

RECRUITING TRENDS

January 10th 2023

7:30 am - 11:30 am

The University of Tampa
Vaughn Center, 9th Floor



THE UNIVERSITY OF TAMPA

PROGRAM OVERVIEW

The University of Tampa's Office of Career Services and event partner, University of South Florida Career Hub, will be hosting the 15th Annual Recruiting Trends Program. Back for yet another year, Dr. Phil Gardner, director of the Collegiate Employment Research Institute (CERI) at Michigan State University, will share the latest data from the recently released recruiting trends survey. Participants will get a firsthand look at the most recent recruiting trends (nationally and locally) influencing the college labor market, as reported by data collected from many local and national employers. Gardner and CERI are nationally recognized for their research on the transition from college to work, employment readiness of college graduates, and assessment of learning in the workplace.

Why Attend?

Discover Successful Talent Management Strategies for your Organization

Engage with campus recruiters and HR professionals from the region

Explore innovative programs designed to retain early talent

Understand the top recruiting trends specific to Florida and the southeast for 2023

Keynote Speakers



PHIL GARDNER, PH.D.

Director of Research
Collegiate Employment
Research Institute
Michigan State Univ.



SIMON KHO

Director of
Emerging Talent
Programs
Discover

REGISTRATION INFORMATION:

\$35 PER ATTENDEE

DEADLINE TO REGISTER JANUARY 3RD, 2023

[HTTPS://RECRUITINGTRENDS23.EVENTBRITE.COM](https://recruitingtrends23.eventbrite.com)

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AGENDA

- 7:30 AM** — Full Buffet Breakfast & Networking
- 8:15 AM** — Recruiting Trends 2023 - **Dr. Phil Gardner**,
Collegiate Employer Research Institute
- BREAK** — Break
- 9:50 AM** — Closing Keynote - **Simon Kho**, Director of
Emerging Talent Programs at Discover
- 11:15 AM** — Final Comments, Continuing Education Units,
& Wrap-up

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**Welcome to the 15th
Annual
2023 Recruiting Trends**

Featured Keynote; Dr. Phil Gardner

Closing Keynote; Mr. Simon Kho

COLLEGE HIRING OUTLOOK 2023

Prepared by:
Dr. Phil Gardner, Consultant
Stuart Mease

Sponsored by:
ROCS Grad Staffing



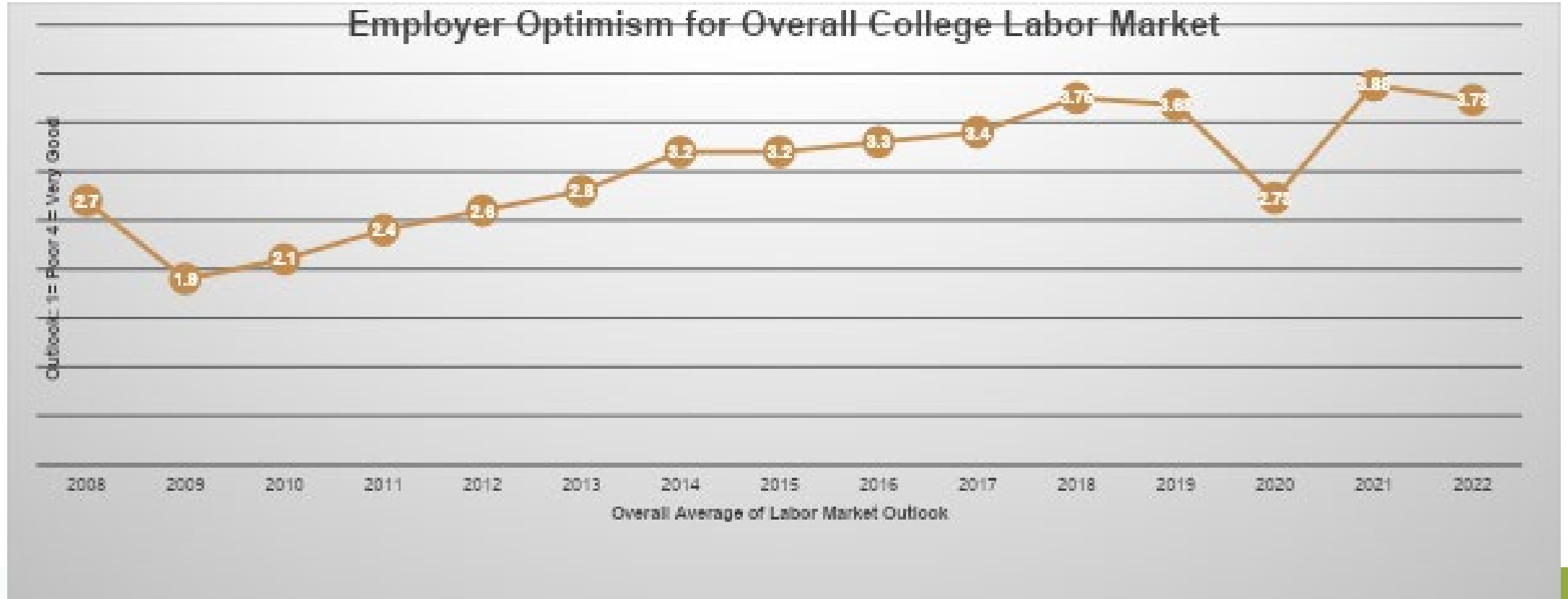
The Economy in Flux: Labor Tight

- Underlying fundamentals
 - Signs remain solid – earning reports out of this world (ExxonMobile & Chevron)
- Inflation
 - Prices and salaries still going up
 - Supply chain
 - Oil & Gas – an unfortunate war
 - You and me: to stop inflation we have to quit buying everything – we are not
 - Gamesmanship – maybe but makes for great conspiracy
- Talent & Labor shortages: though slowing, payrolls increased in Dec.
 - If recessionary pressures begin to impact labor – workers who will be hurt will be those less impacted by COVID
- Immigrant talent (shift) – jobs Americans don't want or can't do
- Politics

Optimism: Organizations Looking

HISTORICAL TREND IN COLLEGE LABOR MARKET PERCEPTIONS

CHART ADAPTED FROM THE CHART PREPARED FOR RECRUITING TRENDS 2021-2022



Outlook for College Hiring

HIRING OUTLOOK FOR CREDENTIALS AND CERTIFICATES

- 21% of the respondents do not hire candidates with credentials or certificates
- Of the organizations who indicated that they hire credentials and certificates, they expect to;

Hire the same number as last year	65%
Hire more than last year	31%
Hire fewer than last year	4%
- Overall hiring for credentials and certificates will be **up 8.2%** from 2021-2022.
- Hiring credentialed talent does not mean that jobs are being taken away from BA degree holders – some realignment will occur, however

HIRING OUTLOOK FOR ASSOCIATES DEGREE

- 21% of organizations do not hire associate degree talent
- Of the organizations who do hire associate degree candidates, they expect to:
 - Hire the same number as last year 74%
 - Hire more than last year 23%
 - Hire fewer than last year 4%
- Overall hiring for associates degrees will be **up 4.2%** compared to 21-22

HIRING OUTLOOK FOR BACHELOR'S DEGREE

- 2% of organizations do not hire bachelor's degree talent.
- Of the organizations who do hire bachelor's degree candidates, they expect to:

Hire the same number as last year	62%
Hire more than last year	35%
Hire fewer than last year	4%
- Overall hiring for bachelor's degrees will be **up 8.6%** compared to 21-22.

Key Findings

- Despite pressure to slow economy, reducing inflation, organizations across all size categories plan to continue hiring new college graduates at the same pace as last year or higher.
- Nearly all organizations reported in this study plan to hire new bachelor talent this year. The rate of increase ranges between 8% and 10%, depending on size, with approximately 1/3 indicating they will hire more BA/BS graduates.
- Credential and certificate bearing candidates (a degree not required) will find more opportunities as these organizations are planning to increase hiring. We still do not know much about the dynamics of the credential/certificate labor market, but it appears to continue to grow.
- MBA opportunities appear to be holding at last year's hiring levels, though large organizations may provide slight growth in opportunities.

Organizational Size

SMALL ORGANIZATIONS (FEWER THAN 499 EMPLOYEES)

	Not Hiring this degree (%)	Those hiring: same as last year (%)	Those hiring: more than last year (%)	Those hiring: fewer than last year (%)	Change from 2021-22 (%)
Credentials & Certificates	22	64	31	5	8.7
Associates	24	73	22	5	4.1
Bachelors	4	65	31	4	8.1
MBA	39	79	12	9	.3
Masters	18	81	12	7	2.1
Professional & PhD	51	81	11	8	1.3

LARGE ORGANIZATIONS (MORE THAN 4,000 EMPLOYEES)

	Not Hiring this degree (%)	Those hiring same as last year (%)	Those hiring more than last year (%)	Those hiring fewer than last year (%)	Change from 2021-22 (%)
Credentials & Certificates	20	69	28	3	8.0
Associates	17	77	21	2	4.5
Bachelors	1	53	45	2	10.4
MBA	12	80	15	5	1.6
Masters	6	81	16	3	3.1
Professional & PhD	25	86	9	5	.4

INDUSTRIAL SECTOR

EACH ORGANIZATION IS CATEGORIZED BY THEIR PRIMARY NORTH AMERICAN CLASSIFICATION CODE(NAIC). TO PRODUCE BETTER STATISTICS SOME SECTORS WERE COMBINED.

INDUSTRIAL SECTORS USED IN THIS ANALYSIS

- **Production Sectors:** Agricultural Production & Services, Oil & Gas, Utilities, and Construction.
- **Manufacturing**
- **Service Sectors:** Wholesale, Retail, Transportation, Information Services, Leasing, Administrative Services, Arts & Entertainment, Accommodations (Food & Lodging), Repair
- **Finance & Insurance Services**
- **Professional, Business & Scientific Services**
- **Education Services**
- **Health Services**
- **Public Services:** Nonprofits and Government

MANUFACTURING

	Not Hiring this degree (%)	Those hiring same as last year (%)	Those hiring more than last year (%)	Those hiring fewer than last year (%)	Change from 2021-22 (%)
Credentials & Certificates	17	70	24	6	3.1
Associates	16	81	17	2	4.3
Bachelors	2	62	33	5	7.6
MBA	23	84	7	9	-.5
Masters	13	83	13	4	2.7
Professional & PhD	44	88	7	5	1.5

FINANCE INSURANCE SERVICES

	Not Hiring this degree (%)	Those hiring same as last year (%)	Those hiring more than last year (%)	Those hiring fewer than last year (%)	Change from 2021-22 (%)
Credentials & Certificates	32	80	20		6.5
Associates	27	75	20	5	2.3
Bachelors	1	66	32	2	10.1
MBA	13	78	16	6	2.1
Masters	12	86	9	5	1.5
Professional & PhD	33	90	5	5	1.4

PROFESSIONAL, BUSINESS & SCIENTIFIC SERVICES

	Not Hiring this degree (%)	Those hiring same as last year (%)	Those hiring more than last year (%)	Those hiring fewer than last year (%)	Change from 2021-22 (%)
Credentials & Certificates	17	67	29	4	8.8
Associates	18	75	19	6	4.6
Bachelors	0	59	35	6	9.5
MBA	21	84	10	6	-.5
Masters	2	81	14	5	1.3
Professional & PhD	17	79	16	5	3.1

EDUCATIONAL SERVICES

	Not Hiring this degree (%)	Those hiring same as last year (%)	Those hiring more than last year (%)	Those hiring fewer than last year (%)	Change from 2021-22 (%)
Credentials & Certificates	32	61	37	2	8.3
Associates	27	69	26	5	3.8
Bachelors	1	54	45	1	11.1
MBA	13	78	16	6	1.4
Masters	12	79	18	3	3.3
Professional & PhD	33	89	4	7	-1.2

HEALTH & SOCIAL SERVICES

	Not Hiring this degree (%)	Those hiring same as last year (%)	Those hiring more than last year (%)	Those hiring fewer than last year (%)	Change from 2021-22 (%)
Credentials & Certificates	14	47	47	6	13.6
Associates	13	61	38	1	6.5
Bachelors	9	64	36		8.2
MBA	31	75	20	5	3.3
Masters	9	67	27	6	7.2
Professional & PhD	22	66	27	7	4.5

GEOGRAPHICAL CONSIDERATIONS

EMPLOYERS WHO RECRUIT TALENT THROUGHOUT THE U.S.

	Not Hiring this degree (%)	Those hiring same as last year (%)	Those hiring more than last year (%)	Those hiring fewer than last year (%)	Change from 2021-22 (%)
Credentials & Certificates	21	64	33	3	10.5
Associates	21	76	22	2	5.1
Bachelors	2	60	38	2	9.6
MBA	18	81	15	4	2.0
Masters	6	79	17	4	3.4
Professional & PhD	28	81	14	5	2.2

EMPLOYERS WHO RECRUIT TALENT REGIONALLY

	Not Hiring this degree (%)	Those hiring same as last year (%)	Those hiring more than last year (%)	Those hiring fewer than last year (%)	Change from 2021-22 (%)
Credentials & Certificates	19	65	29	6	6.6
Associates	19	73	23	4	3.5
Bachelors	1	63	32	5	7.7
MBA	28	81	9	10	-.6
Masters	15	82	11	7	1.1
Professional & PhD	46	86	7	7	-.2

REGION 4

Florida, Georgia, North Carolina & South Carolina

	Not Hiring this degree (%)	Those hiring same as last year (%)	Those hiring more than last year (%)	Those hiring fewer than last year (%)	Change from 2021-22 (%)
Credentials & Certificates	22	68	30	2	6.3
Associates	20	76	22	2	4.2
Bachelors	1	54	42	4	9.9
MBA	19	80	14	6	.9
Masters	8	80	15	5	2.3
Professional & PhD	31	85	9	6	2.2

HIRING INTENTIONS BY ACADEMIC DISCIPLINE

EMPLOYER CHOICES OF DISCIPLINES

- Business (not Accounting) 29% seeking
- Engineering 26% seeking
- All majors 22% seeking
- Accounting 20% seeking
- Computer Sciences & IT 20% seeking
- Data Analytics, Statistics, Applied Mathematics 16% seeking
- Communication Sciences (including Public Relations & Advertising) 14%
- Construction, Agriculture & Related Fields 12%
- Education 10%
- Health Sciences 10%
- Social Sciences 9%
- Natural & Biological Sciences 8%
- Arts & Humanities 6%

SEEK ALL MAJORS

	Not Hiring this degree (%)	Those hiring same as last year (%)	Those hiring more than last year (%)	Those hiring fewer than last year (%)	Change from 2021-22 (%)
Credentials & Certificates	13	67	29	4	7.1
Associates	10	72	25	2	4.7
Bachelors	0	68	29	3	7.1
MBA	15	82	12	6	2.1
Masters	9	83	11	6	1.3
Professional & PhD	31	87	7	6	.2

SEEK ACCOUNTING

	Not Hiring this degree (%)	Those hiring same as last year (%)	Those hiring more than last year (%)	Those hiring fewer than last year (%)	Change from 2021-22 (%)
Credentials & Certificates	26	64	32	4	9.0
Associates	23	76	19	5	3.0
Bachelors	1	61	36	3	8.7
MBA	16	82	12	6	.6
Masters	13	86	10	4	.7
Professional & PhD	44	90	7	3	.9

SEEK BUSINESS

	Not Hiring this degree (%)	Those hiring same as last year (%)	Those hiring more than last year (%)	Those hiring fewer than last year (%)	Change from 2021-22 (%)
Credentials & Certificates	24	69	28	3	8.1
Associates	21	79	17	4	3.0
Bachelors	1	61	35	4	7.5
MBA	15	86	9	5	1.0
Masters	12	86	9	5	1.3
Professional & PhD	41	87	9	4	2.1

SEEK COMMUNICATION SCIENCES, INCLUDING PR & ADVERTISING

	Not Hiring this degree (%)	Those hiring same as last year (%)	Those hiring more than last year (%)	Those hiring fewer than last year (%)	Change from 2021-22 (%)
Credentials & Certificates	18	66	31	3	8.8
Associates	11	77	21	2	3.9
Bachelors	1	65	33	2	7.9
MBA	15	85	9	6	.5
Masters	13	85	11	4	3.3
Professional & PhD	39	84	12	4	2.2

SEEK DATA ANALYTICS, STATISTICS, APPLIED MATHEMATICS

	Not Hiring this degree (%)	Those hiring same as last year (%)	Those hiring more than last year (%)	Those hiring fewer than last year (%)	Change from 2021-22 (%)
Credentials & Certificates	27	70	28	2	8.3
Associates	23	79	19	2	3.9
Bachelors	1	59	38	3	11.9
MBA	11	83	11	6	.6
Masters	5	85	12	3	2.3
Professional & PhD	31	85	12	3	2.4

SEEK ENGINEERING

	Not Hiring this degree	Those hiring: same as last year (%)	Those hiring: more than last year (%)	Those hiring: fewer than last year (%)	Change from 2021-22 (%)
Credentials & Certificates	22	67	30	3	6.3
Associates	23	77	19	3	4.1
Bachelors	0	56	40	4	10.3
MBA	26	86	9	5	-.1
Masters	12	83	13	4	1.9
Professional & PhD	45	85	11	4	1.2

SEEK SOCIAL SCIENCES

	Not Hiring this degree	Those hiring: same as last year (%)	Those hiring: more than last year (%)	Those hiring: fewer than last year (%)	Change from 2021-22 (%)
Credentials & Certificates	24	66	32	2	10.4
Associates	21	78	20	2	3.8
Bachelors	1	61	38	1	10.2
MBA	24	84	14	2	1.7
Masters	8	75	23	2	4.4
Professional & PhD	30	83	15	2	4.1

KEY OBSERVATIONS

- Those organizations seeking candidates across all majors indicate positive growth opportunities at all degree levels.
- Organizations seeking Computer Science/IT & Engineering at the bachelor's level are indicating a growth in opportunities.
- Education (K-12), Data Analytics/Statistics/Applied Mathematics, and Health Services are also in high demand this year at the bachelor's level.
- Overall, all disciplines can expect opportunities for full-time employment across all degree levels though advanced degrees will be holding to last year's hiring levels while credentials/certificates, associate's and bachelor's will witness more growth in opportunities.

SALARY & OTHER COMPENSATION

STARTING SALARY EXPECTATIONS

- 41% of respondents indicated that their organizations would hold starting salary offers at the same level as last year
- 59% of respondents indicated that their organizations would increase starting salary offers over last year's starting salary level
- For those increasing salary, starting salary offers expect to **increase by an average of 8.5%** though the **median is an increase of 5.5%**.
- 25% of organizations increasing salary the increase will be less than 5%; for 25% the increase will be over 10%.
- Based on the evidence for Recruiting Trends 2021-22 and this year's report, most employers are adjusting starting salaries to reflect pressure from inflation.

EMPLOYERS OFFERING ADDITIONAL COMPENSATION

- 69% provided Health coverage
- 46% provided Continuing education opportunities
- 38% provided Mental health coverage (not covered in health plan)
- 33% offered Signing bonus
- 28% offered Relocation reimbursement
- 9% offered Student loan payment assistance
- 9% offered Stock options in company

OUTLOOK FOR INTERN & CO-OP POSITIONS

- Do not plan to hire any students into internships or similar programs 11%
- Hire the same number of interns, co-ops & students for early talent programs as last year 50%
- Increase the number of interns, co-ops & students for early talent programs 32%
- Hire fewer interns, co-ops and students for early talent programs 3%
- Considering something different to develop organization's talent pipeline 11%

ACCEPTANCE OF OTHER FORMS OF LEARNING AND WORK

	Yes, we accept (%)	Maybe, it depends (%)	No, we do not accept (%)
Micro-internships	22	34	44
Project based learning	33	37	30
Research projects	28	36	36
Service-learning participation	29	36	35
Study abroad participation	21	26	53

RECRUITING STRATEGY 2022-23

FOCUS OF RECRUITING ACTIVITY

- 16% of organizations will recruit entirely through virtual strategies
- 18% of organizations 75% of their activities, virtual, and 25% in-person
- 23% of organizations 50% of their activities, virtual, and 50% in-person
- 29% of organizations 25% of their activities, virtual, and 75% in-person
- 14% of organizations will recruit entirely in-person

COST PER NEW COLLEGE HIRE (APPROXIMATION)

- 20% of organizations report the cost is less than \$2,000 per hire
- 20% of organizations report the cost is between \$2,000 and \$5,000
- 6% of organizations report the cost is between \$5,000 and \$10,000
- 2% of the organizations report the cost is more than \$10,000
- 52% of the organizations do not track the cost of per hire

COVID'S IMPACT ON RECRUITING COSTS

- The impact of COVID-19 on recruiting costs:
 - 9% of organizations report the average cost per hire decreased
 - 45% of organizations report the average cost per hire remained the same
 - 46% of organizations report the average cost per hire increased

COLLEGE RECRUITING PLATFORMS

COLLEGE RECRUITING PLATFORMS

- Does your organization have a paid account on at least one college recruiting platform (Hand Shake, Simplicity, for example)
 - 47% YES
 - 53% NO

DO THE PLATFORMS YOUR ORGANIZATION USE MEET YOUR RECRUITING NEEDS?

1. Help your organization achieve better recruiting results

- 16% Not well at all
- 26% Slightly well
- 35% Moderately well
- 18% Very well
- 5% Extremely well

MEET RECRUITING NEEDS (CON'T)

2. Make your organization less dependent on working with college career centers

- 25% Not well at all
- 24% Slightly well
- 30% Moderately well
- 16% Very well
- 4% Extremely well

MEET RECRUITING NEEDS (CON'T)

3. Provide a good return on your investment in the platform(s)

- 20% Not well at all
- 29% Slightly well
- 30% Moderately well
- 17% Very well
- 4% Extremely well

MEET RECRUITING NEEDS (CON'T)

4. Allow your organization to achieve greater diversity in its candidate pool

- 22% Not well at all
- 23% Slightly well
- 30% Moderately well
- 19% Very well
- 6% Extremely well

WHAT ELSE THEY SAID

Platform(s) that did not meet expectations

- Too few applicants / not right type
- Students don't use and are not engaged
- Issues with user interface / hard to navigate
- Too costly for smaller organizations

Platform(s) that met expectations

- Reach/access to students especially outside their facility location
- Handshake was most mentioned, yet many comments for improvement
- Overall efficiency

USING THIS REPORT

- Even though this study captured input from over 1500 organizations, the sample is very small compared to the number of employers engaged in recruiting talent from colleges and universities, plus sources of credentials and certificates. Caution is warranted in generalizing to the broader college labor market.
- This report provides only a small piece of a bigger whole. We encourage users to tap into other reliable sources to gain a broader understanding of the labor markets your graduates will enter. No one source provides all the answers.
- The data in this report was captured in September at the onset of college recruiting. The responding organizations are engaged in recruiting at the time of the survey. Thus, the sample may be more biased toward those organizations with expectations to hire this year.
- Keep in mind that the economy is under pressures that may change the current plans of organizations to hire this year. In the attempt to curb inflation, expect the economy to slow reducing the demand for labor. This shift may occur during the winter and spring of 2023. Students need to anticipate this situation and make proactive plans to engage in their job search while organizations continue to hire.

Recent Scholarly Publications

- Published
 - Developmental relationships matter: Examining the joint role of supervisor support and mentor status on intern outcomes. Abdifatah, Gardner & Edmonson IJWIL Vol 23 (2022)
 - U.S. response to COVID-19: Actions taken and future expectations of virtual work integrated learning. Maietta & Gardner IJWIL Vol 23 (2022)
 - Are unpaid internships just as valuable? A comparison of U.S. WIL students' perceptions of paid and unpaid experiences. Hurst & Gardner International Journal of Work-Integrated Learning
 - Adapting to an accelerating future: Melding work and learning through the role of T-professional. International Handbook for Work-Integrated Learning. Zegwaard & Pretti (eds.)
- Coming Soon
 - Ensuring Success for students who Transfer: The importance of Career and Professional Development Maietta & Gardner (eds.) National Center for First Year & Students in Transition. Expected by March 2023

So... What Now?

Preparing for the Next Gen of Recruiting

Simon Kho

Director, Emerging Talent Acquisition & Development

Discover Financial Services

15th Annual Recruiting Trends Program

University of Tampa's Office of Career Services and University of South Florida Career Hub

Overview and Introduction

This is a critical moment for our profession

We are currently faced with internal and external market conditions that provide both challenges and opportunity for us

Talent Shifts

- Elimination of recruiting roles (meta, amazon, salesforce, etc.)
- Reduction of program headcount and budgets
- Aging workforce, attrition, and the great resignation

Uninformed Stakeholders

- Short-term bottom line-driven decisions
- Evolving talent skills and competencies
- Business operational shifts and restructures
- Anecdotal and experiential perspectives

Market Changes

- College enrollment declining
- Talent demand increasing, particularly for STEM and diverse talent
- Criticality of relationships
- Changing candidate expectations

Our time together

There are a few areas that will help us set a foundation for developing approaches and strategies for recruiting student talent:

- how and who we recruit,
- when and what we do to attract and hire students,
- acknowledge the skills recruiting professionals need to be successful,
- and embrace the challenge of agility, responsiveness, and evolution.

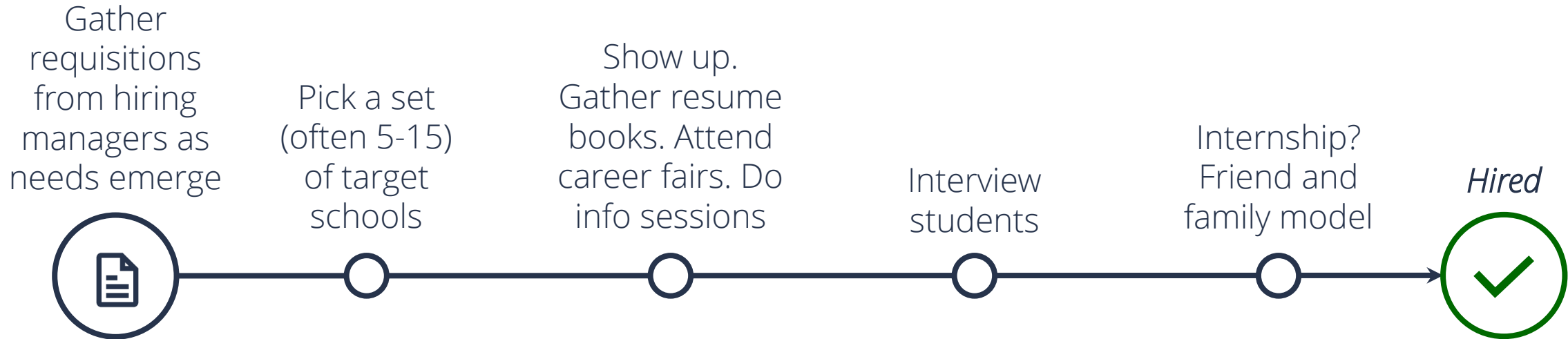
Special thanks to University of Tampa, University of South Florida, Veris Insights, NACE

Note: The terms campus/university recruiting, university relations, early career, emerging talent, early talent, entry level, collegiate, and students are being used interchangeably

How We Recruit

The traditional approach to university recruiting

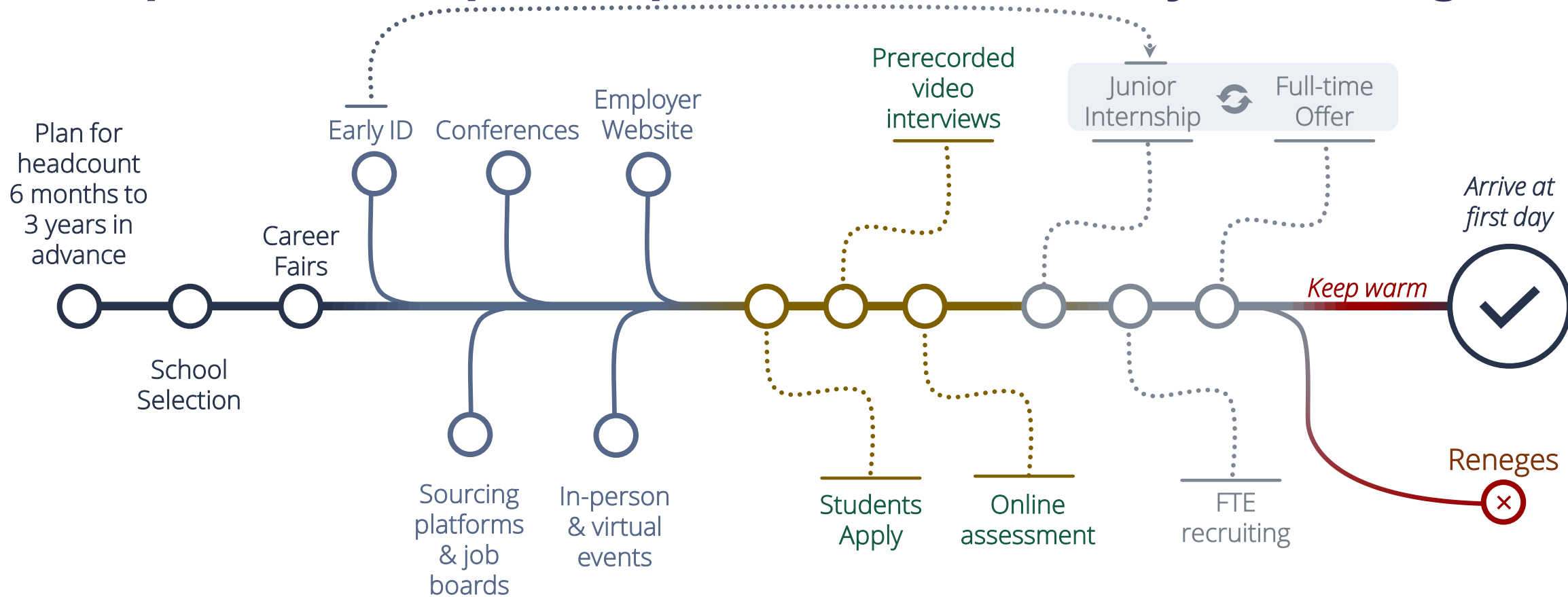
A linear process



Challenges with a Traditional Approach

- Late requisitions & timelines
- Insufficient pipeline
- Traditional filters (school prestige, executive's alma mater, referrals, GPA) hinder diversity goals
- Little buy-in for robust internship or early engagement
- No keep warm strategies
- Failure to achieve competitive hiring goals

The rapid and complex expansion of university recruiting



Updated Stages in the UR Pipeline



Multiple pathways into pipeline

Assessment process that allows for higher volume of applicants

Early ID programs and junior year internship focused on conversion

Keep warm strategies to mitigate reneges

Challenges that are impacting our work

- **Enrollment is decreasing***
 - 2.9M fewer students enrolled since Fall 2019 (across all 2 and 4-year institutions)*
- **Demand is increasing****
 - 14.7% increase in hiring for Class of 2023 vs Class of 2022**
 - 51% of employers expect to increase hiring volume in Fall 2022 vs Fall 2021
- **Workforce Planning is inaccurate*****
 - 94% of employers reported late requisition requests as challenge in Spring 2022
 - 24% of employers forecast hiring UR volume 6 months or less into the future

*National Clearing House Research 2022

** NACE Job Outlook 2023

*** Veris Insights 2022

School targeting models: strengths & risks

School Agnostic

Frequency

9% of UR teams

Ideal for

- Small UR teams whose req loads far exceed what they can handle
- Strong brand recognition
- Great location or remote
- Tech students more open to virtual engagement

Risks

- Student virtual engagement down in 2022
- Budget needed for partnerships, platforms or robust conference strategy
- Risky when focused on less ideal locations

Hybrid Approach

Frequency

72% of UR teams

Ideal for

- Teams who want to open applications to any student across the country while still targeting specific schools for ongoing relationships

Risks

- With fully developed virtual capability post-COVID, risk of team burnout if expected to attend all school events across the country, while hosting more targeted events at core schools, and online events.
- Trying to be everywhere runs risk of failing to build deep relationships

Core School

Frequency

17% of UR teams

Ideal For

- Region-specific recruiting, especially in regions less desirable for Gen Z students
- Strong historic relationships with specific schools
- Smaller total recruiting volume goals

Risks

- Hard to achieve DEI goals if targeted list of schools is not representative of US
- Concern over applicant volume

Note: Core school strategy in 2022 often still allows students at any school to apply via website

Who We Recruit

(and what it takes to get them interested)

Gen Z priorities of employer attributes

Q: Please rank the influence of the following employer attributes when evaluating an employer's appeal; % of students ranking an attribute among their top three



Annual Salary Expectations

- \$40-59k: 19%
- \$60-79k: 33%
- \$80-99k: 21%
- \$100-119k: 13%

Work-life Balance Expectations

- Paid time off: 66%
- Flexible work arrangement: 64%
- Flexibility in hours worked: 58%

Development & Advancement Expectations

- On-the-job skill development: 60%
- Vertical advancement opps: 55%
- Long-term earning potential: 49%

Flexibility and work-life balance are not buzz words, but core job requirements. Work is not their life. They do not want to be part of a work family.

Empowered by their experience, and the value of their degree, many students expect to earn salaries above the midpoint

Q: In 1-2 sentences, please explain why you expect your salary to start at the **top third/maximum range**?

For some students, the **value of their degree** is one reason why they feel comfortable asking for an above average salary



"I go to a very well-known and highly-ranked school for my major." – **Business Management and Administration Major, '25**

"We spend thousands of dollars to get a top tier education so that should be reflected within our wages. The amount of hard work put into getting a degree should be compensated." – **Kinesiology Major, '24**

...while others highlight their **experience**.



"I'm graduating with over 1.5 years of full-time internship and co-op experiences...I believe I deserve to get higher pay in order to compensate for the experience" – **Chemistry Major, '23**

"I have had a multitude of experiences in the industry, and I believe I will come in with more experiences than the average candidate." **Aerospace Engineering Major, '24**

Taken together, these factors **empower** students to ask for compensation they feel is appropriate.



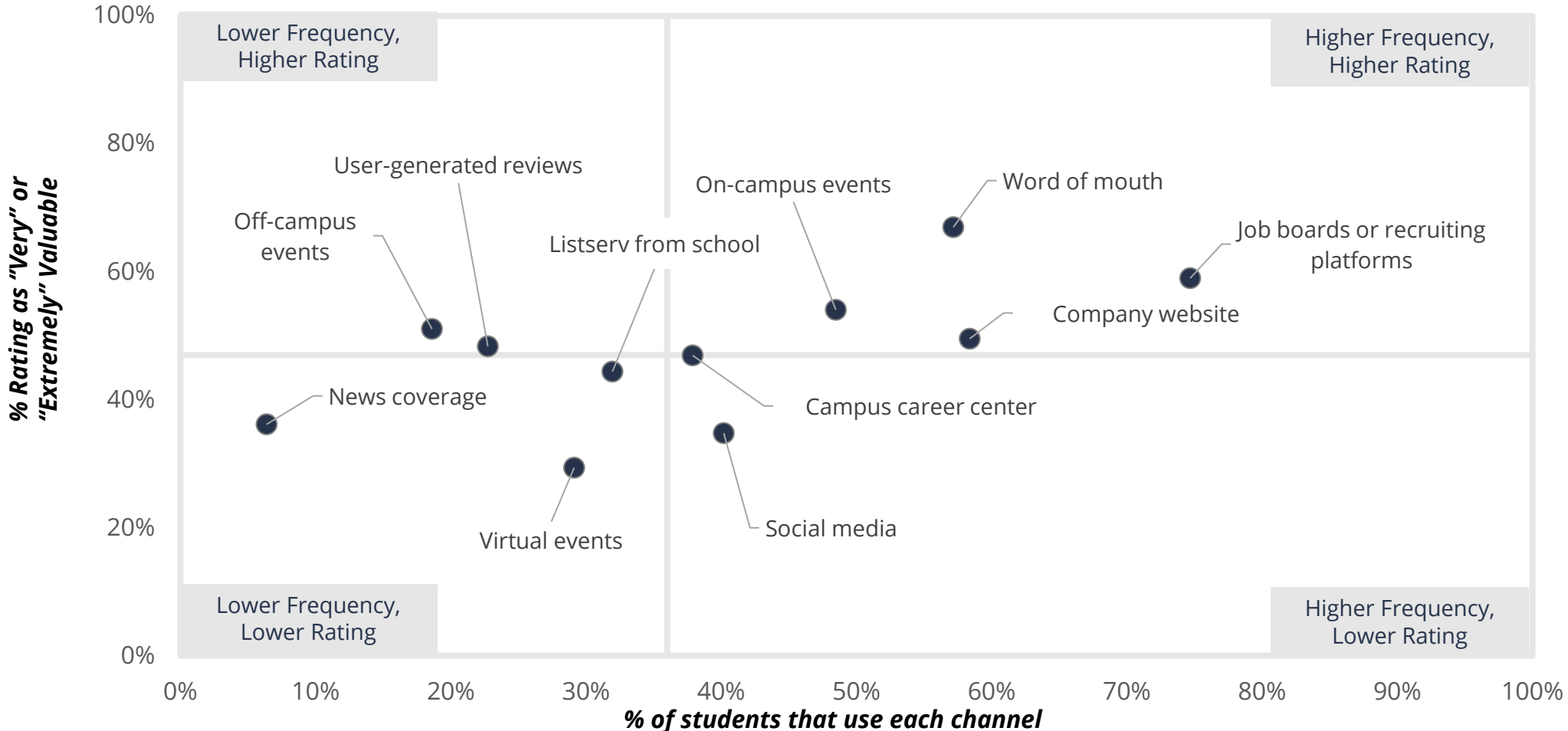
"I know the value I have to offer, and I equate a salary with the amount of value I bring." – **Business Administration Major, '23**

"I am extremely driven and capable. I know I will be an incredibly valuable asset to anyone I work for." – **Economics Major, '25**

Company website, job boards, word of mouth are effective

Q: Which of the following methods have you used to learn about potential employers this year?

Q: When forming perceptions of an employer's desirability, how valuable do you find the following?



Findings from Fall 2022:

Use of virtual events and user-generated reviews dropped, while use of on-campus events increased

Classmates, family friends, and relatives are most utilized within network to learn about employers.

Recruiters and alumni are most utilized within company to learn.

% of respondents who use a given channels | % of respondents who used those channels and rated them as "very" or "extremely" valuable; 1,473 students surveyed; Source: August, September, October 2022 Pulse

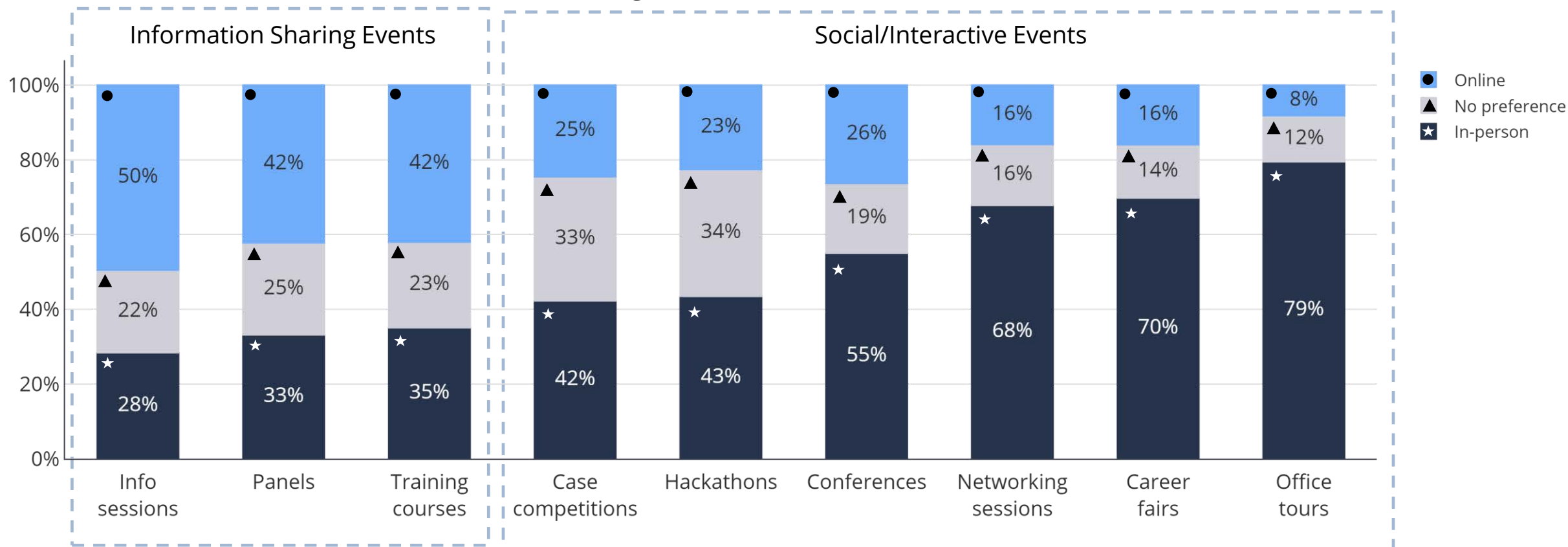
When Do We Recruit

(early bird and always on philosophy)

Stronger preference for in-person events, later in process

Q: This fall semester, how would you prefer to attend each of these recruiting activities?

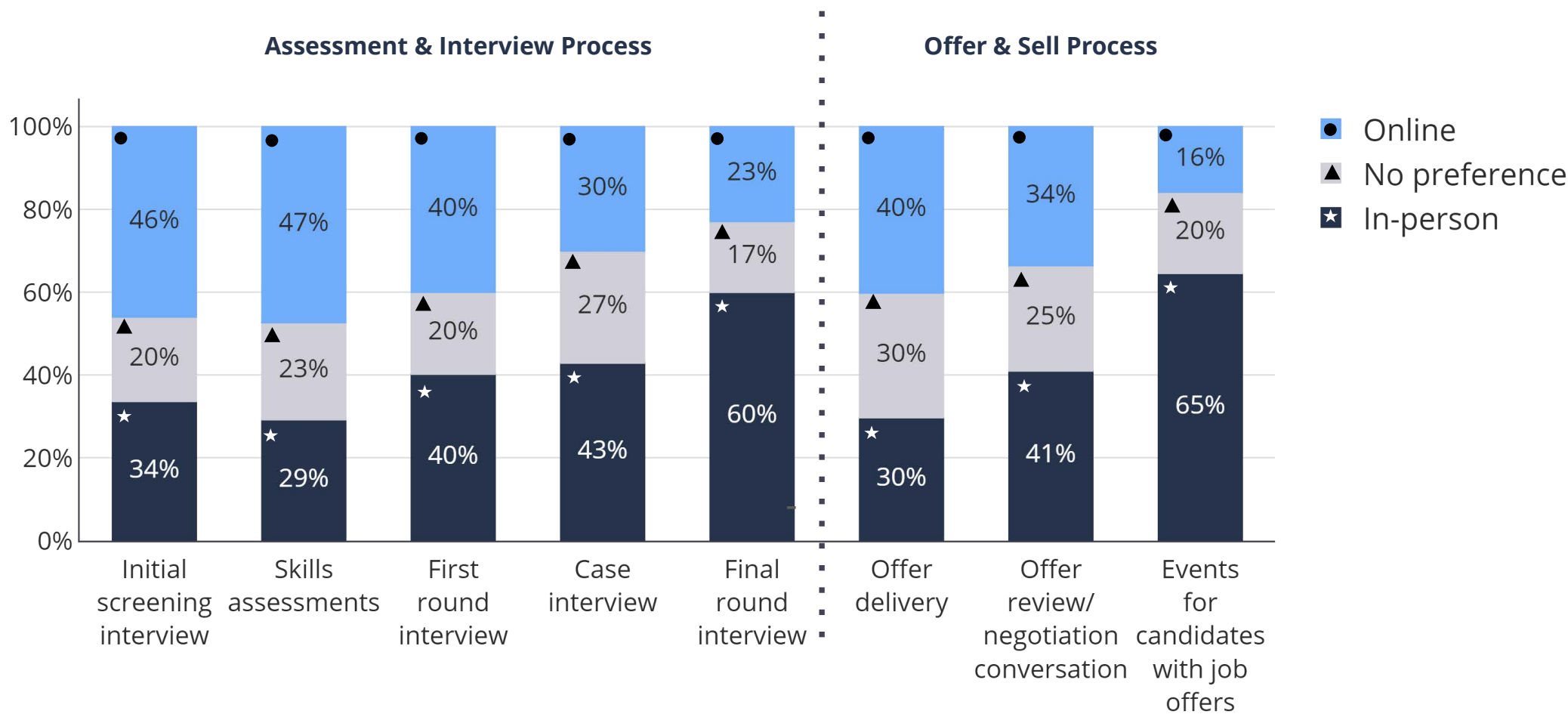
Recruiting Events Format Preference



Stronger preference for in-person events, later in process

Q: This fall semester, how would you prefer to attend each of these recruiting activities?

Interview Format Preference



Recruiting timelines are shifting, but also causing issues

Timelines are a critical consideration for planning, competition, preparation, education, and engagement

- Virtual recruiting has allowed employers to bypass traditional campus timelines and school rules
- Competitive industries are leveraging first mover advantage
- Pressure to educate candidates and ensure systems/employees are ready to recruit with shorter lead times

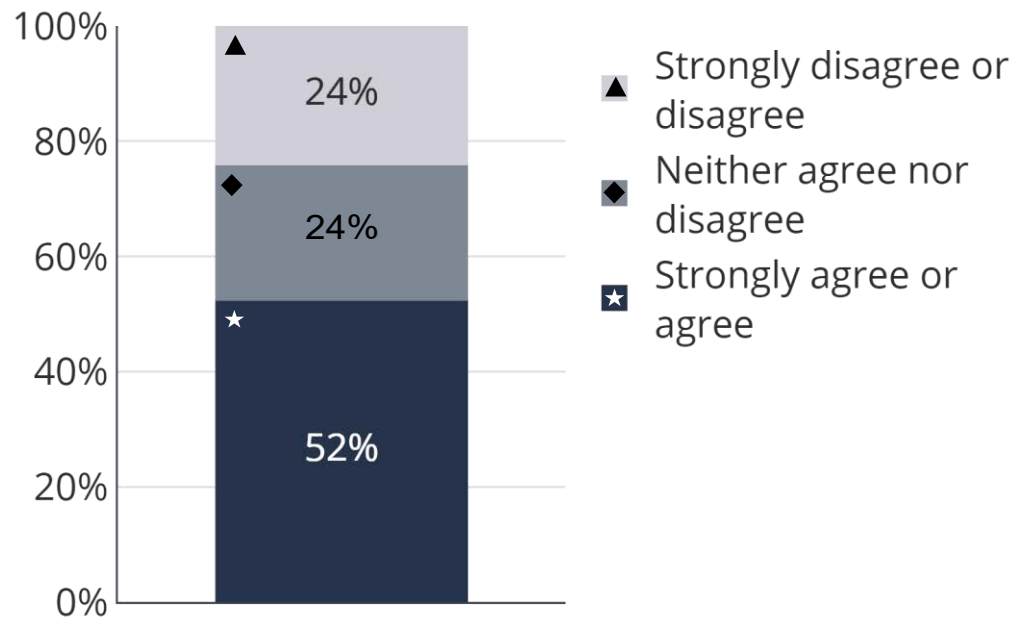
Unfortunately, there is significant adverse impact of aggressive recruiting timelines

- Students less certain about decisions and continue to explore
- Stress and mental well-being negatively impacted
- Increase in no-shows and reneges (35% say strong chance of renegeing vs 25% in 2021)

1 in 2 students feel that recruiting timelines kept them from exploring all their job options

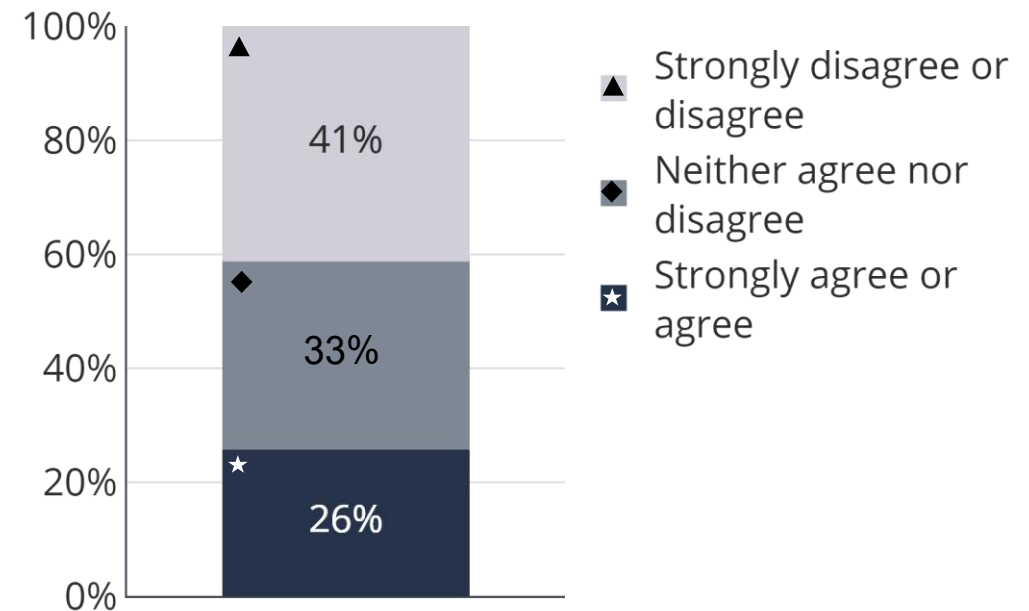
Q: To what extent do you agree with the following statement?

Recruiting timelines prevented me from exploring all of my options



% of respondents
Source: March - June 2022 Student Pulse; 1,979 students surveyed

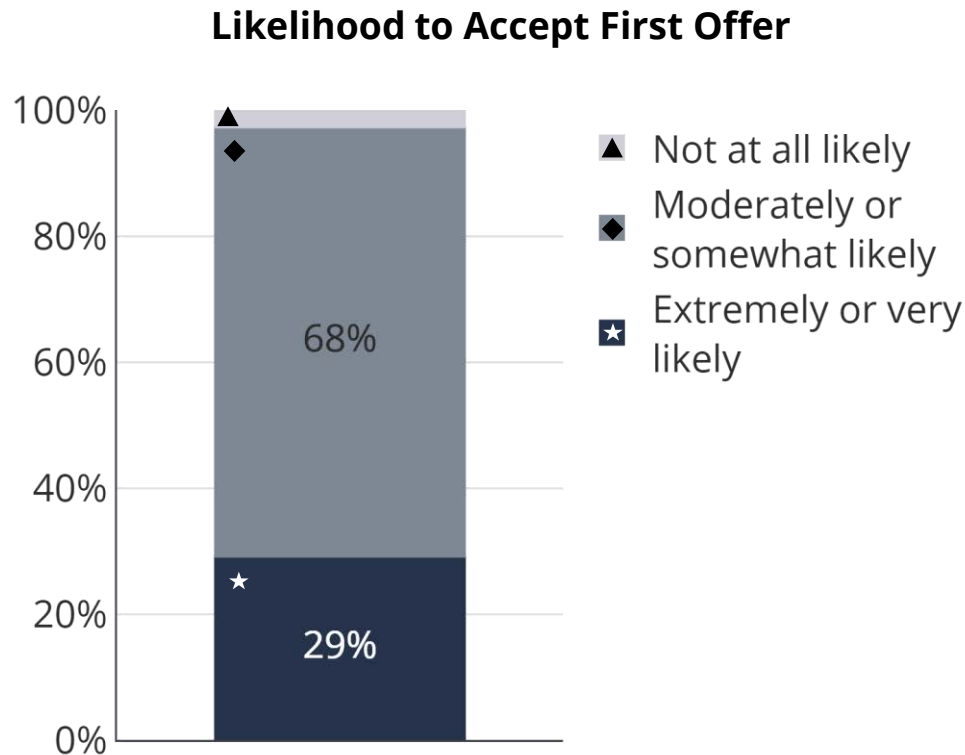
I would have accepted a different offer if all recruiting occurred at the same time



% of respondents who accepted an offer
Source: March - June 2022 Student Pulse; 1,979 students surveyed

First mover advantage: a majority of students accept their first internship or job offer

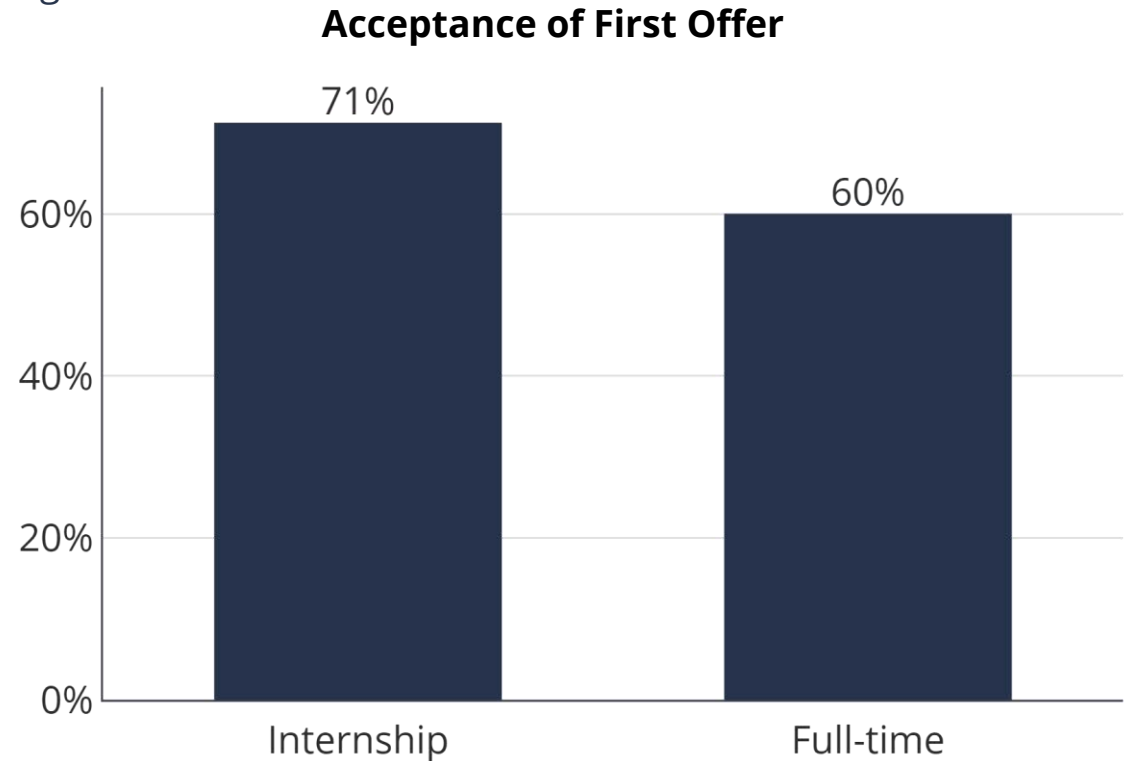
Q: How likely are you to accept the first offer you're given for an internship or full-time employment opportunity?



% of respondents

Source: March - June 2022 Student Pulse; 1,979 students surveyed

Q: Did you accept the first offer you were given for a summer 2022 internship/full-time position starting after graduation?

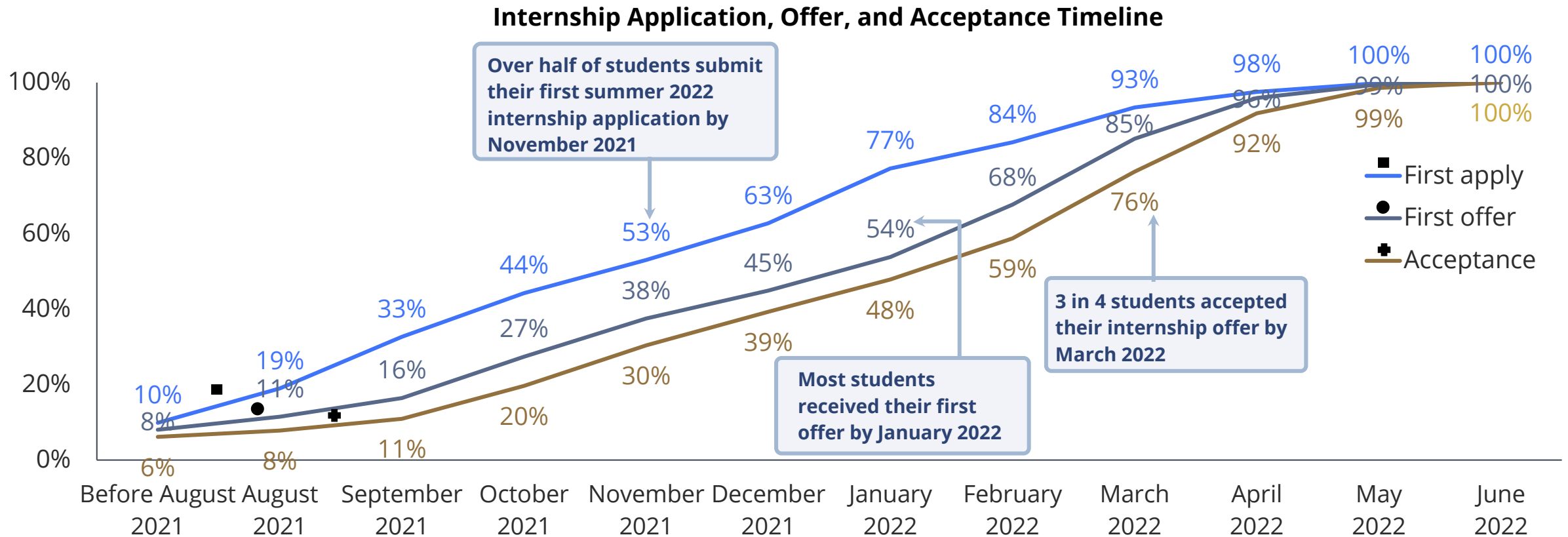


% of respondents with an internship or full-time position who selected "yes"

Source: March-June 2022 Student Pulse; 1,979 students surveyed

Among students who received internship offers, half received offers by February 2022

Q: When did you first **apply** /**receive an offer**/**accept an offer** for a summer 2022 internship?

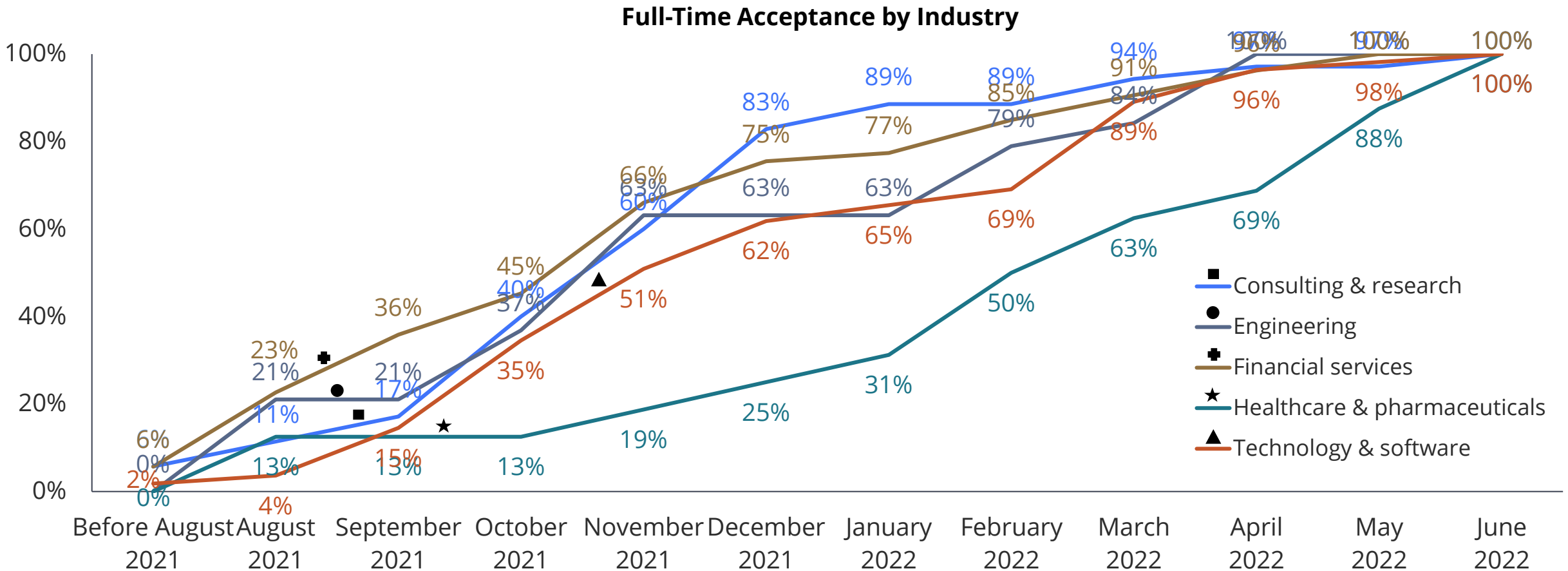


% of respondents who applied to at least one application for a summer 2022 internship (light blue), received at least one offer (dark blue), or accepted at least one offer (gold)

Source: March - June 2022 Student Pulse; 1,979 students surveyed

Over 50% of students who've accepted offers in engineering, finance, consulting or tech, did so by the end of November

Q: When did you **accept** your offer for a **full-time** position starting after graduation?



% of 2022 graduates who have received full-time offers
 Source: March - June 2022 Student Pulse; 1,979 students surveyed

The Evolving Recruiting Professional (the job is getting harder... but the career path is getting longer)

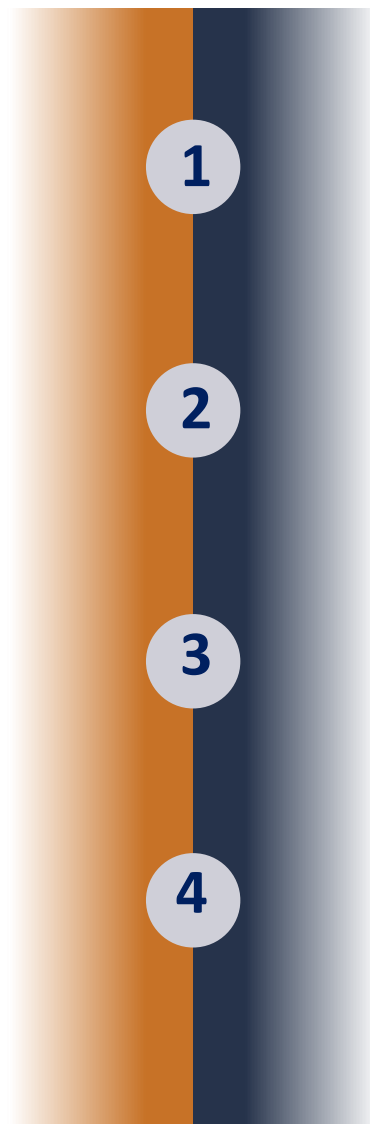
The recruiter role is complex and continues to expand



Two models of university recruiting

Reactionary Responder

- Early career **viewed as add-on** to broader TA strategy – not a key contributor
- UR teams act as **fulfillment**, with needs addressed as they arise
- Rely on **linear, post & pray model** of university recruiting
- Focus is on **recruiting** for immediate needs



Public

Strategic Partner

- **Early career central** to overall TA strategy
- UR teams act as **advisor**, informing and implementing **clear strategy**
- Consistently adapt and **innovate** as candidates and recruiting evolves
- Focus is on building long-term **relationships** with institutions and individuals

Responsibilities of today's recruiting leaders

20+ responsibilities, activities, and decisions that are part of a comprehensive university recruiting organization:

Foundational

- | | | |
|--------------------|---------------------------|-----------------------------------|
| 1. Requisitions | 4. Stakeholder Management | 7. Goals & metrics |
| 2. Talent Sources | 5. Vendors | 8. Training & Succession Planning |
| 3. Team Management | 6. Budgeting | |

Recruiting

- | | | |
|----------------------------|------------------------|-----------------------------|
| 8. Timelines | 11. Volunteer Training | 14. Assessment & Interviews |
| 9. Sourcing & Outreach | 12. Recruiting Events | 15. Candidate Communication |
| 10. Marketing & Collateral | 13. DEI Strategy | |

Internship

- | | | |
|---------------------------|-------------------------|----------------------------|
| 16. Internship Format | 19. Manager Guidance | 22. Intern Conversion |
| 17. Pre-Internship Comms | 20. Training Curriculum | 23. Keep Warm & Engagement |
| 18. Internship Onboarding | 21. Internship Events | |

Skills for tomorrow's recruiting professional

As our industry continues to change, there is a clear opportunity for skill development, advancement, and career pathway in university recruiting

	Coordinator	Candidate Specialist	Talent Advisor
Strategy development and design			X
People management and coaching			X
Influencing and consulting			X
Team management		X	X
Sales and marketing		X	X
Public speaking and presenting		X	X
Effective communications	X	X	X
Data analytics and research	X	X	X
Problem solving and continuous improvement lens	X	X	X
Process and systems thinking	X	X	X
Execution and multi-tasking	X	X	X

The Case for Campus Recruiting

(Consulting with stakeholders on the future of their business)

Developing a compelling case to decision-makers

We need to educate and influence stakeholders of early career talent to have a more accurate understanding of today's recruiting

1

Process Complexity

.....

- Non-linear
- Multi-year
- Multi-touch

2

Job Evolution

.....

- Increased complexity
- Increased activities
- Increased stakeholders

3

High Competition

.....

- Increasing demand
- Decreasing supply
- No Signs of Change

Case study: Presentation to CEO, CHRO, and CFO

University Recruiting and Emerging Talent programs requires a strategic commitment because we provide multiple human capital solutions for Discover:

- (1) a steady source of strong talent,
- (2) fills critical skilled talent needs cost-effectively,
- (3) expands our workforce diversity significantly,
- (4) builds our employer brand among current and future candidates, and
- (5) often yields better retention of talent.



Competing for Talent in a Challenging Market

The summer internship serves as a key pipeline to student talent. Most students accept full-time offers from their summer intern employer.

69% of recruiting conducted in the fall semester

94% of employers plan to maintain or increase their campus recruiting

The top attributes in hiring candidates is (1) intern with company or (2) intern in industry

The top BA majors in demand are business (83%), engineering (82%) and computer/information systems (62%) *

The top masters level degrees in demand are business (46%), engineering (30%), computer/info sciences (60%), math/sciences (32%) *

NACE Job Outlook Study 2023

(n= 246 US employers)

*data from NACE Job Outlook Study 2021

Case study: Expanding Discover's Analytics Bench Strength

It is imperative that we begin to build talent solutions to mitigate the risks and challenges faced in the current and projected analytics talent landscape.

Challenges & Issues

Attrition



Significant **attrition** of current technical analytic employee population

Supply



High demand for analytical talent and a **limited supply** internally and externally.

Competition



Increased Competition for skilled technical talent externally as most companies are looking for the same talent.

Pain Points

Difficult to fill vacancies

Increased workloads

Time to train new talent

Assimilation challenges & misalignment

Final Thoughts and Considerations

Key trends that will impact recruiting beyond 2023

- (1) understand student priorities and decision-making criteria
- (2) Gen Z students feel empowered... but need guidance
- (3) students want to see the road ahead (career progression)
- (4) ...but may change their minds along the way.
- (5) focus on building relationship and connection
- (6) account for trends in the labor market (e.g. today's economic climate)
- (7) ...and in the recruiting space (e.g. pay transparency, immigration)
- (8) university recruiting is not easy (e.g. year-round, influencing stakeholders)
- (9) ...and is a key talent strategy (e.g. talent pipeline, cost effective, brand)

Change is the only constant in life



DISCOVER[®]

