	70	272	286

Table 5: Relative Rank of Top 20 MSAs by Postings per 1,000 Recent Bachelor's Graduates of any Major in Each Skill Set

MSA	IT Networking and Support	Sales	Computer Programming	Data Management and Analysis	Marketing	Graphic Design	General Business	Social Media
New York, NY	19	19	19	12	19	13	18	19
Los Angeles, CA	18	14	11	19	15	10	17	14
Washington, DC	10	17	8	3	13	9	13	13
Chicago, IL	17	16	14	15	18	16	16	17
Boston, MA	20	20	18	16	20	14	20	20
Dallas, TX	1	2	5	1	3	6	1	3
San Francisco, CA	11	10	3	2	10	2	10	8
Atlanta, GA	3	3	2	4	2	5	2	2
Philadelphia, PA	14	13	17	13	17	20	15	18
Houston, TX	9	9	16	8	7	17	8	10
Seattle, WA	7	8	6	11	6	4	7	6
Detroit, MI	8	5	4	10	8	11	6	7
San Jose, CA	6	11	1	6	9	1	9	9
Denver, CO	2	7	13	5	4	12	5	4
Miami, FL	16	6	20	17	11	15	11	11
Phoenix, AZ	5	4	9	9	5	8	4	5
Minneapolis, MN	13	15	15	14	14	18	14	15
Portland, OR	4	1	7	7	1	3	3	1
Baltimore, MD	15	18	12	20	16	19	19	16
San Diego, CA	12	12	10	18	12	7	12	12