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# Strategic School Selection

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# Strategic School Selection

## Agenda

- Planning
- Methodology & selection
- Metrics & ongoing evaluation



# Strategic School Selection Planning

# Strategic School Selection Planning



- Strategic evaluation
  - Serves as a framework for decisions & for securing support/approval
  - Stimulate change
  - Provides a unbiased methodology for evaluating proposed schools
  - Assists in benchmarking & performance monitoring
  - Improve ROI

# Strategic School Selection Planning



- School selection is a hybrid of strategic and long-term planning
- According to BusinessDictionary.com:
  - Strategic Planning
    - Is a process of envisioning a desired future, and translating this vision into broadly defined goals or objectives and a sequence of steps to achieve them.
    - begins with the desired-end and works backward to the current status.
  - Long Term planning
    - is an exercise aimed at formulating a long-term plan, to meet future needs estimated usually by extrapolation of present or known needs.
    - begins with the current status and lays down a path to meet estimated future needs.

# Strategic School Selection

## Planning



- School selection under strategic planning
  - Want to have X number of schools on my list
  - Selected schools have a certain program (engineering, actuarial science, AACSB accredited business program, etc.)
  - Consistently produces Y hires per year in Z location
  
- School selection under long-term planning
  - Currently need to hire Y people for Z locations, and the need will grow 3% per year
  - Bring the current list of schools down by 20%
  - Improve diversity & female hiring hiring to X% by 2012

# Strategic School Selection

## Planning



- Identify colleges that can
  - produce a steady stream of qualified intern & FT candidates
  - afford access to high-quality students without overheating competition for talent.
  
- Develop a list of recruiting schools that is:
  - well thought out
  - yielding well
  - not solely based on emotional ties to alma maters
  - sustainable over time and through recruiting peaks & valleys



# **Strategic school selection**

## **Methodology & selection**

## Strategic School Selection

### Early action items

- Before you start to select schools:
  - Determine current year hiring need (and/or future need)
  - Determine how many schools you're recruiting at currently
  - Use some national (NACE) data on yield to estimate ideal # of schools to target
- Don't fall into The Ranking Trap
- Avoid herd mentality

#### Remember the goal

- ✓ Create a sustainable list of relationship recruiting schools
- ✓ Create a framework for future decisions & performance measurement

# Strategic School Selection

## Beginning assessment



### Qualitative Assessment

- Academic Programs
  - Majors
  - # of graduates of the program
- Geography
- Holes
  - Skills
  - Geography
- Competition for talent
- Political
  - Long standing relationships
  - Emotional ties
  - Colleges as clients
  - Partners' alma maters

### Quantitative Assessment

- Hires
  - Recruiting History
  - Retention
  - Intern-to-FTE conversion
  - Fit
  - Progression
- Diversity
  - Overall minority
  - Underrep. groups
  - Women
  - Diversity of academic depts.
  - Diverse student groups
- Contributions
  - Company Match
  - Research relationship

### Validation

- Test / socialize the list
- Involve the business
- Partner w/ leadership team

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## Strategic School Selection

### Beginning the relationship



- When looking for schools to fill holes, consider:
  - Alumni connections & local managers
  - Professional associations
  - Accrediting bodies
  - NACE & Regional ACE resources
- Best practice is to leverage existing relationships whenever possible
  - more LOBs and geographies at same school leverage the relationship and improve return on investment



# Strategic school selection

## Metrics & evaluation

# Strategic School Selection

## Evaluating your results

- Key partners for driving results:
  - US College Recruiting team
  - Business representatives to campus
  - Hiring managers
  - Employee networks
- College recruiting is an investment
  - Don't expect too much, too soon
  - Don't invest too much, too soon



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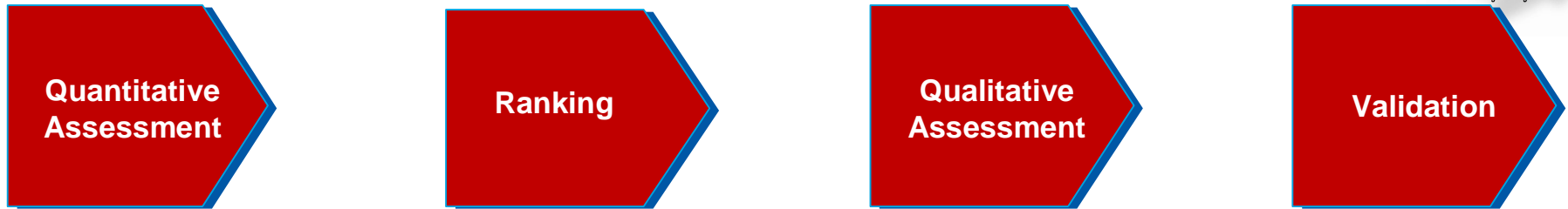
## Metrics



- Metrics Ideally Should:
  - Clearly relate to goals and objectives
  - Be self-generating and provide a leading or predictive indication of performance
  - Integrate into a normal part of the business process
  - Be unambiguous, actionable, and in your control
  - Provide baseline from year to year
  
- Metrics are a critical tool for college relations & recruiting programs
  - Over time, add in a weighting component
  - Evolve the measures over time

# Strategic School Selection

## Raytheon's Core School Assessment Methodology



### Assessment Categories

- Hires
  - Recruiting History
  - Retention
  - Progression
- Degrees
  - Gourman
  - Eng WF Commission
- Diversity
  - Top 5 Degrees & Hires
  - Overall Minority
  - Protected Class
  - Females
- Research/Contributions
  - Capability
  - Research Funding
  - Donations
  - Company Match for Employee Donation

### Weighted Ranking

- Hires 40%
- Degrees 20%
- Diversity 20%
- Research/Contributions 20%

### Other Considerations

- Minority Institutions
- Regional Diversity
- Omissions
- Political

### Proposed Lists

- Evaluation team comprised with business representatives and Leadership Team



# Strategic School Selection

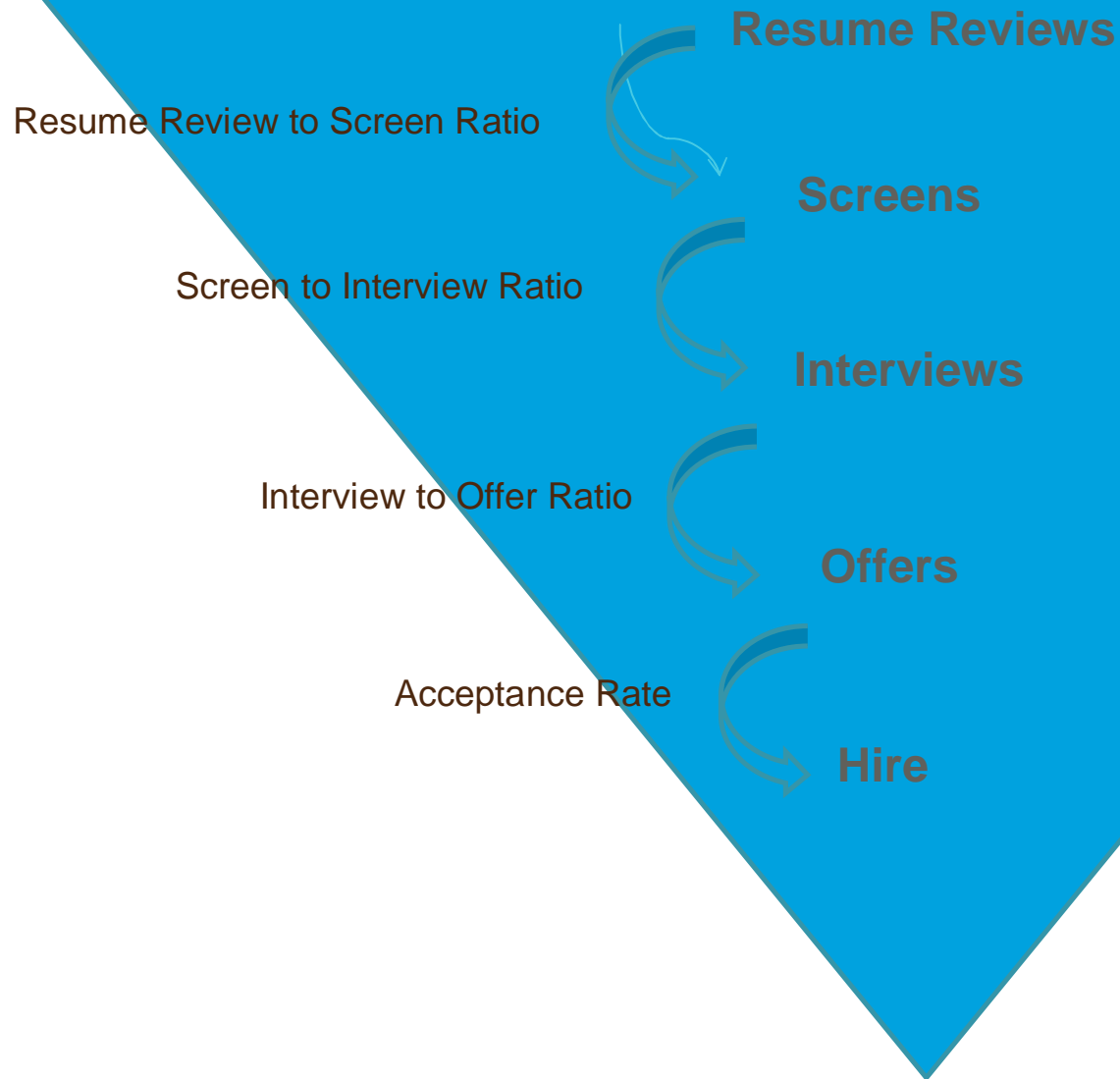
## Metrics aide an evolving list

- Change is constant
- College Recruiting conducts periodic reviews
  - Report results to and consult with the businesses
  - Support quality school selection
  - Basis for tweaks and changes
- Data driven
  - Unbiased way to discuss with leadership
  - Establishes historical look-backs
  - Credible information
  - Not emotional/political



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## Metrics funnel



## Strategic School Selection

### Metrics funnel comments

- Can be used for all hires or just FT hires
- Can show where in the process you're losing candidates
- Can point out inefficiencies in process – esp. if run by LOB

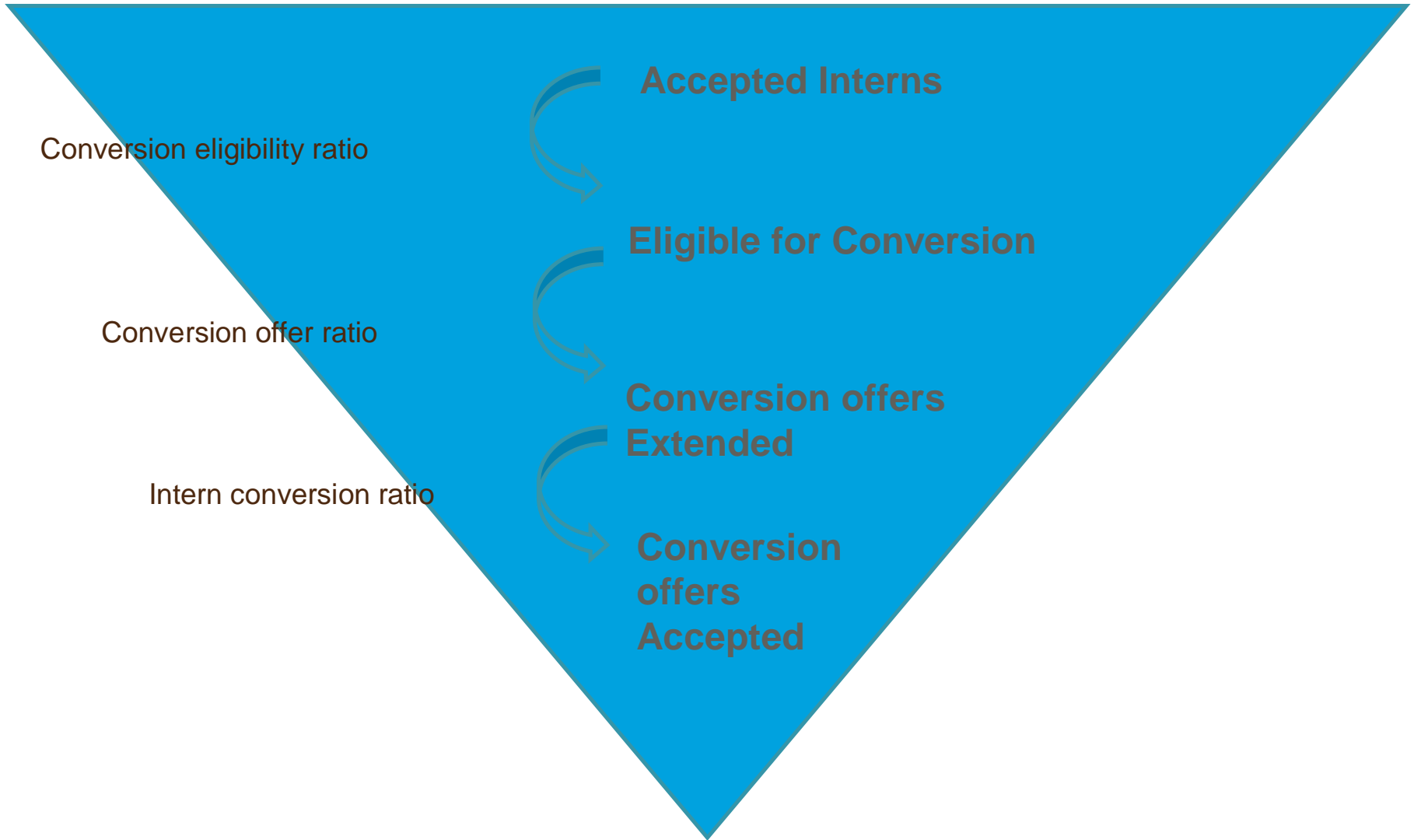


#### **Beware: Skewing by intern data**

- ✓ Cut the data for all hires and for just FT hires
- ✓ Look at intern data separately

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## Metrics funnel – Intern-to-FTE



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## Summary

# Questions?



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