(Review For Prompt #1)

Background from *Yelp*'s FAQ section:

What if I had a bad experience? Can I say something negative?
We like to hear about the good, the bad, and everything in between. Be sure to include all the relevant facts and details, and don't embellish your story for effect.

Can business owners publicly comment on my reviews?
We've created a feature that allows business owners to publicly comment on a review.

Yelp Le Virtu Customer Review on January 15, 2013

Overall Review: 2 stars out of a possible 5 stars

Spend your money elsewhere. I've been here twice and I will not be back.

I know Philly Mag just rated it top 50, and Craig LeBan gave it 3 bells. I am honestly not sure they are in the top 50 Italian Restaurants in Philly. The food is fine, but nothing at the entire table could be called outstanding.

The decor and service fall far short of the $85/head you will pay before drinks.

I do dig that they are doing an Abruzzo concept which is hearty and rustic and in that they are doing a nice job. Not that their servers can speak to it in any intelligible way, but at least the host made an attempt.

To be fair, the appetizers were a highlight. The house cured Salamis were a hit, the burrata was tasty (paired with wilted fennel), and the Braised egg and cheese croquettes reminded me of my friend's mom's secret recipe - honestly one of my childhood favorites. For this, I thank them.

Unfortunately, we called ahead for the Maccheroni alla Mugnaia, which is apparently Italian for "Overpriced Pasta Gimmick". Okay so it's one huge noodle for the table. It was tough and chewy and there was no less than 3 pounds of it. The lamb ragu that covered it had a decent flavor profile and might have been more enjoyable were I not forced to scrape it awkwardly across a board onto my plate.

The service was honestly where I took the biggest issue. Maybe it was a Wednesday and they had the B-team on duty, but Le Virtu needs to take a little more pride in itself. The host was literally dressed in mom jeans, a braided belt, a long sleeve polo shirt and sneakers. Our party was dressed for dinner.

Our waiter was terrible. He disappeared for long stretches (on what I perceived to be a slow night). At one point I had to get up and search for a wine key because every glass at our table was empty and had been for 10 minutes. When he did show up, we were on his schedule. We were treated as an inconvenience to his evening. He could have cared less about answering our questions or making us feel at home. More than once he literally had his hand or finger in someone's face while clearing. Gaffs of this sort went on and on.

I am going to leave it at that.

Just don't bother.

Yelp **Response from Le Virtu Owner on January 22, 2013**

I am Francis Cratil Cretarola, one of the owners of Le Virtù. I'm deeply concerned with your disappointments regarding service, particularly your server's apparent inability to describe elements of the menu. If you could tell me precisely when the dinner took place, I will make inquiries. This is a very serious issue that we will not tolerate.

Regarding the maccheroni alla mugnaia, the "gimmick" dates from the mid-14th century and is made only in Abruzzo's Fino river valley. You were "forced to scrape it awkwardly across a board" onto your plate only because, as you mention, that is how you called and requested it be served (we also offer it on a normal plate). This is also part of the "cucina povera" tradition that dates back centuries. This is how I first ate the dish (and how I've enjoyed other dishes, particularly polenta, in the region). The noodles are made the traditional way and, yes, by design they are chewy, but we don't apologize for them. While they might not be everyone's cup of tea, they are authentic. As possibly the only restaurant in the U.S. making the dish, Le Virtù is proud to serve them. To see an actual video of others suffering through your apparent ordeal (board and all) in the town of Elice, Abruzzo, here's a link:youtube.com/watch?v=K1oo….

As you said, we are a rustic place honoring the traditions of Italy's wildest region. We aim to be a simple Abruzzese trattoria in feel: informal, relaxed and unpretentious. To be anything else wouldn't honor our mission. But our service should be informative and professional and if, as you say, it was not, that is an issue I want to address.

As for your description of the server as a "jerk"…. I would also add that referring in another review to the owner of Mr. Martino's Trattoria, also on Passyunk, as a "greaseball" says a great deal about you.

(Review For Prompt #2)


PYT
1050 N. Hancock St
Philadelphia, PA 19123
ph 215-964-9009

Thank You for Visiting, PYT
Americas Craaaziest Burgers!

TABLE: 21 - 4 Guests
Your Server was Rob
9/8/2014 3:13:08 PM - ID #: 0108341

Subtotal	$57.00
Total Taxes	$4.56
Grand Total	$61.56

Credit Purchase

Name	:MCCOY/ LESEAN
CC Type	:VISA
CC Num	:XXXX XXXX XXXX [redacted]
Reference	:376000013
Approval	:679022
Server	:Rob
Ticket Name	:21

Payment Amount: $61.56

Tip: $ 00.20

Total: $61.76

x

I agree to pay the amount shown above.

Please Come Back!

3,280 shares

Write a comment...

PYT
September 8

The twenty cent tip that the Eagles' LeSean McCoy just left our server on his $60 check is going to come in really handy for that new official NFL McCoy jersey he had his heart set on.
That is a .03% tip. New record! — at PYT.

Like · Comment · Share

PYT

September 9 at 3:20pm ·

A MESSAGE FROM THE OWNER:

I would like to address the LeSean McCoy tipping situation and our role in it.

For starters, I take total and complete responsibility for sharing this receipt. It was not our server's decision, it was mine. I am to blame.

I decided to take action after some serious thought. And while I'd like to apologize to Mr McCoy, I cannot in good conscience do so. I stand by my actions one hundred percent.

Mr McCoy and his three companions came into my place on Monday afternoon, and immediately the whole staff was excited. Mr McCoy is a skilled athlete and is one of our beloved Philadelphia Eagles. A true Philly legend and a sports hero. Understandably my staff was really pumped, especially on the heels of they terrific win the day before. (Go Eagles!).

Mr McCoy and his friend sat inside at a booth next to my management and next to me. They were given excellent service. Impeccable service. If anything, our server was a little nervous as was our food runner, because they are big, big fans.

He and his group, from the moment they sat down, were verbally abusive to our staff in the most insulting ways. The derogatory statements about women and their sheer contempt for the staff serving them wasn't the end, however. After Mr McCoy and his group left I looked over and saw their server, my friend, with his head bowed down and with a very confused look on his face. I took the receipt out of his hand and I couldn't believe that anyone could be so callous. Mr McCoy had left a .03% tip for our staff. Our staff that was beyond excited to see him walk into our burger joint and was excited to serve him. That's twenty cents on a tab of over $60. Twenty cents that our server has to split with the food runner and the bartender. Two dimes from an insulting multimillionaire.

I bet Mr McCoy is usually an awesome dude. And everyone has their bad days. But I'm from Philly and have had the pleasure of meeting many of our bad ass sports heroes. Ron Jaworski I met as a kid and I love. Iverson I loved. Mike Schmidt! You name 'em. I love all of our athletes past and present. Hometown heroes who treat those below them with some respect. And maybe Mr McCoy was having a "bad day" after his big victory all that, but the reports of him receiving "bad service" is a complete slanderous lie, and my crew here is better than that and deserves better than that.

At the end of the day, I did what I felt my heart told me to do. And I don't want anything from Mr McCoy, but...maybe an apology to his server who gave him excellent service would be cool.

Again, I am the owner and I take full responsibility for my actions. Eagles fans, I feel ya. Id be pissed too. But a man's gotta do what a man's gotta do and stick up for his friends.

Hate mail should be directed to tommy@pytburger.com. I will respond to you right after I catch up on this mornings hate mail.

(Review For Prompt #3)

Dear Shareholders,

It is again my pleasure to share with you some observations on Brown-Forman's progress, and I'm pleased to report that our company remains in excellent health following another superb year. With the theme of this year's Annual Report being *Proof*, one would expect our results to be strong—and indeed they are.

Led again by the remarkable Jack Daniel's trademark, our company's underlying operating income growth rate accelerated to 13% in fiscal year 2013 (14% as reported), comfortably exceeding our estimate of the industry's average growth of roughly 8% on the same measure. Our underlying operating income growth was fueled by an 8% increase in underlying net sales (5% as reported) that included nice contributions from Woodford Reserve, Herradura, and Finlandia. At the same time, our 22% Return on Invested Capital (ROIC) continued to be at or near the very top of a distilled spirit industry that continues to perform well. In my view, the consistency of our organic growth and strength of our returns on capital, particularly when observed over longer periods of time, are solid evidence, or proof, of a company that balances risk and reward quite well.

Our organic growth and strong ROIC drove shareholder value over the last 12 months. But our impressive 31% Total Shareholder Return (TSR) was also underpinned by our track record of deploying cash to benefit shareholders and by the significant global growth opportunities we envision for our business. On a relative basis, we were pleased that Brown-Forman's 31% TSR comfortably outpaced the 12-month TSRs for our industry, Consumer Staples, and the S&P500's 16% return.

A BALANCED APPROACH

Something we strive to prove each and every day at Brown-Forman is that we carry out our work with a healthy sense of balance. We reason that if we approach the business in a thoughtful, balanced manner, we stand the best chance to make consistently good decisions and to produce results that are also well-balanced. I believe fiscal year 2013 was solid proof of this.

Something we strive to prove each and every day at Brown-Forman is that we carry out our work with a healthy sense of balance.

As one good example, consider that our 8% underlying net sales growth in fiscal year 2013 approximated last fiscal year's 9% growth on the same measure. However, our fiscal year 2013 underlying net sales growth was delivered with an improved balance between volume and price. While last year's underlying net sales growth was virtually 100% volume-driven, our fiscal year 2013 underlying sales growth was derived from a 60/40 split of volume and price/mix. This was a major contributing factor to the company's impressive 10% growth in underlying gross profit in fiscal year 2013.

Beyond the purely financial benefits, pricing plays an important role in reinforcing the quality and specialness of our brands, particularly the super-premium and ultra-premium expressions. This too, requires a sense of balance. Using Jack Daniel's Black Label as an example, consider the ongoing need to simultaneously balance its enormous size, popularity, and mainstream appeal with our desire to ensure the brand is viewed as a very special, super-premium product of exceptional quality that can be aspired to for many, many more generations. Balancing price/volume plays a role in this, and so too does the way in which we market this one-of-a-kind brand, striving regularly to honor Jack Daniel's cherished past while bringing equal imagination to positioning it for tomorrow's global marketplace. Beyond price position, the brand's packaging, line extensions, and advertising and promotion play important roles in assisting us with this rather artistic balancing act.

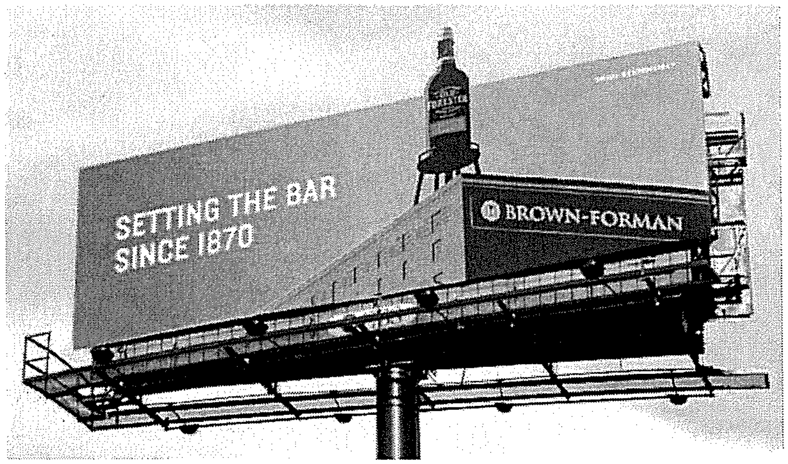
Today, our non-U.S. business represents 59% of Brown-Forman's underlying net sales and this compares to a mere 15% just a short 20 years ago.

Perhaps the most consistent and readily observed balance at Brown-Forman today is the geographic diversity of our business. Today, our non-U.S. business represents 59% of Brown-Forman's underlying net sales, and this compares to a mere 15% just a short 20 years ago. This international skew has been accomplished largely through organic growth and has been accompanied by the continued growth of our very successful U.S. business, albeit at lower long-term rates than our international growth. In fiscal year 2013, we were again pleased with the breadth of our geographic performance as underlying sales grew 6% in the U.S., 12% in emerging markets, and 6% in more developed international markets (3%, 10%, and 3%, respectively, as reported).

The primary driver of Brown-Forman's geographic breadth continues to be the unique global appeal of the Jack Daniel's trademark. Further proof of this was provided in fiscal year 2013 as Jack Daniel's Tennessee Honey was successfully launched into several international markets, while continuing its impressive performance in its lead market, the United States. Gentleman Jack, Jack Daniel's Single Barrel, and the Jack Daniel's Ready-to-Drink and Ready-to-Pour expressions added to the trademark's global presence with strong fiscal year 2013 multi-country performances.

We believe that these balanced results are derived from investments that are similarly well-balanced. We define "investment" broadly and comprehensively, striving to achieve an optimal mix between the income statement and the balance sheet, A&P and SG&A, and acquisitions and innovation, to cite just a few examples. We try not to employ a one-size-fits-all brand building approach, opting instead to craft business-building investment programs that are customized to the unique circumstances of a brand and/or geography. We believe that we need sufficient agility to build a portfolio of brands around the world, and I believe that the considerably different brand building models and resulting investment mixes that we utilize for Finlandia in Russia, Sonoma-Cutrer in the U.S., and Jack Daniel's RTDs in Australia are proof of an increasingly agile and thoughtfully balanced company.

In fiscal year 2013, we were again pleased with the breadth of our geographic performance as underlying sales grew 6% in the U.S., 12% in emerging markets, and 6% in more developed international markets.



An important part of Building Forever is remembering our traditions, which include playing an active, positive, visible role in a thriving community.

BF150: BUILDING FOREVER

As we look ahead to our company's 150th anniversary in 2020, we've termed our strategies aimed at that milestone year "Brown-Forman 150" (or BF150). And while we will no doubt continue to be balanced in our approach, this should not be interpreted to mean we are lacking in bold ambitions. Our longer-term plans call for exciting brand and corporate development across the globe,

In an attractive and competitive industry such as ours, the imaginations of our people are the greatest differentiator.

led by the Jack Daniel's trademark and bolstered by a strong emphasis on our Southern Comfort, Finlandia, Woodford Reserve, and Herradura brands. These great trademarks will continue to need an even larger supply of great ideas to fuel their progress. In an attractive and competitive industry such as ours, the imaginations of our people are the greatest differentiator.

These next many years will require the continued globalization of Brown-Forman as we further our knowledge of the global marketplace, invest in developing our local capabilities, and navigate the exciting, yet competitive and challenging world of emerging markets. One of our ambitions for the year 2020 is to ensure that the company's strategic position at that point will have it poised for countless decades of continued success. To ensure we easily remember this highest ambition of our BF150 strategy, we borrow our company initials and let the phrase "Building Forever" declare our intent to be an enduring, family-controlled enterprise.

In closing, let me thank you for your continued interest and support. On behalf of my Brown-Forman colleagues worldwide, I'm thrilled to be able to share another year of balanced, excellent results with you. We hope you will view our fiscal year 2013 performance as solid evidence, or proof, that we have taken yet another step toward Building Forever.

Sincerely yours,

Paul C. Varga

Paul C. Varga
Chairman and Chief Executive Officer
June 27, 2013

(Review For Prompt #4)

The Economist

LinkedIn

Workers of the world, log in

The social network has already shaken up the way professionals are hired. Its ambitions go far beyond that

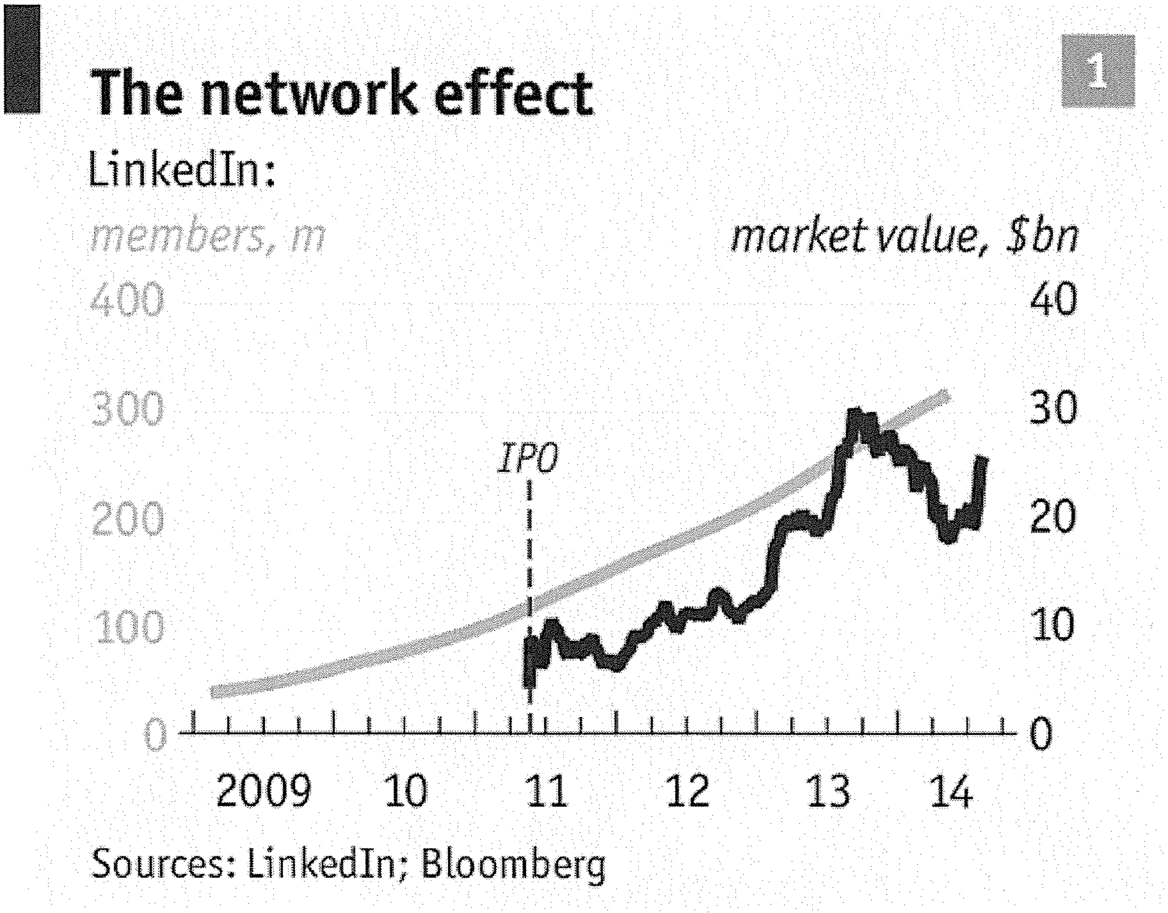
Aug 16th 2014 | MOUNTAIN VIEW, CALIFORNIA | From the print edition

A LOT of room in an office is a sign either of a blossoming company or a shrivelling one. Happily for Frank Han, the empty space at Kenandy, a cloud-computing company in Redwood City, a few miles south of San Francisco, indicates the former. As manager of "talent acquisition", he is busy filling it. Since he joined Kenandy last October, Mr Han has recruited 32 of the nearly 80 staff. At some point when hiring half of them, he used LinkedIn.

LinkedIn, based a bit farther south in Mountain View, had its origins in 2002 as a "network of people", says Allen Blue, one of its founders. "We had in mind a tool for ourselves," he explains, "and we were entrepreneurs." People starting a business may have a little money, but no office, no team and no big institutions behind them. "So much of what entrepreneurs need is about interrelationships."

Since then LinkedIn has spread far beyond Silicon Valley. It is an online contact book, curriculum vitae and publishing platform for anyone wanting to make their way in the world of work. Its membership has almost trebled in the past three years, to 313m (see chart 1); two-thirds of them live outside America. Most are professionals, mainly graduates, neither at the apex of the corporate pyramid nor at its base. "It's a presence in your life that wasn't there a few years ago," says a member who works for a firm of accountants. "You can't walk into a room without everyone having looked everyone else up on LinkedIn."

Most members pay nothing to list details of their education and career, to be told about jobs, to "endorse" each other's skills, to read recommended articles—and to be annoyed with endless requests from people wanting to "connect" with them. Some pay a premium



subscription for a customised profile, a bigger photograph, and the right to send 25 e-mails a month to other members (even if they are not connections already). Premium subscriptions bring in one-fifth of LinkedIn's revenue, which amounted to $534m in the second quarter, 47% more than a year before. (It reported a small net loss, largely because of a charge for share-based compensation.)

Yet LinkedIn is more than just a means for aspiring professionals to make friends and influence people. It has changed the market for their labour—how they find jobs and how employers find them. By bringing so many professionals into one digital place, it has become a honeypot for folk like Mr Han. One corporate recruiter after another calls it a "game-changer".

But LinkedIn's ambitions do not end there. They are limited only by the size of the world's labour market. Its chief executive, Jeff Weiner, envisions what he calls a vast "economic graph", connecting people seeking or starting work or wanting more from their careers. That implies an eventual membership of 3 billion—Mr Weiner's estimate of the global labour force. In other words, LinkedIn wants to change not only the business of recruiting, but also the operation of labour markets and, with that, the efficiency of economies.

The 60% solution

Recruiters are LinkedIn's main source of revenue. They pay for licences to trawl for likely job candidates and to e-mail them about vacancies, as well as for placing advertisements on the site. This business—called "talent solutions"—accounts for about three-fifths of sales. It allows recruiters to be more precise about the groups to search in order to find people to hire—people who attended certain universities, say. Rajesh Ahuja, the senior recruiter in Europe and Asia at Infosys, an Indian software company, focused a recent effort to hire 200 MBA students on graduates of several hundred colleges.

LinkedIn's main benefit to recruiters has been to make it easier to identify people who are not looking for a new job, but who might move if the right offer came along. These "passive" jobseekers, says Dan Shapero, head of sales in the firm's talent-solutions business, make up perhaps 60% of the membership (active jobseekers make up 25%; those who will not budge for any money make up the rest).

LinkedIn has made it easier for companies to identify such people themselves, rather than rely on recruitment agencies. In that sense, it represents a challenge to the agencies. Mr Ahuja says that two years ago he used external agencies to fill 70% of open positions in Europe. Now their share is 16%. Steven Baert, head of human resources at Novartis, a pharmaceuticals firm, says he hired "at least 250 people through LinkedIn last year when we might have used executive search in the past."

The agencies have not been put out of business, but they have to do more than just compile a list of names, which in-house recruiters can now do for themselves. Agencies will still be used in the later stages of hiring—working out who is likely to fit in, for instance. Since LinkedIn greatly increases the number of potential candidates, there also is more sifting to be done. Some recruiters say they are spending as much on agencies as they used to.

For the top jobs, LinkedIn is still too public. Denizens of the executive suites often expect a discreet tap on the shoulder from a bespoke headhunting firm. That is why Korn/Ferry, one of the biggest headhunting firms, reported record revenues and profits last year. Even so, LinkedIn is working its way up the greasy pole. Hubert Giraud, head of human resources at Capgemini, a French consulting firm, reports that last year he used it in the hiring of 33 managers in India. "I don't have to pay headhunters hefty money even to reach out to senior people," says Mr Ahuja.

Even outside the executive suite, LinkedIn is not ubiquitous. A French rival, Viadeo, is bigger in France and China (see article (http://www.economist.com/news/business/21612178-second-largest-professional-social-network-scrambling-make-its-mark-nipping))—although

LinkedIn launched a site in simplified Chinese in February. In Germany recruiters are more likely to use Xing.

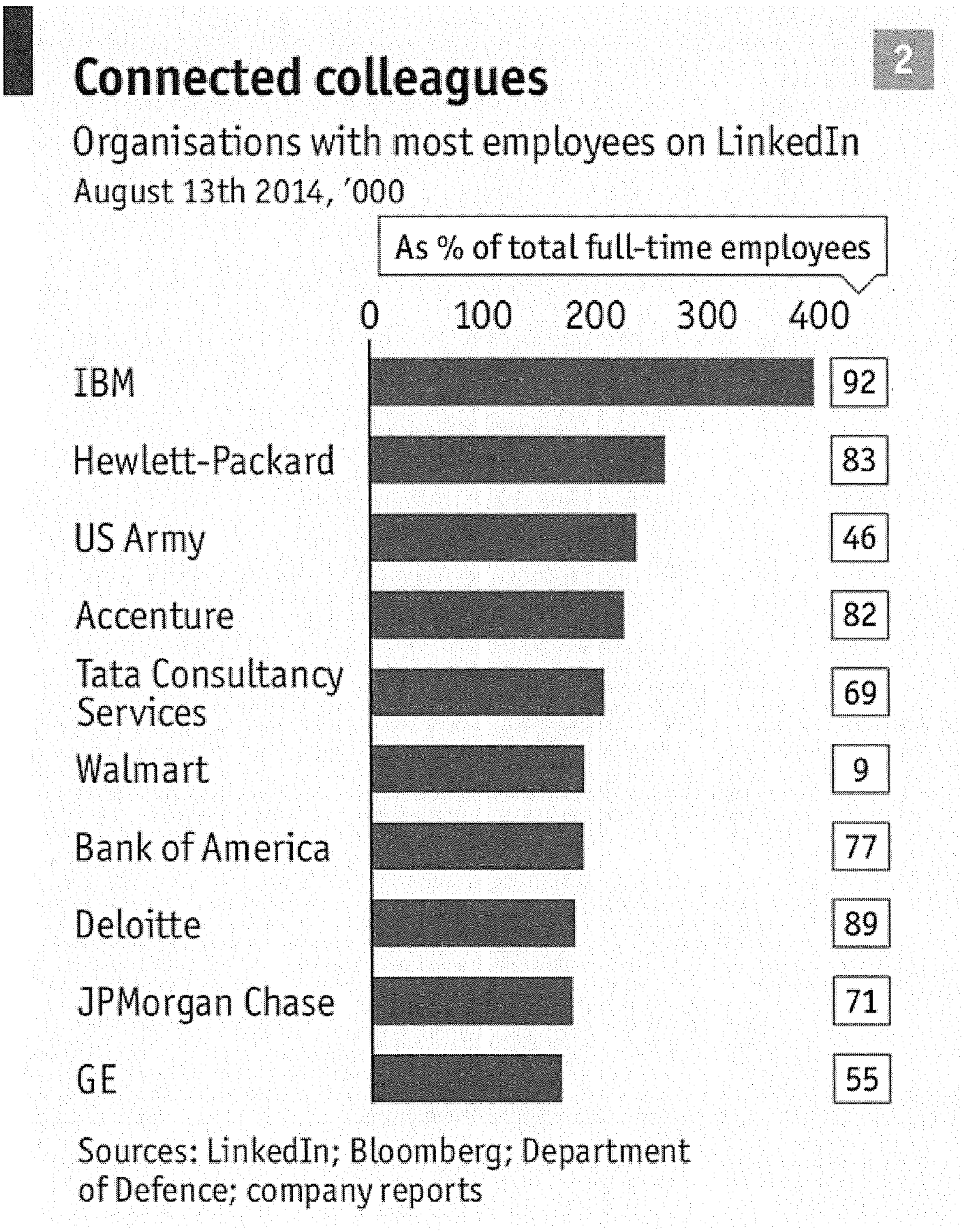
LinkedIn makes planning ahead easier: firms know whom to approach before they start a recruitment drive. "When we're expanding, we've already identified them," says Mr Baert. It improves certain kinds of specialist recruitment because, when trawling for scarce skills, it is better to fish in a bigger pool. Glenn Cook, director of global staffing at Boeing, says LinkedIn is a good source of specialised aircraft mechanics. "You wouldn't necessarily think these folks would be on LinkedIn, but they are." He reckons it is easier to fill posts that used to be vacant for "six or eight months".

It is true that LinkedIn makes it easier to lose people as well as to find them, because they are on permanent display to competitors and headhunters. But companies see this glass as half full, not half empty—and, anyway, their employees have joined in large numbers whether they like it or not (see chart 2). Mr Giraud says that when he ran Capgemini's business-process outsourcing unit he encouraged all his 15,000 staff to join. "I thought it would be fantastic to have a nice profile...to make sure our business partners had a clear view of who we were."

LinkedIn also helps recruiters scour their own companies for talent: firms are often poor at spotting what is right under their noses. Marie-Bernard Delom, who has the task of identifying high-fliers at Orange, a French telecoms company, is using LinkedIn for that reason. She has commissioned software that combines LinkedIn profiles with internal data.

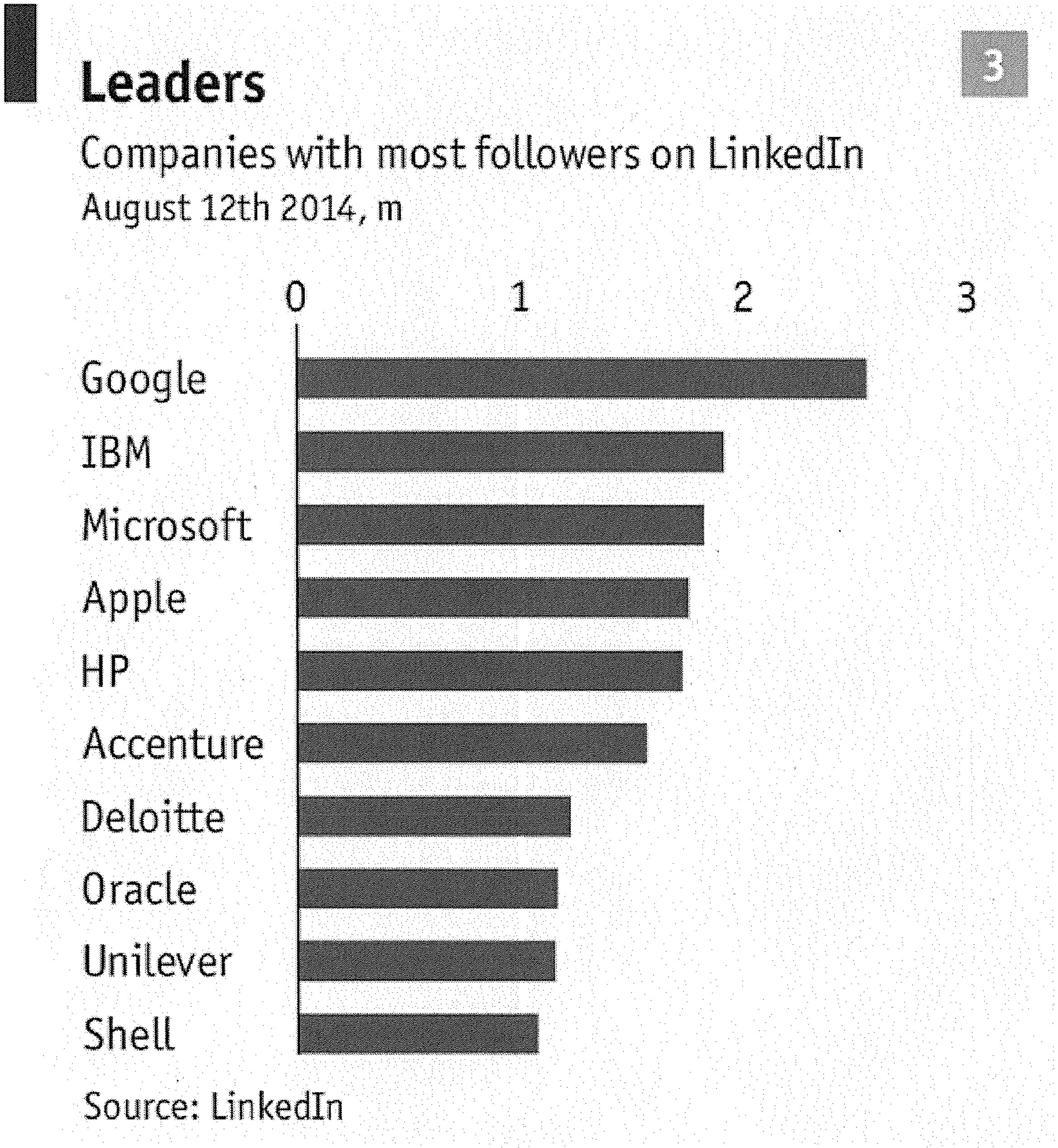
Companies can also see how they measure up against others trying to hire the same people. They can do so using LinkedIn in combination with other sites such as Glassdoor, where people anonymously rate the places where they work or have been interviewed. Mr Shapero calls this a "sales and marketing process", in which companies treat their reputations as employers like brands. They can track how many staff have quit to join the competition, as well as how many are coming the other way. LinkedIn members can "follow" companies they do not work for, another loose indicator of potential interest in a job: both Novartis and Infosys boast 500,000. American tech giants have many more (see chart 3).

As LinkedIn attracts more members in more countries and industries, its data will become richer. Put another way, the lines in Mr Weiner's graph will become more numerous—and more useful. He thinks that if you trace the connections between workers, companies and colleges, and if you map people's jobs, qualifications and skills and plot these against employers' demands, you will end up with a step-change improvement in information about labour markets: big data for the world of work.



The world's labour exchange

And that, in principle, should help labour markets work more smoothly, potentially reducing Europe's youth unemployment rate, for example; or matching some of America's 20m underemployed with its 4.7m vacancies; or helping the millions of Chinese expected to migrate from the countryside to cities to find work.



Such hopes are remarkably ambitious. They amount to a gargantuan exercise in eradicating the mismatch between the skills people have and those employers want, or between the places jobs are on offer and those where people live.

As Mr Blue concedes, "there are real barriers that we haven't even begun to face yet." LinkedIn is only starting to reach beyond professionals, for example. Eventually it may have even to think, as Amazon, Facebook and Google are doing, about providing internet access in remote parts of the world; but that is far ahead.

Still, LinkedIn is starting to do more than just find and fill professional jobs. Undergraduates can see how many of their predecessors have ended up in given companies or professions, to help them plot their own paths. (Those who graduated years ago can do the same for their classmates, and laugh or weep accordingly.)

Some companies have begun to use LinkedIn's data to help them decide where to open new offices and factories. By looking at the skills on offer—at least among the network's members—and demand for them in different parts of the United States, LinkedIn's data scientists can identify "hidden gems" where there are plenty of potentially suitable employees but little competition for their services.

Perhaps most significant, LinkedIn has started to feel its way beyond professionals. Since early June the number of jobs on its site has jumped from 350,000 to about 1m. As well as openings for software engineers at IBM can be found jobs as delivery drivers for Pizza Hut or on the tills at Home Depot—which until now no one would have expected to find there. This is because LinkedIn has added jobs from employers' websites or human-resources databases to its existing paid advertisements.

Unlike paid ads, the new ones are seen only by members who are actively seeking jobs. The idea is being tested only in America so far. But if delivery drivers and checkout clerks start to look for and find jobs on the site, LinkedIn will have taken a step towards becoming a much broader job shop.

It is hard to know what its eventual effect might be. Even if Mr Weiner's grand vision were realised, it could not cure global unemployment on its own, though richer data ought to make a difference. In explaining high unemployment rates in Western economies, many economists would put more weight on weak aggregate demand than on a mismatch of location or skills.

It is even difficult to quantify the impact of LinkedIn on labour markets so far. In theory, making it easier for people to find better jobs could affect the rate of job turnover within firms: recruiters say they have noticed little impact, and that other factors (such as the economic cycle)—seem to matter more. But no one really knows.

As LinkedIn's data pool deepens, its value to researchers as well as its members and corporate customers will increase. Pian Shu, an economist at Harvard Business School, points out that you could compare the career paths of those who graduate in recessions with those who graduate in booms: do the former, as you might suppose, fare worse?

Aiding academic research is not LinkedIn's priority. But its interest to economists is a sign of how pervasive it has become. "I'm on there until midnight a lot," says Mr Han, of his quest to find the right people for Kenandy. "I'm hooked."

(Review For Prompt #5)

Hart Research Associates

From January 9 to 13, 2013, Hart Research Associates conducted an online survey among 318 employers whose organizations have at least 25 employees and report that 25% or more of their new hires hold either an associate degree from a two-year college or a Bachelor's degree from a four-year college. Respondents are executives at private sector and nonprofit organizations, including owners, CEOs, presidents, C-suite level executives, and vice presidents.

This report provides a detailed analysis of employers' priorities for the kinds of learning today's college students need to succeed in today's economy. It also reports on changes in educational and assessment practices that employers recommend.

Overview

Innovation is a priority for employers today.

- Nearly all employers surveyed (95%) say they give hiring preference to college graduates with skills that will enable them to contribute to innovation in the workplace.
- More than nine in ten agree that "innovation is essential" to their organization's continued success.

Employers recognize capacities that cut across majors as critical to a candidate's potential for career success, and they view these skills as more important than a student's choice of undergraduate major.

- Nearly all those surveyed (93%) agree, "a candidate's demonstrated capacity to think critically, communicate clearly, and solve complex problems is more important than their undergraduate major."
- More than nine in ten of those surveyed say it is important that those they hire demonstrate ethical judgment and integrity; intercultural skills; and the capacity for continued new learning.
- More than three in four employers say they want colleges to place *more emphasis* on helping students develop five key learning outcomes, including: critical thinking, complex problem-solving, written and oral communication, and applied knowledge in real-world settings.
- Employers endorse several educational practices as potentially helpful in preparing college students for workplace success. These include practices that require students to a) conduct research and use evidence-based analysis; b) gain in-depth knowledge in the major and analytic, problem solving, and communication skills; and c) apply their learning in real-world settings.

Employers recognize the importance of liberal education and the liberal arts.

- The majority of employers agree that having both field-specific knowledge and skills <u>and</u> a broad range of skills and knowledge is most important for recent college graduates to achieve long-term career success. Few think that having field-specific knowledge and skills alone is what is most needed for individuals' career success.
- Eighty percent of employers agree that, regardless of their major, every college student should acquire broad knowledge in the liberal arts and sciences.
- When read a description of a 21st century liberal education[1], a large majority of employers recognize its importance; 74% would recommend this kind of education to a young person they know as the best way to prepare for success in today's global economy.

Employers endorse a blended model of liberal and applied learning.

- Across many areas tested, employers strongly endorse educational practices that involve students in active, effortful work—practices including collaborative problem-solving, internships, research, senior projects, and community engagements. Employers consistently rank outcomes and practices that involve application of skills over acquisition of discrete bodies of knowledge. They also strongly endorse practices that require students to demonstrate both acquisition of knowledge and its application.

Employers think that more college graduates have the skills and preparation needed for entry-level positions than for advancement.

- A majority of employers (56%) express satisfaction with the job colleges and universities are doing to prepare graduates for success in the workplace, but more than two in five indicate room for improvement.
- Two in three employers (67%) believe most college graduates have the skills and knowledge they need to succeed in entry-level positions, but only 44% think they have what is required for advancement and promotion to higher levels.

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[1] *Definition of liberal education provided in this survey: "This approach to a college education provides both broad knowledge in a variety of areas of study and knowledge in a specific major or field of interest. It also helps students develop a sense of social responsibility, as well as intellectual and practical skills that span all areas of study, such as communication, analytical, and problem-solving skills, and a demonstrated ability to apply knowledge and skills in real-world settings.*