




THE POWER OF PARTNERSHIPS & DATA IN DRIVING STUDENT PLACMENT

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Your Presenters



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Agenda

Introduction

- > Overview of the Leeds School of Business
- > Background and Context

Approach: Leveraging Partnerships & Data


- > Gap Analysis
- > Identifying Strategic Partners
- > Leveraging Technology and Data

The Results: Insights & Opportunities

- > Placement and engagement outcomes
- > Opportunities for ongoing growth and improvement

Summary & Questions


- > What we learned – Challenges & tips
- > Questions



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Leeds At-a-Glance

3,000 Undergraduates	6 Cities traveled to for career treks	10 Countries visited on global initiatives
400 M.S., MBA, and PH.D. Candidates	#34 among all U.S. undergraduate business programs, US News & World Report (2014)	
750 Business Minors	#35 among all public university MBA programs, Bloomberg (2015)	
4 Areas of Emphasis	7 Certificate Programs	
6 Centers of Excellence	1,600 undergraduates and MBAs are engaged in mentoring with	1,000 professional and alumni mentors





Leeds Career Development Office

Mission: *To prepare Leeds students for career success by providing professional skills, real-world experience, and employer and alumni connections throughout their education – paving the path from college to career.*

Undergraduate Career Development

Operations & Analytics	Mentoring	Employer Connections	Career Readiness	Industry Experiences
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Background & Context

Where We Started:

- > 32% response rate to Senior Outcomes survey
- > **138 of 603** graduates reporting placement opportunities
- > Low Student Satisfaction, as reported by Business Week (#114) and EBI surveys
- > 75% don't know who their Career Advisor is
- > 69% need help utilizing the online job board, Career Buffs (CSO)

2015 Goals:

- > School-wide **90% Placement Challenge**
- > **100% Response Rate** goal



Getting Started: Gap Analysis

What do we have?	What do we need?
<ul style="list-style-type: none"> ✓ Good relationships with Faculty and key Academic Centers ✓ Undergraduate Programs with "teeth" ✓ Existing Professional Development Course ✓ New location and partnership with Academic Advising ✓ Future commitment to Salesforce ✓ Combined resources of mentoring & career development ✓ Strong Team 	<ul style="list-style-type: none"> ✓ Access to key populations ✓ Interim process for tracking and reporting ✓ Additional requirements/incentives for engagement and reporting ✓ Broader cooperation and participation than ever before ✓ "Painless" approach for collaboration ✓ Ability to leverage technology and new communication channels ✓ Focus efforts where they will "count"

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Two-Pronged Approach

Partnerships	Data
<ul style="list-style-type: none"> ✓ Market Research Class – Benchmarking data, engagement ✓ Capstone Classes – reach 650+ seniors ✓ 1st & 2nd-year Courses – Use core curriculum for early awareness ✓ Academic Centers & Programs – serve 400+ seniors ✓ Academic Advisors – Meet with all 1st-years & seniors ✓ Advancement / Alumni – Events & Connections ✓ Mentors & Mentoring Programs - over 1,500 students ✓ Technology Services & Communication – Salesforce adoption, school-wide messaging 	<ul style="list-style-type: none"> ✓ Senior Survey launched Nov. 2013 – rolling process ✓ Needs Assessment "pre-survey" added to target info and intervention ✓ Google Doc & Paper to collect updates from faculty and staff ✓ Student Progress reports to faculty and others ✓ Data Collection at senior events ✓ LinkedIn to fill gaps ✓ 1st phase of Salesforce, January 2014

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Internal Partnerships

Goals:

- Reach low-placing populations
- Engage and understand non-users
- Build brand reputation with top students

Approach:

- Increase career content in academic Centers – Real Estate, Social Responsibility, Entrepreneurship
- Develop customized programming for specific groups – Diverse Scholars, Leeds Scholars, Mentoring, Leeds Ambassadors
- Outreach and partnership with Student Organizations

Insights:

- Helped build support and familiarity with office
- Allowed us to leverage relationships in high-touch programs
- Developed good connections for data collection
- Stopped competing and started collaborating!

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External Partnerships

Goals:

- Increase job opportunities for current seniors
- Increase student connections with alumni and mentors
- Increase out-of-state opportunities
- Increase opportunities in "hot" industries – sports, entertainment, fashion, outdoor industry

Approach:


- Engage Leeds Board as swat team for jobs and internships
- Engage mentors more intentionally in placement efforts
- Add Career Treks for non-finance majors in key industries
- Board breakfasts for "yet-to-be-placed" students
- Outreach to faculty and others for jobs/connections
- Add career component to alumni events

Insights:

- Need to focus Board efforts – breakfasts were very successful
- Trek companies need an alumni champion for traction with placement
- Faculty need to be "trained" to think about career connections
- Mentors are a great resource with more capacity

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Using Technology to Drive Success



- Outcomes Information
- Internship Information
- Career Interests
- Appointment and Event Attendance
- Career Needs/Gaps
- Student Demographics
- Student/Employer Satisfaction

- Continuous feedback
- Personalized service
- Targeted outreach
- Increase responsiveness
- Improve efficiency
- Increase stakeholder satisfaction

- Programming decisions
- Personal Business Plans
- Employer Engagement "score"
- Improved Alignment
- Early Intervention

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Phase 1: Data Collection

Keys to Success:


- Strategic approach to surveying
- Beyond outcomes
- Beyond seniors
- Create a culture of responding & responsiveness

Approach:

- Engage the "whole school" in data collection
- Use technology "at hand" to start, Google docs/Excel
- Share information broadly
- Leverage course "requirements" and assignments to increase response

Insights:

- 99% response/knowledge rate is attainable
- Technology allows scalability and ability to track individual students
- Students respond to those they have a personal relationship with
- Invest time in training staff/faculty
- Need a "point person" to sustain
- Competition helps!

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Data Collection: Placement Example

2015 Undergraduate Placement

81% Total
18% Not Placed
1% Other

Area of Emphasis Distribution

Report Includes:

- > Breakdown by industry, functional area, geographic region, GPA, etc.
- > Shows what percent of student go to work for corporate partners (27%)
- > Salary averages and breakdown
- > Top hiring companies, top companies giving out offers, and top companies for internships

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Phase 2: Connect Data to Communication

Keys to Success:

- > Understand your audience(s)
- > Continually update career interest data for all class levels
- > Use interest/engagement data to drive outreach and intervention

Approach:

- > Build out extensive tracking in Salesforce.com
- > Allow students to indicate interest in specific companies
- > Leverage self-reported and system data about students
- > Communicate to students in targeted approach (D2L, Email)
- > Use Course assignments, Personal Business Plan, to support efforts

Insights:

- > Data & metrics are more powerful than anecdotes
- > Personalized attention matters
- > Better understanding of satisfaction factors
- > Improved communication raises awareness and office image

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Personalized Communication

Sent to targeted population:

- > Sophomore and Juniors
- > Looking for a spring 2016 internship
- > Interested in Digital Marketing
- > Area of Emphasis in Marketing

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Phase 3: Drive Engagement & Alignment

Keys to Success:


- Track all student and employer engagement
- Create feedback loops for continuous improvement
- Use data to support changes/new programs
- Share changes with students/employers

Approach:

- Swipe-in to EVERYTHING!
- Lots of short surveys for student and employer feedback
- Involve others in targeted outreach
- Use Salesforce for event management and communication

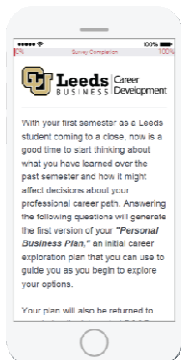
Insights:

- Connect student interests to employer engagement from 'hot' companies
- Use employer feedback and student outcomes to drive programs and curriculum
- Requirements work
- Centralizing communication and event management facilitates tracking
- Need strong employee engagement for success!




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All Together: Personal Business Plan



Multi-Purpose Document:

- Allows students to reflect on progress, conduct a gap analysis, and set goals for the following year
- Allows us to collect data on student needs, interests, knowledge gaps, etc. (stored in Salesforce)
- Input to Career Strategy – ER, student programming, and progress on key career milestones



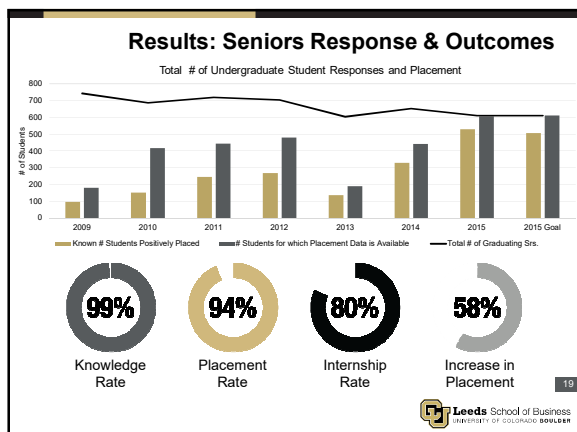
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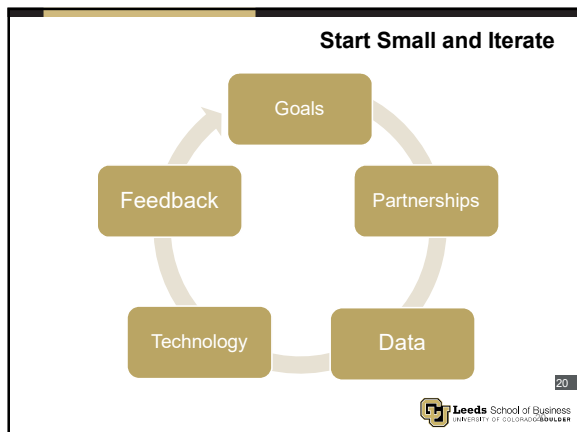


THE RESULTS:
Insights and Opportunities



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Strong Foundation to Scale and Sustain

What?	Why?	Examples?
Systems	<ul style="list-style-type: none"> Data Collection Communication 	Salesforce.com, Qualtrics, LinkedIn, Chronus, Mail Chimp, Soapbox Mailer, CSO, D2L
Data & Metrics	<ul style="list-style-type: none"> Track Progress Continuous Improvement 	Placement, Internships, Interests, Demographics, Satisfaction, Engagement, Career Needs
Internal Partnerships	<ul style="list-style-type: none"> Increase Engagement Information Gathering 	Capstone Courses, Student Groups, Centers, Res life, 1 st & 2 nd -year courses, Advancement
External Relationships	<ul style="list-style-type: none"> Input to Programs Drive Student Experiences 	Board Workgroup, Employer Advisors, Mentors, Corporate Partners, Alumni

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Tips!

Partnerships


- Find faculty champions to work with
- Use data and comparisons to get buy-in
- Make it easy to collaborate!
- Get your team out there and get them known
- Leverage relationships – yours and others

Data Collection

- Get team comfortable with data
- Help others get involved
- Leverage existing technology
- Look for simple solutions

Technology

- Simple things make a Big difference
- Need a "power-user" or dedicated champion
- Start with the end in mind
- Integration is never easy!
- Be patient....

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THANK YOU & QUESTIONS

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