

CAMPUS RECRUITING FORUM

PRESENTED BY



CAMPUS RECRUITING FORUM 2017

Campus Recruiting Fundamentals

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CAMPUS RECRUITING FORUM 2017

Campus Recruiting Fundamentals

Welcome & Introductions

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Agenda

1. Introduction to Campus Recruiting
2. Strategic Planning
3. Building Your Business Case
4. Employer Branding & Your EVP
5. Campus Relations & Building Your Presence
6. Understanding Today's Students
7. Internship Programs
8. Leadership/Rotational Programs
9. Target School Selection

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Introduction to Campus Recruiting

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What's different about campus
recruiting?

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Campus Recruiting

- Timelines & Cycles
- Processes
- Third-Party Relationships
- Audience
- Test Drives (internship, co-op)
- Costs

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Creating Your Strategic Recruitment Plan

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Greatness is not a function of circumstance. Greatness, it turns out, is largely a matter of conscious choice, and discipline.

- Jim Collins, *Good to Great and the Social Sectors*

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What is Strategic Planning?

Strategic Planning is a management tool.

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What is Strategic Planning?

"Planning is bringing the future into the present so you can do something about it now."

- Alan Lakein

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What is Strategic Planning?



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What is Strategic Planning?

Strategic planning is a systematic process through which an organization agrees on – and builds commitment among key stakeholders to – priorities that are essential to its mission and are responsive to the environment.

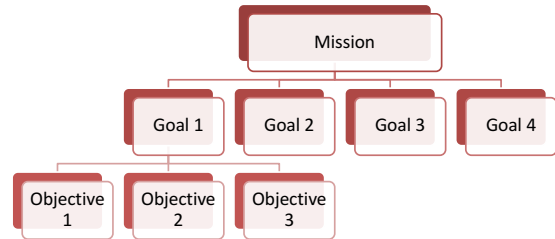
Strategic planning guides the acquisition and allocation of resources to achieve these priorities.

- Michael Allison & Judy Kaye, *Strategic Planning for Nonprofit Organizations*, 2nd edition

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Strategic Recruitment Plan



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Know why you are doing it.

- What is your purpose?

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Why do it?

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What is your mission?

- To fill seats?
- To meet future workforce needs
- To invigorate the organization with new energy, creative thinking, and future leaders
- To support the fulfillment of the company's mission through the attraction, engagement and retention of our future talent

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Defining Your Mission

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The Mission Statement

- Purpose
 - Why do you exist?
- Business
 - What business are you in?
- Values, Beliefs & Assumptions

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Purpose

- Why does your business unit exist?
- What is your focus problem?
- What do you hope to achieve?

For whom?

- Who is your primary customer/client?
- Do you have secondary customers/clients?

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Purpose Statement Structure

- An infinitive verb that indicates change (to increase, to eliminate, to prevent, etc.)
- Identification of the problem to be addressed, or condition to be changed

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Samples: Purpose

- To provide hiring managers the opportunity to hire the best fit talent from college campuses
- To disrupt our industry by engaging the top college grads in America
- To recruit the young talent required to achieve our organization's strategic goals
- To ensure we have the innovative thinking required to fulfill our company's mission

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What Business are You In?

- Where purpose is the “end” you plan to achieve, business is the “means” to get there
- This may reflect your primary or core programs or efforts in general terms
- Often includes the verb “to provide” or a link to the purpose statement with “by” or “through”

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Samples: The Business We Are In

- We do this by communicating our authentic employer brand strengths to the right students
- We do this through attraction, engagement, and recruitment of the right student talent to support our business

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Values, Beliefs and Assumptions

- What themes guide your work?
- What do you want all of your team to consider when working with partners, colleagues, candidates?
- What do you want other parts of the business to understand about the way you operate?

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Sample: Mission

Our mission is to actively attract and recruit the young talent required to achieve our organization's strategic goals.

We do this by reaching our target students on our key college campuses; engaging them with a compelling and authentic employer brand proposition; and, managing an efficient and respectful hiring process.

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Sample: Mission – Beliefs & Values

We believe that our college recruitment will be most successful when:

- We bring a diversity of people and thinking to the organization
- We always consider alternatives outside the “norm” when evaluating candidates
- We focus on the specific needs of our hiring managers and other stakeholders
- We build healthy and respectful relations with our campus partners

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Setting Priorities

“If we do not change our direction, we are likely to end up where we are headed.”

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Goals & Objectives

- Goals (4-6)
 - An outcome statement that defines what an organization is trying to accomplish with its programs or management functions
 - i.e. Become the first employer of choice among our target students
- Objectives
 - A precise, measurable, time-phased result that supports the achievement of a goal
 - i.e. Improve our ranking among students by 5 points in the next 3 years

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Conduct a campus recruiting audit.

To Set Goals & Objectives

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Campus Recruitment Audit

- An assessment of all aspects of your campus recruitment efforts, resources, and history
- Engages as many stakeholders, partners, and supporters as possible
- Determines priorities
- Supports innovation

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Campus Recruitment Audit

25-Point Assessment:

- Executive level buy-in
- Strategic recruitment plan
- Annual recruitment goals
- Optimal use of co-op/internship programs
- Strategic selection of key schools
- Flawless, consistent, repeatable processes
- Metrics – efficiency measures
- Metrics – effectiveness measures
- Marketing & advertising
- Application systems/processes
- The right people
- Clear and effective EVP
- Etc.

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Sample: Goals

1. Clearly communicate our opportunities to the right target students.
2. Improve the way we engage hiring managers in the campus recruiting process.
3. Develop new ways of creating awareness on campus of our business and opportunities.
4. Implement our new ATS and customize it for our unique campus recruitment needs.

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Sample: Goal & Objectives

Goal:

1. Clearly communicate our opportunities to the right target students.

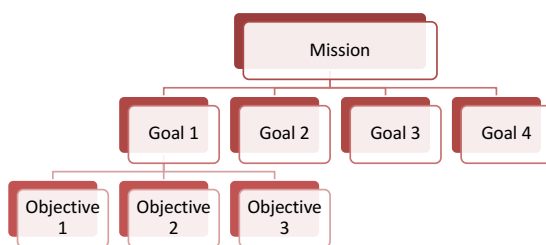
Objectives to achieve this goal:

1. Clearly define our employer value proposition
2. Create the brand communications that will convey our EVP effectively
3. Evaluate and review our target campuses
4. Determine the right communication channels and evaluate them annually

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Strategic Recruitment Plan



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Building Your Business Case

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Building your business case

1. Start with why: your strategic intent
2. The opportunity: 18 reasons
3. Your success stories
4. Your strategic campus recruitment plan
5. The ask

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3 questions to ask your allies

1. Why is college recruitment important for our company?
2. What would you change?
3. What are your success stories?

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Start with “why?”

Develop your plan.

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Why *NOT!*

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2. The Opportunity

18 reasons to hire students and
grads

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1 / 1 / 16

The first boomers turned 70.

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#1 – The demographic shift

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- Median age is increasing rapidly
- Birth rates continue to drop
- “Qualified” graduates are hard to find

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#2 – Shortage of highly *qualified* students

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#3 – Diversity

Building inclusive work teams

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- Visibly minorities
- Students with disabilities
- Aboriginal students
- LGBT
- Multi-generational

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#4a – Competition

Who is doing it better than you?

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#4b – Competition

If you don't get them, who will?

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#5 – *How we work is changing*

Adaptability

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#6 – The work we do is changing

Skills for jobs that are yet to be created

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#7 – Fearless

Creativity and innovation

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#8 – Culture

Grow your own

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#9 – Understanding customers

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#10 – Technology

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#11 – Low cost hiring

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#12 – Low cost compensation

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#13 – Talent gaps

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#14 – Access to latest research and strategies

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#15 – Opportunity to influence curriculum

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#16 – High energy/productivity

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#17 – Leadership potential

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#18 – Disrupt the status quo

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Data is dry.
Anecdotes are memorable.

Use both.

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3. Tell your stories

Remind them of the anecdotal
evidence in your own organization

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Data + Stories = Influence

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4. Describe your plan

A high-level walk-through of your strategic campus recruitment plan

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5. The ask

The resources you require to execute your plan and fulfill your strategic intent

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What do you need? (examples)

- Certainty in hiring numbers
- Campus ambassador program
- Well-trained managers & mentors
- Meaningful developmental internships
- Support at all levels
- Screening of campus reps & partners
- Relevant market research
- Continuous training & development

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Building your business case

1. Start with why: your strategic intent
2. The opportunity: 18 reasons
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Campus Relations & Building Your Presence

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Campus Relations

Developing Year-Round Relationships

- You can't just show up for the career fair
- Frequency of campus visits
- How to build relationships with:
 - Students
 - Student Clubs
 - Central Career Services
 - Program Specific Career Services
 - Diversity connections on campus
 - Faculty

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Campus Relations

Sharing Company Updates

- Tell your company's story
 - In person
 - Social Channels
 - Campus Ambassadors

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Campus Relations

Making The Most of On-Campus Visits

- Know your objective before visiting campus
- Spend your campus dollars wisely, make the most of your time and budget
- Plan your visits in advance & let everyone know you're coming

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Building Your Campus Presence

Strategy for Key Influencers

- Getting at the stakeholders that influence students
 - Parents
 - Professors
 - Student leaders

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Building Your Campus Presence

Campus Ambassador Programs

- Formal vs. Informal Programs
- Building a business case
- Managing a Campus Ambassador Program
- Measuring the ROI

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Building Your Campus Presence

- Utilizing your existing employees who are alumni to tell their stories
 - Consider diversity when selecting employees to represent your corporate brand
 - Continue corporate presence throughout the year.

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Employer Branding & Your EVP

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Talent Attraction in 2 Steps

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Talent Attraction

1. Tell an authentic and engaging employer brand story.
2. Attract the right target audience to hear it.

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All employers are the same.

(Until proven unique.)

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What is an Employer Brand?

Employer Brand

An organization's reputation as an employer

Employer Branding

The process of promoting an employer as a great place to work

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*An employer brand is more than
just a great tagline.*

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Employer branding is the foundation
of effective communications

- Consistent messaging
- Cohesive look & feel
- Reinforce key messages

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Why is employer branding important?

- Attracts the best talent
- More engaged employees
- Improves retention
- Directs culture to support strategic priorities
- Provides motivation
- Creates brand ambassadors

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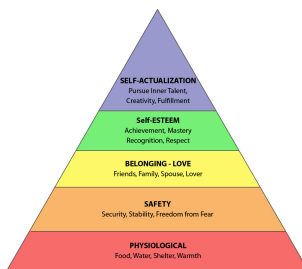
Effective employer brands

- Authentic
- Ownable
- Differentiated
- Aspirational
- Memorable
- **Relevant**

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Relevant!



Maslow, A. Motivation and Personality (2nd ed.) Harper & Row, 1970.

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What is the **rational, intellectual and/or emotional** need that you can satisfy better than your competitors?

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EVP: Employer Value Proposition

The Foundation of Your Employer Brand

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The Employer Value Proposition is the underlying value that an employer offers its employees in exchange for their performance in the workplace.

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The EVP is a truth about the organization that exists regardless of whether it has ever been clearly defined or communicated.

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Employer Value Proposition

- Why people come.
- Why they stay.

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EVP

- Don't assume you know what matters to your employees
- Focus on what makes you unique
- Be authentic. Discover the stories – the legends – in your organization: they reveal your true brand
- People need to hear things 7 times for it to stick and ring true

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Standing out on campus

- Differentiate your company
- Differentiate your employer brand message
- Differentiate your stories
- Differentiate your story-telling (communication channels)

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Internship Programs

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Objectives

- Internships and the fundamentals
- Assessment. . . Is your organization ready?
- Measures of success

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What is an internship?

“An internship is a paid, closely monitored, highly structured, strategic, well-defined, project-related program that provides professional work experience outside of the classroom environment. An internship merges academic, personal development and career exploration in one.”

-As defined by SJSU Career Center

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Benefits of an internship

- Giving back by training the next generation
- Creating a pipeline of future employees
- Marketing/ branding of your company
- Diversify your workforce, gain new ideas and trends

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Is my organization ready?

- Provided mentoring
- Project-based work
- Welcome and supportive environment
- Treated as part of the team
- Access to senior leadership
- Ongoing performance evaluations
- Community building

Remember, an internship is a **LEARNING** experience

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Ok were ready, now what?

- Assign a point person(s) to oversee the internship program
- Identify and mission and create goals
- Can you answer the bigger picture question of WHY?
- Do you have executive buy-in?
- Create space and identify how interns will work as part of your team
- Rollout/ Communications

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Creating some structure

- University Relations and Recruitment Program Framework
- Compensation and benefits
- Target school list (how often should we evaluate?)
- Processes. . . .HR, Payroll, Benefits, IT, Facilities
- Manage tracking and reporting

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Developing a recruiting strategy

- Who are you recruiting? Responsibilities, Desired skills/ qualifications, learning outcomes
- College job boards
- On-campus events
- Vendors (coding challenges, etc.)
- How to apply? Pre-qualification questions?
- Manage tracking and reporting

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Identified our interns, now what?

- Intern manager checklist
- Intern manager guide and training
- Intern onboarding guide
- Intern calendar

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Forming the program

- Check-ins (minimum mid-program and end)
- Senior Leadership speaker series
- Measure engagement (event surveys)
- Demos
- Mentorship
- End of internship presentation and debrief

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Conversions

- Based on your goals. . . The ultimate end goal?

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This is a journey

- Give it time
- Understand the current state
- Create an internal and external inventory of those that can help
- Set your priorities
- Manage/ change what you can control, influence what you cannot
- Pick 1-2 new levers each year
- Set Big Goals – Build for the future
- Measure

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Understanding Today's
Students

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1. Listen first

Do your research
Focus WIIFM

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2. Make many, many connections

Big, small, in person, online, brief, long-term, shallow, deep...

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Characteristics of effective campus reps:

- ✓ Knowledgeable
- ✓ Friendly
- ✓ Able to make a personal connection
- ✓ Good presenter

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3. Leverage your consumer brand

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Your products/services matter

"If I like an employer's products or services I will be much more interested in working for them."

81% agree

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4. Be creative with "promotions"

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How soon can your new grad hires expect their first promotion?

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5. Talk about career paths

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What % of students would like to find one employer for their whole career?

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6. Connect them with mentors

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84%

“would really like to be connected with an experienced mentor”

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7. Connect them with meaning in their work

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How many believe...?

“I want my life to have a meaningful impact on others”

84%

“I want my work to have a meaningful impact on others”

83%

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6 Key Success Factors

Be Transparent.

About your business and what it's like to work there.

Be Social.

Allow me to connect

Be Relevant.

To my generation and life stage.

Be Innovative.

Move outside the standard stuff on campus.

Be Genuine.

Show a real interest in me and my success.

Be Present.

On campus and off.

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Leadership & Rotation Programs

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Leadership & Rotational Programs

Program Structure

- The importance of choosing the right program manager
- Using program alumni to promote the program outside your organization

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Leadership & Rotational Programs

Program Scope

- Getting buying-in for why your program is important

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Leadership & Rotational Programs

Aligning Business Champions & Mentors

- The importance of engaging key stakeholders at all levels of the organization
 - Executive sponsors
 - Managers
 - Human Resources
 - Program graduates

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Leadership & Rotational Programs

Strategic Recruitment

- Looking for future leaders...

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Target School Selection

Target School Selection

- How competitive is it to hire the students you're targeting?
- Where are you geographically located?
- How strong is your brand?
- How many students do you need to hire?
- Do you have a strong alumni network?
- What university did your executive graduate from?
- What type of student are you looking to hire?
 - Summer
 - Coop/Internship
 - New Graduate

Target School Selection

Metrics to Track

- ATS & reporting
 - #students in target programs
 - Campus ambassadors
 - # applications
 - Acceptance rate per school
 - Competitors

Target School Selection

Key School Relations

- Managing the relationship at key schools
- Managing the relationships at all schools

Comments? Questions?

Key Takeaways & Next Steps