



# Facilitating the Hiring Process

Next-Generation Employer Partnerships, Part III

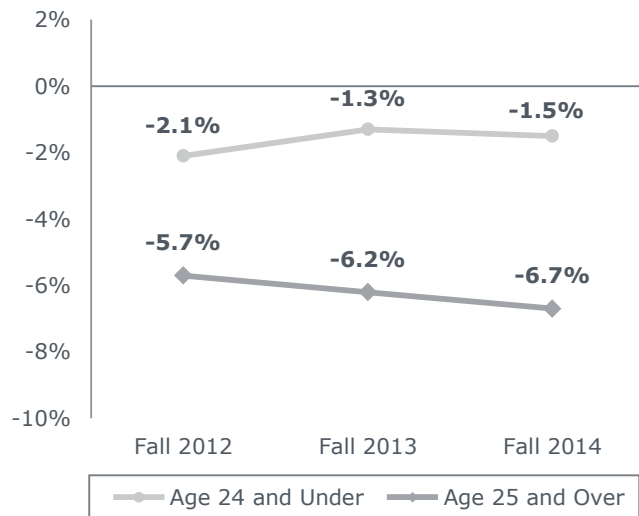
Community College Executive Forum

# Beneath the Enrollment Headlines

## Overall Declines Mask Steep Exodus of Adult Learners

### Losing Students Age 25+

Year-Over-Year Enrollment Change at  
Two-Year Public Colleges



### Leaving an Imposing Gap<sup>1</sup>

Nationwide, 2012-2014

**328K** Decline in adult  
learner enrollments



**\$541M** Estimated loss in  
annual tuition revenue

Midsize Community College, 2012-2014  
(10,000 students, 50% age 25+)

**624** Decline in adult  
learner enrollments



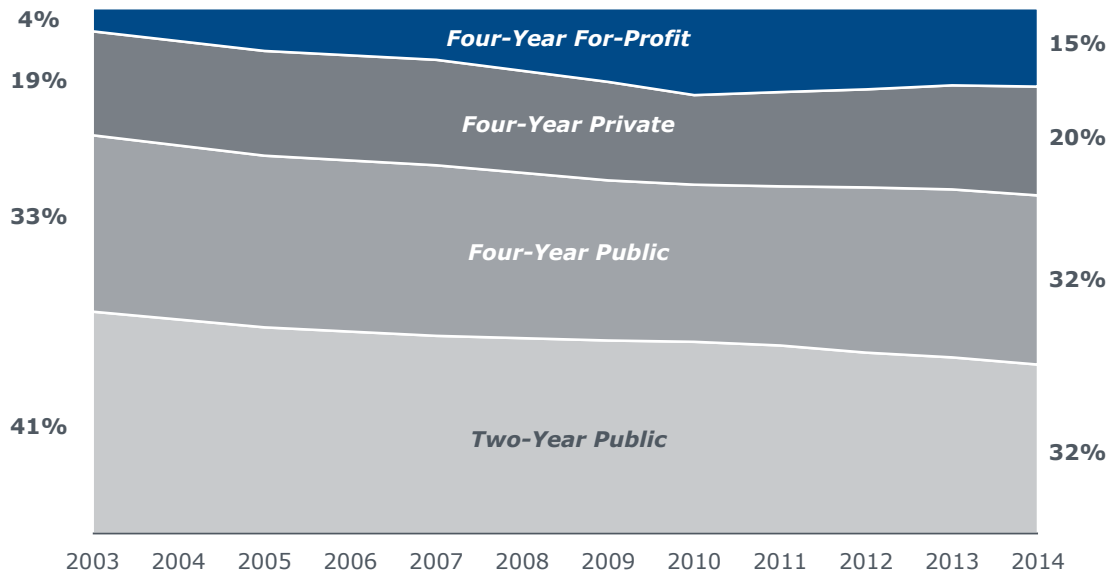
**\$1.0M** Estimated loss in  
annual tuition revenue

1) Tuition revenue calculations assume each adult learner completed 15 credits per year (6-9 credits per semester) at a cost of \$110 per credit.

# Adult Learner Loss Not Merely Cyclical

Community College Market Share Declined Throughout Last Decade

**Share of Postsecondary Enrollments for Students Age 25+<sup>1</sup>**



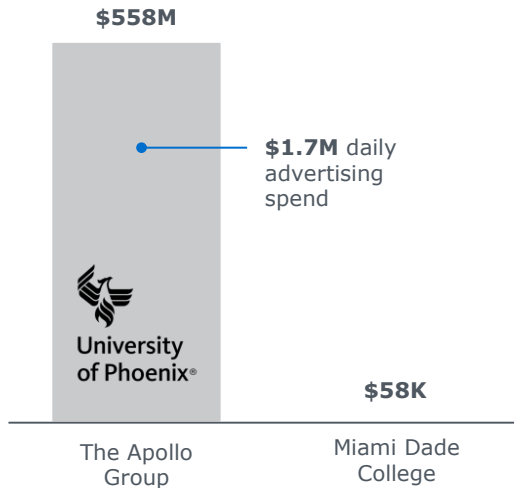
1) Data from 2003-2009 comes from NCES, while data from 2010-2014 come from the National Student Clearinghouse. Percentages do not sum to 100% due to rounding and the exclusion of two-year for-profits.

Source: *Digest of Education Statistics*, 2013, 2011, 2009, 2007, 2005, National Center for Education Statistics; "Current Term Enrollment Report—Fall 2014," National Student Clearinghouse, Dec. 2014; "Current Term Enrollment Report—Fall 2012," National Student Clearinghouse, Dec. 2012; EAB interviews and analysis.

# An Obvious Advantage in Advertising

For-Profit Marketing Resources Remain Comically Insurmountable

## Annual Advertising Spend<sup>1</sup>



”

### Not Where We Want to Compete

“I’m not going to change my spending habits because of what the for-profits can do. There’s no way I can compete with them, nor would I want to...I don’t want to get caught in the game. If I had an extra million dollars or two, I would spend it on full-time faculty.”

*Gail Mellow, President  
LaGuardia Community College*

1) As reported in 2010.

# Giving For-Profits Their Due

## Pace-Setters on Convenience—And Encroaching on Affordability



### Enhancing Flexibility



### Reducing Cost and Risk

**Anytime, Anywhere  
Delivery**

**Nontraditional  
Calendar**

**Tuition  
Discounting**

**Free  
Trials**



#### *Multi-Modality*

- 74% of students enrolled online only
- 112 satellite locations



#### *Block Scheduling*

- One-month terms, one class at a time
- Limits burden without slowing completion



#### *Completion Scholarship*

- Available to students entering with 27+ credits
- Up to \$17,000 value



#### *Kaplan Commitment*

- Free 3-week introductory period for new students
- Up to \$1,670 value

Source: Tamar Lewin, "University of Phoenix to Shutter 115 Locations," *New York Times*, Oct. 2012; "One Course a Month," Brown Mackie College; "Kaplan Commitment," Kaplan University; Paul Fain, "Discounts at For-Profits?," *Inside Higher Ed*, Aug. 2012; EAB interviews and analysis.

# Four-Years Open Up Second Front

## Non-Profit Universities Offer Brand Name Alternative to For-Profits



### Undergraduate Institutions with Campuses in Mesa, AZ

#### ***Incumbent For-Profits***

##### *National*



Carrington College



DeVry University



Everest College



Regency Beauty Institute

##### *Local*



Arizona College



Grand Canyon University<sup>1</sup>

#### ***Community Colleges***



Mesa Community College

##### *Stuck in the Middle?*

- For-profits competing on convenience
- Four-years competing on reputation
- Community colleges at risk of competing on cost alone

#### ***Four-Year Non-Profits***

##### *In-State*

Arizona State University



Northern Arizona University



##### *Out-of-Market*

Albright College (PA)



Benedictine University (IL)



Upper Iowa University (IA)



Wilkes University (PA)



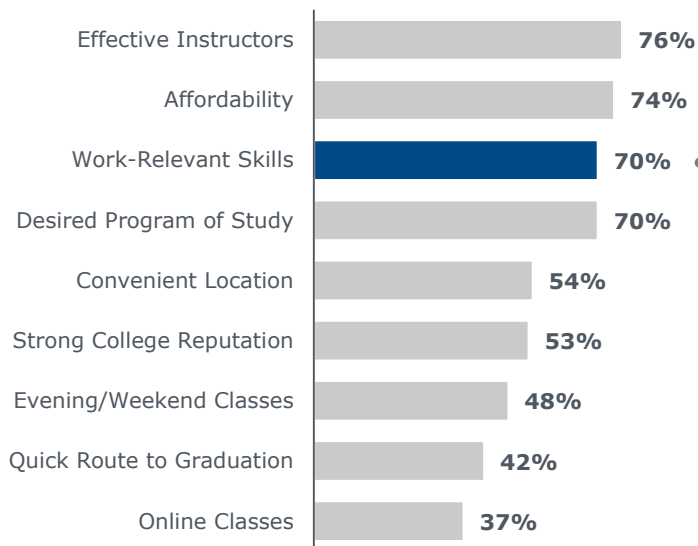
1) Mesa campus slated to open in Fall 2016.

# Career Value Trumps Convenience and Brand

## Workforce Relevance of Greater Importance to Adults' College Decisions

### Adult Learners' Top Priorities in School Choice<sup>1</sup>

Percentage of Adult Prospective Students Rating Factor as "Absolutely Essential"



*Community Colleges Strongest in Local Industry Alignment*



Employer input on curriculum design



Courses taught by industry practitioners



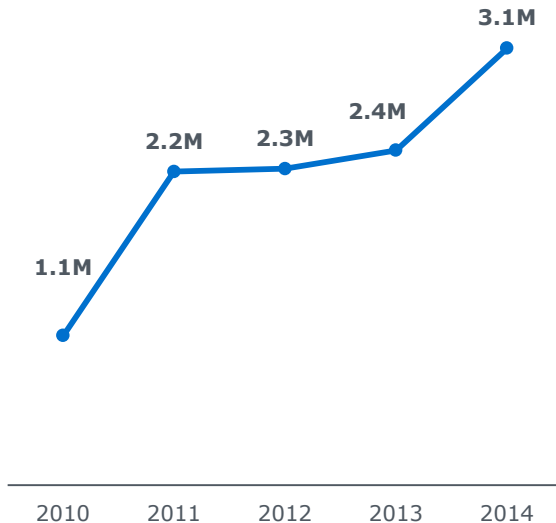
Hands-on training in high-demand skills

1) N=803 students age 18-55 who are not entering college straight out of high school.

# Hiring Budgets Grow as Job Market Expands

Economic Recovery Sees Employers Spending More on Talent Acquisition

## Number of New Jobs Created Annually



## Corporate Hiring Expenses Rival Training Budgets

**\$110B**

Amount companies spend annually on talent acquisition, including:



Recruiters



Marketing and branding



Social networking



Assessment tools

Source: Karen O'Leonard, *2011 Talent Acquisition Factbook*, Bersin by Deloitte, Nov. 2011; "Employment, Hours, and Earnings from the Current Employment Statistics Survey," Bureau of Labor Statistics; EAB interviews and analysis.

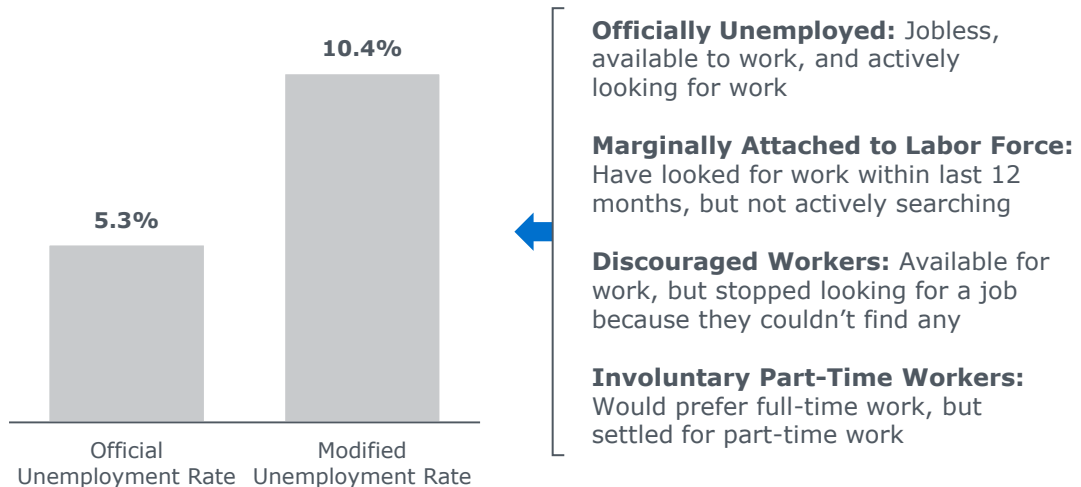


# Many Job Seekers Still Searching

## Official Unemployment Rate Understates Labor Market Mismatch

### Alternative Measures of Unemployment

*United States, May 2015*



Source: "Alternative Measures of Labor Underutilization," Bureau of Labor Statistics; "Employment Status of the Civilian Population 25 Years and Over by Educational Attainment," Bureau of Labor Statistics; EAB interviews and analysis.

# A Market Emerges for Hiring Intermediaries

## Vendors Tackle Daunting Task of Matching Job Seekers to Employers



### Customized Pre-Hire Training



- Job candidates complete company-specific online trainings before receiving interview offer
- Employer partners include Gap Inc., AT&T, Staples



### Job Search Skills Booster



- Mock interviews and resume reviews (priced à la carte) supplement self-paced marketing boot camp
- Completers hired by Avon, Nestle, General Mills



### Assessment-Based Candidate Profiles



- Freelance programmers, statisticians, and designers create public profiles based on skills test performance
- 800+ companies have access to profiles

Source: "A Well-Funded Startup Emerges from the Unemployment Lines," *Wired*, Aug. 2012; "CPG Camp Services," CPG Camp; "One in Three U.S. Workers is a Freelancer," *Wall Street Journal*, Sept. 2014; EAB interviews and analysis.

# Colleges Ideally Positioned to Broker Hiring

Accelerated Training Removes Roadblocks for Employers and Job Seekers



**Employer**



**Community College**



**Job Seeker**

Can't find candidates with relevant technical skills

*Provides job seekers accelerated training in high-demand fields*

Possesses low-demand or outdated technical skills

Unable to hire candidates with weak professional skills

*Teaches job search and work readiness skills*

Lacks résumé and interview skills to navigate job search

Saddled with high turnover from unsuccessful hires

*Offers assessments to screen job seekers for ability and fit*

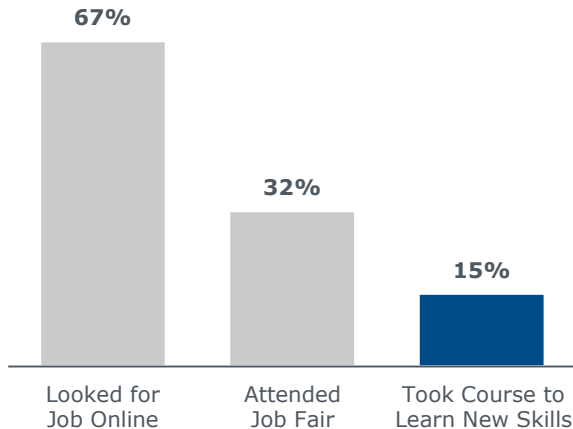
Burdened with lost wages from frequent layoffs

# Making the Case for Reskilling

## Many Job Seekers Bypass Further Training Despite Long-Term Returns

### New Skills Take Backseat to Job Search

*Percentage of Job Seekers Participating in Select Activities Over Last 12 Months<sup>1</sup>*



### Why Do Workers Forgo Retraining?



#### Career Relevance Unclear

Job seekers lack awareness of college-based training programs that align with career goals



#### Need Immediate Paycheck

In the short run, job seekers would prefer to earn income rather than pay tuition



#### Skeptical of ROI

Job seekers question whether returning to college will lead to a well-paying job

1) N=350 unemployed workers.

# Community-Based Career Boot Camps

## LCCC's Off-Campus Workshops Lead Job Seekers to Training

### Boot Camp Basics



- **Purpose:** To identify a new career path and relevant retraining options
- **Audience:** Dislocated workers who may be unable or hesitant to visit campus
- **Location:** WIB's one-stop career center<sup>1</sup>



"We believe there's no wrong door. Job seekers should have seamless access to all the resources the college provides and all the resources our one-stop provides."

*Terri Sandu, Executive Director of  
Workforce Development  
Lorain County Community College*

### First Step in Demonstrating Value of Retraining

#### *Career Decision Boot Camp Agenda*

- 1 **Career Assessment:** Take a personality and values assessment to identify potential career choices
- 2 **Labor Market Research:** Conduct guided online research on career demand, salary, and responsibilities
- 3 **One-on-One Consultation:** Meet with career specialist to evaluate career choice and explore training
- 4 **Enrollment:** Enter best-fit training program

1) Additional boot camps were also hosted on campus.

# Creating a Pipeline of Employable Graduates

## Boot Camp Participants Likely to Enroll, Complete, and Find Work

### Outcomes from LCCC's Boot Camp During First Three Years

*Enrollments*

*Completions*

*Job Placements*

**458**

**182**

**113**

Students who enrolled at LCCC through career decision boot camp

Certificates or degrees completed at LCCC by boot camp participants

Job placements from students who completed a certificate or degree

### Placements Concentrated in High-Demand Fields



*IT*



*Manufacturing*



*Office Support*



*Sales*

# Classwide Speed Interviewing

## BPCC Arranges First-Round Interviews With Multiple Employers

### A Matchmaking Event for Graduates



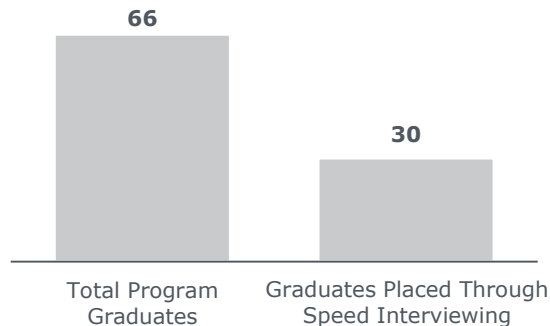
- **One-Day Event:** Employers visit campus during week of program graduation to interview advanced manufacturing students
- **Round-Robin Format:** Each employer remains in one room for the day, while students rotate among the rooms
- **Immediate Callbacks:** Many participating students receive second-round interview offer within 24 hours of event

**7-9** Number of participating employers per event

**15** Length in minutes of each first-round interview

### Single Channel Drives Job Placement

*Outcomes from Advanced Manufacturing and Mechatronics Certificate, 2014–15*



**\$12-16**

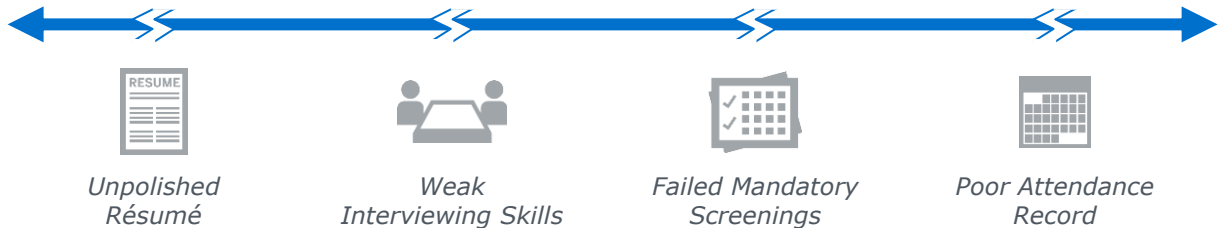
Average hourly wage of graduates after completion of 16-week certificate



# In Need of an Alternative to Résumés

## Traditional Application Process Screens Out High-Potential Candidates

### Missteps in Hiring Process



### Leaky Talent Acquisition Pipeline

“Local employers like the area but are sometimes concerned about finding qualified candidates. One employer had access to over 28,000 résumés and picked 2,000 résumés for further review. From those 2,000 résumés, they interviewed 200 people. From those 200 people, they hired 60. But three weeks later, they only had 20 workers left. Their message to local leaders was, ‘We can’t afford to keep looking for workers in the area if we lose over two-thirds before we finish training them.’”

*John Churchill, Executive Director of Workforce Development  
Southwest Tennessee Community College*

”



# Training-Centered Job Screen

## Southwest Tennessee Invites Employers to Hire Based on Class Performance

### **SOUTHWEST** Industrial Readiness TENNESSEE COMMUNITY COLLEGE Training Program



#### **Customized Curriculum**

Employers design 5-week training to reflect technical and soft skills demanded



#### **First Step Toward Hiring**

Employers offer job interviews to students based on class performance



#### **Employer-Facing Assessments**

College shares student assessments and attendance reports with employer



#### **Dress Rehearsal for Work**

Students must adhere to workplace standards (e.g., attendance, dress code)

### **Strong Program Outcomes Inspire Statewide Replication**

**1,040**

Students who have completed program since 2012

**\$1M**

Total training revenue, paid in part by workforce investment board

**80%**

Approximate job placement rate for program completers



Plans to replicate across TN and expand into retail and logistics

# Guaranteed Employment Offer

## WorkAmerica Secures Job Placements Before Students Begin Training

### A Startup Tackles the Hiring Gap



#### Matching Graduates to Employers

Launched in 2014 to connect short-term training completers with hard-to-fill job openings

#### Guaranteed Jobs upon Completion

Partners with two-year colleges to broker job offers in commercial driving, welding, and select allied health fields

#### Pre-Screening Before Class Starts

Helps incoming students navigate background checks, drug screens, and other employer-required steps

### How WorkAmerica Partners with Colleges

- 1** **Identifies training programs** that most closely align with urgent hiring needs in regional labor market
- 2** **Signs MOU with college** that stipulates the program's timeline for implementation at no cost to college
- 3** **Locates employer partners** willing to pay WorkAmerica to recruit workers that meet immediate hiring needs
- 4** **Recruits and screens students** through onsite student services representative hired by WorkAmerica

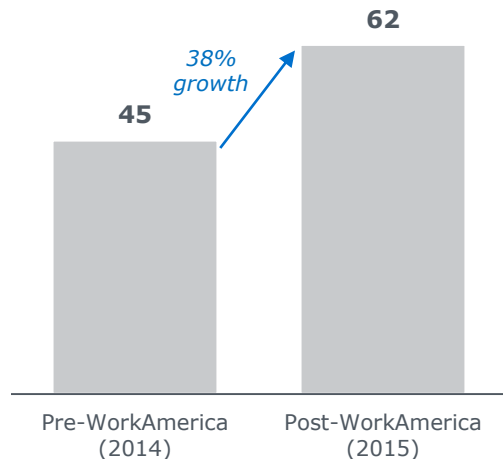
# No Question of ROI for Incoming Students

Confirmed Job Offers Facilitate Recruitment and Increase Enrollments

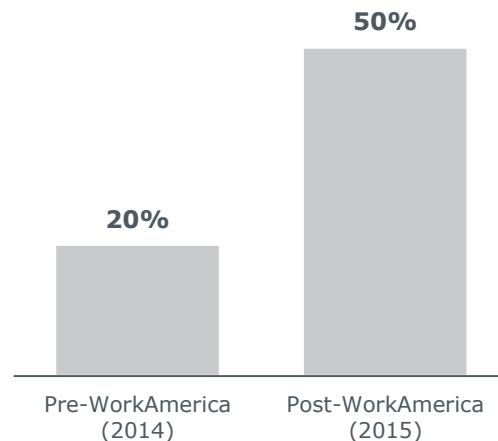


## Outcomes Within Commercial Driver's License Program

*Program Enrollments Over 3-Month Period*



*Percentage of Students Who Enroll After Program Orientation*



# Seeking a Do-It-Yourself Solution

With Adequate Staff Time and Willing Partners, Can Colleges Broker Jobs?

## Prerequisites to Guaranteed Job Offers



### **High-Demand Training:**

Curriculum that aligns with (or can be adapted to) employer hiring needs



### **Prospective Student Outreach:**

Marketing collateral and/or events to promote guaranteed job offer



### **Willing Employer Partner:**

A local company or companies that can commit to hiring graduates



### **Job Screening Support:**

Staff to guide incoming students through employers' evaluation procedures

## ***What Makes an Employer Willing to Guarantee Placements?***



**Scarce supply** of talent in high-demand skill set



**Standardized skills** required of all incoming hires



**High turnover** among entry-level workforce



**Short-term training** sufficient to teach necessary skills

# The “Jobbing Out” Dilemma

Students Who Find Work Before Completion Often Leave College

## Immutable Economic Trends?

*Recession: Completion While Out of Work*



During a recession, students return to school for either a degree or certificate to improve their job prospects

*Post-Recession: Stopping Out for a Job*



In a growing economy, students voluntarily leave school or get recruited by employers with immediate labor need

”

## Education for the Long Term

“The economy picks up. Companies hire. Students leave school because they want to work and earn money, and they leave classrooms empty. Yet, in the long term, to get a better life, they’re probably going to need a better education—to complete their associate’s degrees, or maybe even a bachelor’s or master’s degree.”

*Hector Aguilar, Executive Dean of  
Continuing Education  
Austin Community College*

# Employer-Sponsored Degree Completion

For Early Access to ACC Students, Samsung Sponsors Continued Enrollment



## The College Provides...

- ✓ **Part-time workforce:** Participating ACC electronics students work at Samsung for 24 hours per week
- ✓ **Screened candidates:** Students must have a 3.0 GPA and 28 credits toward an A.A.S. to apply
- ✓ **Recruitment assistance:** ACC allows Samsung to recruit through class visits, job boards, and office tours



## The Employer Provides...

- ✓ **Continued enrollment:** Participants must register for a minimum of 6 credits per term and maintain 3.0 GPA
- ✓ **Last-Dollar scholarships:** Samsung covers any remaining tuition costs after financial aid is applied
- ✓ **Incentive to complete:** Students who complete A.A.S. and have successful quarterly performance reviews are eligible for full-time positions

## ACC-Samsung Technician Apprenticeship Program

**20** Estimated apprenticeship positions opening in next 1–2 years

**100%** Approximate completion rate for participating students



# Facilitating the Hiring Process

## Choosing the Right Solutions for Your Campus

### The Win-Win-Win

#### College



Enrolls job seekers who might otherwise bypass college as they look for work

#### Employer



Receives a reliable pipeline of pre-trained workers for hard-to-fill positions

#### Student



Gains access to jobs in high-demand fields that require some retraining

*Quick Wins*



**Community-Based Career Boot Camp**



**Classwide Speed Interviewing**



**Training-Centered Job Screen**



**Guaranteed Employment Offer**



**Employer-Sponsored Degree Completion**



*Long-Term Differentiators*