

Engaging Alumni in Student Career Development to Create Two-Way Value

Innovative Strategies from the UK, US, and Canada

Spotlight on Employability



Higher Ed Institutions Increasingly Accountable for Graduate Employability

Office for
Students



New Regulatory Framework for Higher Ed Emphasizes Graduate Outcomes and Employability

(April 2018)



Too Many Students Left with Debt for Too Little Payback

(November 2018)



2017 UK Graduate Stats

22%

of graduates not employed
in high skilled job six
months after graduation

15%

of graduates not employed
in high skilled job three and
a half years after graduation

31%

of graduates
overqualified for job

Source: Higher Education Leavers Statistics: UK, 2016/17 – Summary, <https://www.hesa.ac.uk/news/28-06-2018/sfr250-higher-education-leaver-statistics-activities>; "One in three graduates overeducated for their current role," *Office for National Statistics*, 29 April 2019, <https://www.ons.gov.uk/news/news/oneinthreegradssovereducatedfortheircurrentrole> "Too many students left with debts for 'too little payback', *BBC News*. 5 November 2018; <https://www.bbc.com/news/education-46073769>;

Universities Play a Pivotal Role in Career Prep



Student Career Preparation Ecosystem

Students' Career Preparation Needs



Direct access to **employers, internships, and jobs**



Insight into **industry needs and desired skills**



Guidance on **job-searching and networking** strategies

Resources Marshalled for Student Career Preparation



Access to **University Courses and Faculty**



Relationships with **Employers** across industries



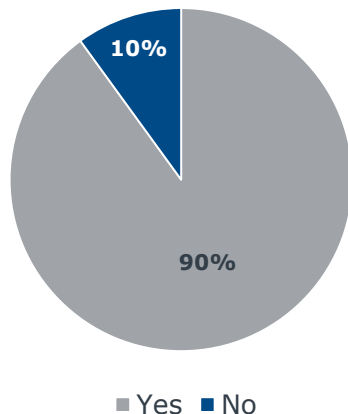
Affinity and goodwill developed with **Alumni**



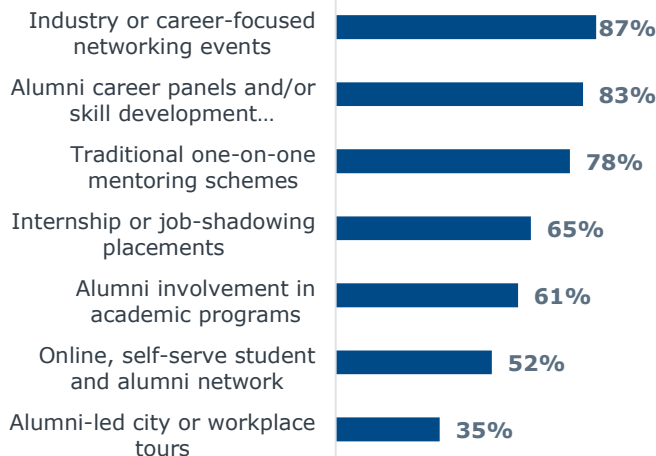
How are UK and Irish Universities Currently Connecting Alumni and Students?



Do You Have Institutional Programming Connecting Alumni and Students?¹



Percentage of Survey¹ Respondents Offering Different Types of Programming



¹) EAB's UK Alumni Career Engagement Survey: Views from Heads of Alumni Relations at Leading UK Universities; N=23
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Surface-Level Contentment

Alumni Relations Officers Reveal Programmatic Issues and Concerns

Outward Appearances Suggest Success...

90% Have institutional programming to connect alumni and students¹

76% Agree that current programming help increase alumni engagement¹

62% Agree that current programming helps graduate outcomes¹

...But Deeper Reflection Reveals Anxiety

“ I think our programs are doing okay, but we really **don't know the impact** ”

“ Alumni relations is **not understood**, and **under-resourced** ”

“ You can have the best programs in the world, but they're useless if **we can't get people to participate** ”

Students Don't Know What they Don't Know

Universities Fail to Adequately Highlight Career Options



75+%

of recent grads **don't know what positions are the right fit** for them



46%

of recent grads **don't know what to do with their major or course of study**

“

A Major Obstacle

“New graduates are often leaving college without the knowledge necessary to conduct an effective job search. Not knowing what jobs are a fit or what can be done with a specific major is clearly an obstacle.

Unfortunately, **this information is readily available as colleges can collect this data from alumni, but, in most cases, this information is not available to students.**”

*Robert J. LaBombard, CEO
GradStaff*



Workplace Exposure Necessary for Real World Prep

Universities Not Meeting Demands for Students to Have Workplace Experience

Employers Increasingly Demand Graduates Have Workplace Experience...

14 August 2018

INDEPENDENT

Employers favour work experience and apprenticeships over degrees, claims poll

49%

of decision makers prefer to see experience from a relevant apprenticeship or previous position on a candidate's CV

...but Universities Not Keeping Up With Demands



93%

of university students want access to work experience, placements, or internships



47%

of university students have undertaken work experience, placements, or internships



25%

of students say there are not enough links between university and businesses

Source: National Centre for Universities and Business, Student Employability Index 2014; <http://www.ncub.co.uk/reports/student-employability-index-2014.html>; A-level results: Employers favour work experience and apprenticeships over degrees, claims poll, 14 August 2018, <https://www.independent.co.uk/news/a-level-results-2018-employers-apprenticeship-university-degree-poll-a8490771.html>



A Missed Opportunity

Alumni Relations Well-Primed to Lead the Way but Often Underutilized

Alumni Relations Has Potential to Enhance Student Employability...



Has access and relationships with a **robust and diverse network of alumni** eager to help students



Maintains **alumni employment data** including location, employers, job titles, university major, etc.



Can share **best practices in engaging alumni** for volunteering opportunities

...But Efforts Fail Due to Lack of Strong Leadership on Campuses

48%

of UK alumni leaders don't collaborate with other campus units¹



"We're trying to **encourage campus to work more and more with our office...** [there's an] urban legend on campus that you can't ask alumni relations for anything because they're not going to give you donor information, causing them to create their own shadow databases, and work outside of us. But really- we're here to help!"

Tracy Krahll, AVP of Communications and Engagement
DEPAUL UNIVERSITY



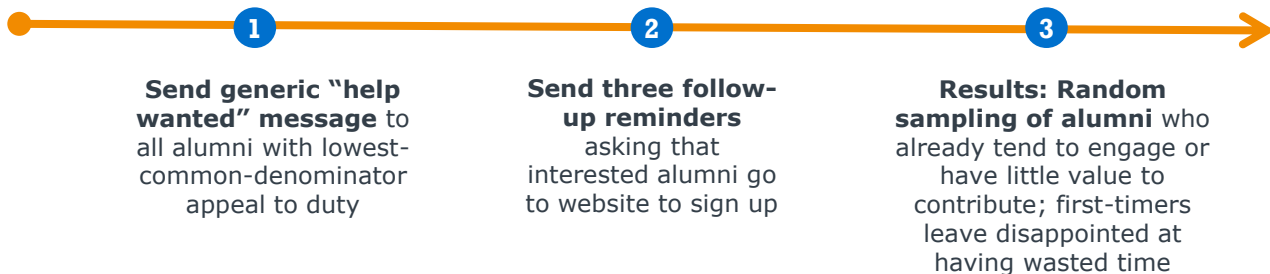
1) EAB Survey of UK Universities; N=23



If You Build It, Will They Come?

Programming Less Effective Due to Insufficient Participation

Typical Approach to Alumni Volunteer Recruitment



Engaging Alumni in Student Career Development



Strategies to Improve Student Employability and Alumni Engagement

I

Driving Student Employment Through Career Exploration

Strategy 1

"This Could be You!"
Career Showcases

Strategy 2

Developing Impactful
Networking
Engagements

Strategy 3

Choosing the Right
Mentoring Scheme

II

Instilling Employable Skills in Students Through Alumni Expertise

Strategy 4

Embedding Workplace
Skills in Students

Strategy 5

Leavening the
Curriculum with Real
World Experience

Strategy 6

Facilitating
Workplace Experience

III

Elevating Alumni Relations' Leadership Role for Student Employability Activities

Strategy 7

Raising the Profile of
Alumni Relations

Strategy 8

Supporting Faculty
Engagement Activities

Strategy 9

Developing Cross-
Campus Partnerships

IV

Maximizing Impact through Marketing, Communication, and Assessment

Strategy 10

Boosting Student
Participation

Strategy 11

Recruiting Best-Fit
Alumni to the Right
Programs

Strategy 12

Evaluating and
Communicating Impact



Driving Student Employment through Career Exploration

SECTION

1

Driving Student Employment through Career Exploration



Three Main Challenges

1 Students **unaware of the multitude of careers** available to them with their degrees



2 Students **lack opportunities to network** with professionals and gain deeper insight into various industries



3 Alumni relations officers are unsure how to **differentiate and maximize the potential of mentoring schemes**



Potential Solutions



Strategy 1: "This Could be You!" Career Showcases



Strategy 2: Developing Impactful Networking Engagements



Strategy 3: Choosing the Right Mentoring Scheme

Quick Wins

Low-Cost, Low-Effort Ways to Highlight Alumni Careers



Instagram Takeovers

Alumni featured on **RPI** Instagram to highlight interesting job and career paths; alumni content receive **3X more likes** and **10X more comments** than regular content



IMAGE CREDIT: RPI.

RPI alum scales a climbing wall at Google



Workplace Selfies

University of Birmingham's "We Are Brum Alum" campaign encourages alumni to share selfies of themselves in their workplace on Instagram and twitter along with #wearebrumalum



More Quick Wins

Low-Cost, Low-Effort Ways to Highlight Alumni Careers



Business Card Display

Susquehanna University asks alumni to share business cards for admissions display to showcase careers; average yield is **400 business cards** (300 never-before engaged alumni)

Oh, the Places They'll Go

"We tell them that the goal of the program is to show the power of a Susquehanna education by **explaining to students all the places they can go** in their future."

*Becky L. Deitrick,
AVP of Alumni, Parent & Donor Engagement*



Alumni Case Profiles

Unlike typical interview-style case profile, **McMaster University's "Life After Mac"** profiles are alumni stories written in first-person to provide students with authentic insight into their career journeys

Life After Mac: Real Stories of Alumni Finding Their Way—Connor

McMaster Alumni [Follow](#)
Nov 29, 2016 · 4 min read



In September of 2017 I joined the working world at my first "real" job. Having gained a year's worth of experience and growth I thought I'd share some lessons learned.

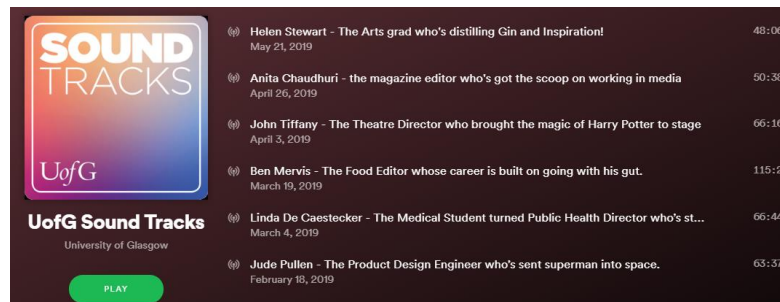
One of the largest challenges has been taking my skills developed in university and transitioning them to a results-focused mindset for a company looking to grow on a weekly, monthly, quarterly, and annual basis.

On-the-Go Engagement

UofG's Podcast Shares Alumni Stories with Busy Students



Screenshot of 'Soundtracks: Sound Advice to Keep Your Career on Track' Podcast on Spotify



Allows students to engage with alumni "on-the-go"



Relatable and informative content, referring to alumni "side hustles," and tips for "big city living"

Impressive First Year Results

13

Episodes over two series

2,000+

Downloads in under one year

90

Student attendees at a 'live podcast' event

Not Your Average Career Panel

Institutions Innovate on Typical Career Panel Format and Themes



“Make it Happen Fortnight” Allows for Focused Industry Shopping

- 8-day event featuring **40 alumni across eight industries**, with each day dedicated to a different industry
- Evening events involve alumni **panel discussions** followed by a Q&A and **networking session**
- Condensed format enables students to **easily shop across industries and job types**
- Annual event typically attracts **600+ students**



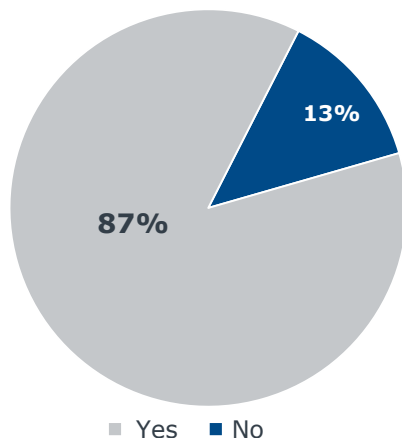
“What it Takes” Career Series Focuses on Themes With Gen-Z Appeal

- Topics **go beyond typical industry themes** to appeal to Gen-Z, including:
 - *What it Takes to be a YouTuber*
 - *What it Takes to Develop Your Own Online Brand and App*
 - *What it Takes to Be a Female Leader*
- **Monthly or bi-monthly career talks** open to students and young alumni (i.e., within three years of graduation)
- **Varied formats** include TED-style talks, panel events, and interactive workshops

Networking Engagements, by the Numbers

Majority of UK and Irish Universities Offer Networking Engagements

Percentage of Survey¹ Respondents Who Offer Industry- or Career-Focused Networking Events



Typical Examples of Networking Engagements



Lunch with an Alumni



Workplace Visits



Departmental Career Panels

1) EAB's UK Alumni Career Engagement Survey: Views from Heads of Alumni Relations at Leading UK Universities; N=23

Dining with Alumni

DePaul's Industry Dinners Connect Successful Alumni with Students



Elements of "Dinners on DePaul" Program



Leverages alumni knowledge and career paths to help students **break into specific fields**



3-5 mid-career professionals host **15-25** students



20+ dinners annually at South Loop or Lincoln Park campuses



Major Gift Officers nominate **prospects or donors** from their portfolios to serve as dinner hosts

Keys to Successful Industry Dinners

- 1 Collaborate with the career center and development office** to identify most sought-after fields and prospective donors to select valuable alumni hosts
- 2 Ensure a casual environment** (e.g., lax dress code) to attract varied student populations and maintain student comfort
- 3 Time dinners carefully**, consider hiring cycles for students and avoid busy times in the industry
- 4 Plan alumni recruitment around touches from development.** DePaul found that dinners served as a useful final touch with a donor, just before soliciting a gift

“

People were so happy and so excited that they got jobs [through the program], they would let us know and brag about the program.”

Tracy Krahl, AVP of Communications and Engagement

DEPAUL UNIVERSITY

Career Exploration on Alumni's Home Turf

Ripon's Career Tours Develop Student Networks and Cultivate Prospects



Ripon College's Career Discovery Tours in Brief



Students travel to a city to tour alumni workplaces and gain exposure to diverse industries



Alumni relations strategically chooses alumni hosts based on donor capacity



Networking connections may later yield internship and job offers

Alumni Host Checklist

☐ Interesting job

AND

☐ High-capacity donor

OR

☐ High-capacity, non-engaged prospect

OR

☐ Highly rated legacy prospect

By the Numbers

9

Tours over six years

11-16

Students per tour

120+

Total alumni participants

7

Fully-scheduled days



Lessons Learned from Ripon's Success

Ripon Targets High-Potential Alumni and High-Achieving Students



Considerations for Recruiting Students

1 Consider offering tours **farther afield** to attract students who can plan day-long trips to nearby cities alone, but struggle to plan trips away from campus.

2 **Partner with programs** from other units that can cover student costs (e.g. leadership programs)

3 Use an **online application process** to recruit high-achieving students, vetting participant list with academic staff

Considerations for Recruiting Alumni and Building Future Donors

1 **Partner with the development office** to identify high-value alumni who may wish to host students

2 **Recruit alumni hosts to help build itinerary** and coordinate logistics, leveraging their knowledge of the city

3 **Introduce hosts to development staff** during the tour to create the foundation for a longer term relationship

Targeting Disenfranchised Student Populations

'Insights Program' Successfully Enfranchises Disadvantaged Students



Targeted at Widening Participation Background Students

- Provides **career and workplace exploration** for students with less access to networking contacts and workplace experience
- Seeks to equip students with **soft skills** including networking, confidence, time-management, communication, and professionalism
- Encourages participation through **partnership** with Widening Participation team, international office, and career services, ensuring a **cost-free experience**

Provides Insight into Industries and Develops Student Networks

- **Local Insights** involves a two- to five- day insight experience in central Scotland, with small groups of students visiting alumni in key sectors
- **Global Insights** involves a week of insight experiences in key cities across the world, with small groups of students visiting alumni in global business locations
- Experiences typically include **workplace tours, networking events**, and student projects

Impact Highlights

150%

Projected growth in program participants by year three

66%

Percentage of alumni who were first-time volunteers

25%

Percentage of alumni who were prospective donors

33%

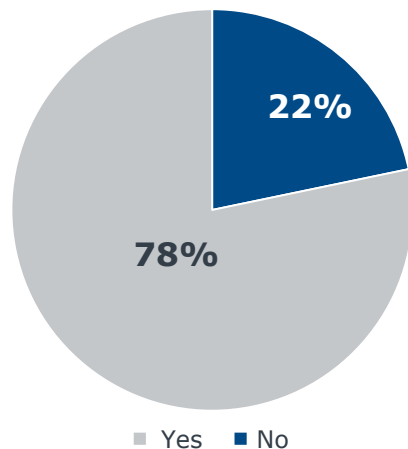
Increase in student confidence in career skills after program participation¹

1) Students were asked to rate their confidence in career skills on a scale of 1-4

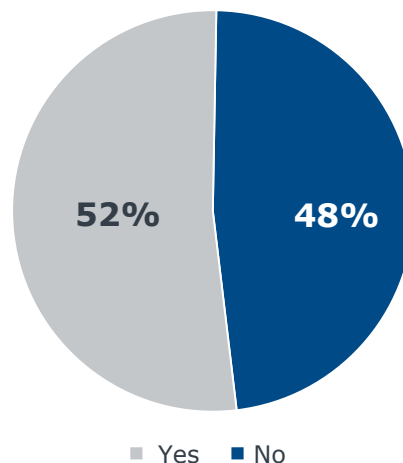
Mentoring Schemes by the Numbers

More Institutions Use Traditional Mentoring Schemes Over Online Platforms

**Percentage of Survey¹
Respondents Who Offer a
Traditional Mentoring Scheme**






**Percentage of Survey¹
Respondents Who Offer an
Online, Self-Serve Platform**



1) EAB's UK Alumni Career Engagement Survey: Views from Heads of Alumni Relations at Leading UK Universities; N=23

Three Types of Mentoring Schemes

	Model #1: Traditional One-on-one Matching Scheme	Model #2: E-Mentoring Platform	Model #3: Speed Mentoring Events
Description	Institution staff manually match students with alumni; typically a year-long mentoring relationship	Students and alumni interact online through a self-serve platform	Alumni provide advice (in-person or virtually) during dedicated time-slots at one-time events
Cost	Medium	High	Low
Staff Time Requirement	High	Medium/High to implement, low to maintain	Medium/Low
Student and Alumni Reach			
Advantages	Students cultivate authentic relationships and receive personalized advice	Ability to engage thousands of students and alumni under flexible arrangement	Low time-commitment encourages alumni participation and meets students' desire to ask one-off questions
Disadvantages	Difficult to scale; requires high amount of staff time to serve a small portion of students and alums	Less personalized advice and meaningful relationships; may require significant marketing and monitoring to maximize participation	Difficult for students to receive personalized advice in short time frame; some students and alumni crave more meaningful relationships
Typical Use	For smaller, targeted populations (e.g., widening participation, non-traditional students) or at institutions with more dedicated staff time	Institutions that want to reach a wider population and/or have less staff time to facilitate match-making	A supplement to traditional or e-mentoring schemes often employed as a way to engage specific alums for a one-time event

High Effort, High Impact Mentoring

Traditional Mentoring Schemes Best for Smaller, Specific Populations

Selection of Institutions with Traditional Mentoring Schemes



Benefits

- Students gain **more personalized** and targeted advice
- Mentor relationships **more meaningful**
- Staff better able to **monitor mentoring relationships** and **assess impact**
- Staff can make **direct connections** with alumni and engage with them
- Staff can ensure more **targeted mentee engagement** (e.g. targeting students from disadvantaged backgrounds, young alumni)

Challenges

- **High-level of staff time** required to match mentors with mentees and monitor progress
- Difficult to **convey responsibilities**
- **Longer-term commitment** may deter students and alumni from participating
- **Creates challenges** when alumni volunteers are not selected, or when they outnumber interested students
- Usually requires alumni to sign-up at **specific points during the year**, not necessarily when alumni are free and able to engage

Mentoring on the Web

E-Mentoring Engages the Most Alumni, Students in Flexible Modality

Selection of Institutions with E-Mentoring Platforms



Benefits

- Casts a wide net and allows for **organic and diverse relationships** to form
- Mentees able to ask **targeted questions** to a variety of diverse alumni
- Platforms typically serve as an **alumni-to-alumni networking** opportunity as well
- **Low time commitments** make it easy for users to sign-up without added pressure
- Allows for engagement at **any point during the year**, which is well-suited toward student and alumni busy schedules

Challenges

- E-platforms are typically **high cost and require long implementation** periods
- **Technical glitches** may frustrate users and prevent them from logging-on in the future
- **Lack of structured guidance** may intimidate mentees
- **Does not proactively engage disadvantaged students** who are often less likely to proactively sign-up

Come Meet the Professionals

Speed Networking Enables Meaningful Discussions in Low-Pressure Setting

Example “Meet the Professionals” Event



5:30 PM	Registration
5:45 PM	Welcome and Introductions
6:00 PM	Speed Networking
7 00 PM	Student Survey
7:30 PM	Refreshments and Informal Networking



Speed Networking

Small groups of students have informal, rotating 10-minute discussions with 6 or 7 alumni from a specific industry or discipline



Mobile Survey

Directly after networking and before refreshments, students participate in mobile phone survey to assess the event impact on student career discovery and level of confidence in career readiness

“Meet the Professionals” Stats



89%

Of student participants
discovered career paths
they didn't previously know
about

~40%

**Average student
attendance** at 'Meet the
Professionals' event

Capitalizing on the Career Fair

UofG's 'Alumni Mentor Bar' Embeds Alumni Engagement into Career Fairs



Picture of University of Glasgow's Alumni Mentor Bar



Elements of University of Glasgow's 'Alumni Mentor Bar'



Alumni Relations sets up portable "alumni bar" at three annual career fairs



Students drop in to book 15-minute appointments with individual alumni



Fulfills students' desire for personalized, one-on-one support



Timeslots consistently hit 100% fill-rate due to popularity of career fairs



Instilling Employable Skills in Students Through Alumni Expertise



2

Instilling Employable Skills in Students Through Alumni Expertise



Three Main Challenges

- 1 Students **lack skills critical to success** in the workplace, including resume building, networking, interviewing, and business etiquette
- 2 Curricula in industry-focused disciplines often **lack workplace insight**, and faculty are often unaware of emerging trends
- 3 Students lack exposure to **hands-on workplace experience**, making it difficult to land first jobs or internships



Potential Solutions



Strategy 4: Equipping Students with Career Readiness Skills



Strategy 5: Leavening the Curriculum with Real World Experience



Strategy 6: Facilitating Workplace Experience

Online Skill Workshops

Alumni-Led Online Skill Workshops: A Lower Effort Win with High Impact



McMaster University Speed Resume Review Sessions

- Alumni provide live resume feedback and advice in 15-minute increments
- Typically involves 25+ alumni and 100+ students per session
- Program uses a virtual networking platform costing £2-3K per year
- Sessions scheduled around alumni work schedules, with sessions running during lunch, after work (5:30 PM), and in the evening (7 PM)

Alumni eager to participate due to **low time-commitment** and **ability to engage students virtually**



University of Arizona Alumni Career Lab Webinars

- Alumni lead live, interactive webinars on important career topics
- Open to current students and young alumni
- Topics include:
 - Job Search Strategies
 - Optimizing LinkedIn Profiles
 - How to Use Indeed
 - Networking Tips
 - Career Transitions
- Webinars typically run once or twice per month

30+ archived webinars available on-demand

A Big Bang Approach to Preparing for the Real World

Colgate's "Real World Conference" Equips Students with Post-Grad Skills

COLGATE UNIVERSITY

Final Year Student Needs



Job search essentials



Networking techniques



Industry insights



On the job advice



Personal finance advice



Grad school information

Colgate's Real World Conference

- **Two-day event** held before spring semester begins, coincides with Alumni Council meeting on campus
- **500 seniors** registered with **100 alumni participants**
- **20+ panels**, plus industry discussions and networking events

Example Panel Topics

- *Creative Job Searching and Networking Techniques*
- *First-Year Success on the Job*
- *Questions You Are Afraid to Ask*
- *Evaluating Job Offers and Benefits Packages*
- *I Still Don't Know What I Want to Do*
- *Making the Most of Grad School*
- *Personal Finance*

Putting Employable Skills to Use

'City Connections' Enables Students to Practice Networking Skills with Alums



City Connections Program Details

- Collaborative project between Development, Alumni Relations, Events, and the Faculties of Social Science and Arts and Humanities, now in its 5th year.
- Program aimed at 40 students from widening participation background (majority in second year of study)
- Program is HEAR¹ accredited
- Alumni Relations completes comprehensive program evaluation and compiles an annual report to assess institutional impact

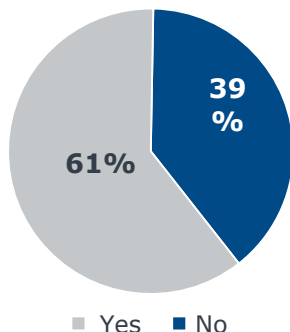


The
University
Of
Sheffield.

1) Higher Education Achievement Report.

Embedding Alumni Expertise in the Curriculum

Percentage of Survey¹ Respondents Who Seek Alumni Involvement in Academics



Benefits of Engaging Alumni in the Academy

- ✓ Alumni often maintain **strong relationships** with faculty members, making it easier to engage them
- ✓ In programs where industry standards are important (e.g. business, engineering, computer science), alumni offer **insight into emerging trends and issues**
- ✓ **Guarantees students participate** as they engage with alumni during class rather than through extracurricular activities

Practices for Leavening the Curriculum with Real World Experience



1) EAB's UK Alumni Career Engagement Survey: Views from Heads of Alumni Relations at Leading UK Universities; N=23

“Professor For a Day” Initiative

CSU-Fullerton Brings Real World Insights into the Classroom



“Professor for a Day” Schedule

Dean of College of Engineering and Computer Science invites 30 top prospective or current donors to one-time volunteer event



Guest Lecture

Each participating alumnus teaches one or two class sessions in his field



Dean’s List Luncheon

Alumni join 100+ high-performing current students for lunch



State of the College Speech

Dean’s speech recognizes donor volunteers’ contributions
One alumnus invited to give keynote address

Inspiring Testimonials

“When I first joined the College, I took a look at what I had to show potential donors to explain why they should invest in the college...What stood out were our inspiring first-generation student engineers who were driving their own educations.”

*Hart Roussel
Director of Development*

Good News: Recruitment is Easy

50%

Yield of invitees to attendees

Putting Entrepreneurial Skills to Work

University of Calgary Embeds Alumni Volunteers into the Classroom

University of Calgary “Entrepreneurial Thinking” Class



Class Logistics

- Taught by one instructor and two graduate assistants
- Required course for second year business students
- 450 students broken into 90 teams to create business plan for new corporate or social venture
- Student teams pitch concepts for over \$100,000 in cash and in-kind prizes



A Host of Roles for Volunteers

- 90 business advisors that serve as:
 - Industry consultants that help students refine their ideas
 - Judges who evaluate student pitch presentations
- Additional opportunities for guest lecturers, mentors, and networking



Skills-Based Roles Attract Different Segments¹

70%

Of participants never engaged before as volunteers

80%

Of volunteers have titles suggesting major gift capacity²

38%

Of participants are alumni; remainder are community members

1) Initial estimates based on preliminary review

2) Does not include current active prospects or donors

Staying Current with Industry Practice

Course Advisory Panels Leverage Alumni to Validate Academic Curriculum



Internal Value

Course Advisory Panels

External Impacts



Validating the Curriculum

- **Networking:** Alumni of Business Studies and MBA program join virtual network of “friends of the program” upon graduation
- **Subject matter expertise:** Alumni present on key industry trends bi-annually, keeping academic staff current on industry news
- **Workplace Practice:** Students pitch their work to alumni as industry experts in project-based-learning classes
- **Managed internships:** Alumni provide students with real-life issues and seek student help with projects



Benefits on Many Fronts

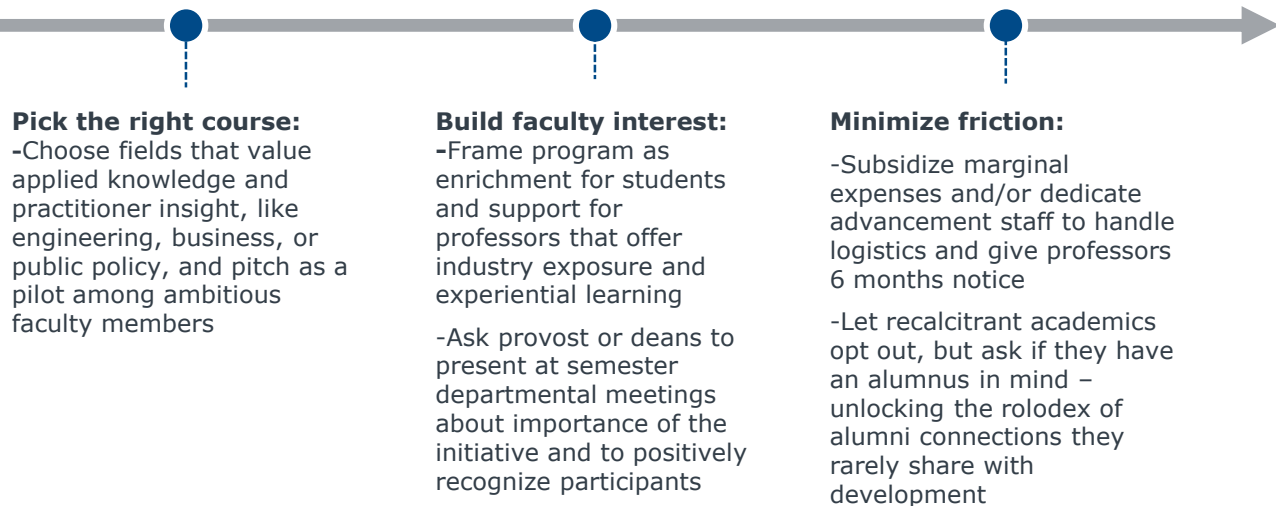
- AACSB¹ accreditation body considered the program **a key strength of the school**
- **Provides bi-annual validation process for curricula** in courses heavily dependent on industry practices
- **Offers students hands-on experience** to add to their resumes
- **Easy to recruit alumni** due to strong relationships with academic staff

1) Association to Advance Collegiate Schools of Business

Skills-Based Academic Volunteer Roles

EAB Recommendations for Making it Work on Your Campus

Lessons from Early-Adopter Institutions



Build relationship between professor and volunteer: Introduce them in advance to open line of communication and share clear guidelines for their participation

Exploring the Working World

Alumni Great Source for Consultancies, Job Shadowing, and Internships

Degree of Difficulty

Type of program

Example



A Structured Program for Workplace Training

Carleton College's Externship Program Leverages Alumni Networks



Externship Overview

- Students spend 1-3 weeks 'externing' with alumni over winter break
- Students choose from two-options:
 - Week-long **job-shadowing**
 - Two to three week-long **consultancy projects**
- Students apply to specific positions created by alumni; externships awarded through **competitive process**
- Students meet with career services prior to externship to develop **learning plans**



Externship Benefits

- Students explore opportunities in **geographically diverse areas**
- Students **practice resume and job application skills** in low-pressure environment
- Provided opportunity to **learn basic workplace norms**:
 - Prompt arrival and departure from the workplace
 - How to respectfully interact with coworkers and executives

Carleton's Externships Prove Popular Year After Year



Tangible Outcomes for Students



Building-block to **future internship opportunities** that require some workplace experience



Research lab in Utah that hosted multiple externs over the years recently added **internship options specifically for Carleton students**



Carleton's Success by the Numbers

250+

Student participants
(increase from 40 students five years ago)

300

Unique externship opportunities offered in Winter 2018/19

1000+

Student applicants

Corporate Alumni Chapters Reinvent Engagement

Engaging with Alumni at Their Workplace Provides a Way In for Students

Corporate Chapters in Brief

- ▶ Reimagining the concept of traditional affinity and regional chapters, corporate chapters consist of alumni who work for the same company at the same work site

-
- ▶ These chapters then act as 'ready-made' communities for students to pursue internships, jobs, and mentorship with alumni and their employers

Getting in Alumni Line of Site

"We're always saying to our alumni: 'come to this happy hour,' 'come to campus and see us,' 'come to us and do all these things.' **For once, we thought, we should go to them.** It should be about them and about what the university can do for these companies and alumni in their own professional lives."

*Mollie Repetto
Executive Director, Industry Partners Program
Temple University*

Tapping into Alumni Employers

Alumni Corporate Chapters Can Lead to Student Jobs and Internships



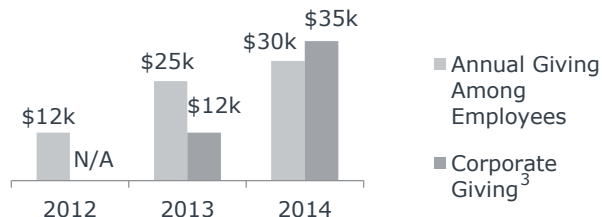
A Look at One Chapter's¹ Results After Two Years

Student Career Placements

39 Jobs and internships in FY 2014

45+ Jobs and internships projected for FY 2015

Philanthropic Gains



Laying A Strong Foundation

"We're playing the long game:

- We've set up multiple recruitment and internship partnerships with Microsoft.
- Boeing sponsors many business school events and sends hundreds of mid-career people and executives to them.
- We've created many deep relationships with alumni who have become go-to class speakers and mentors in our science and engineering college."

Susan Vosper, Assistant Vice President for Alumni Engagement

1) Philadelphia branch of national professional services and accounting firm

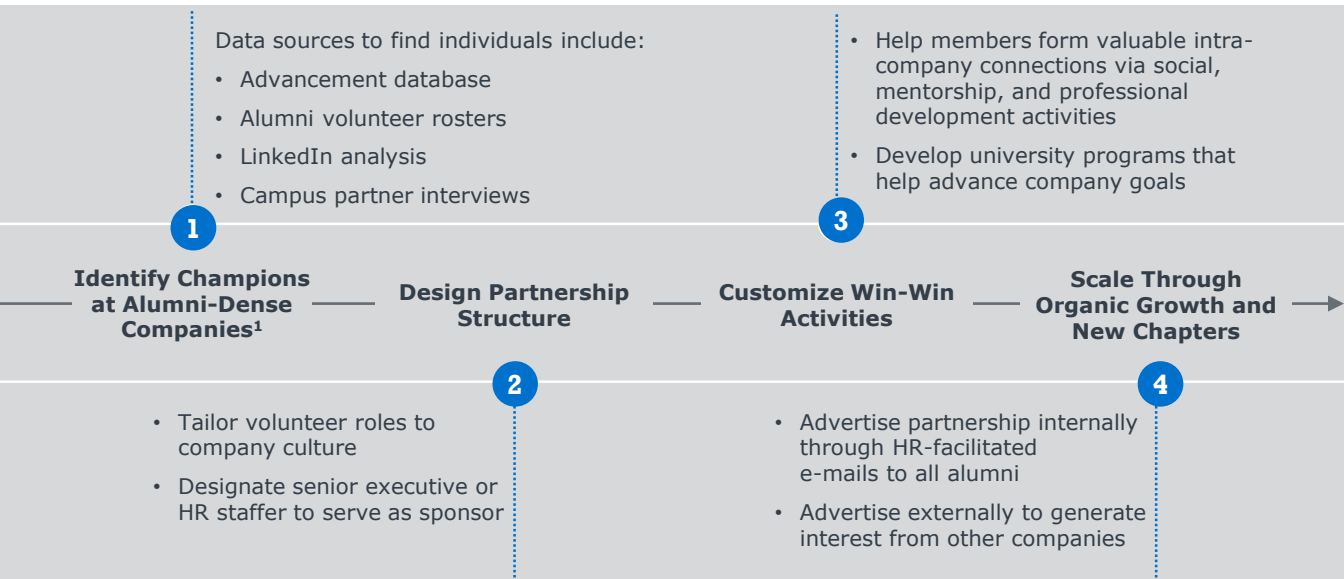
2) Financial literacy curriculum design project with education school

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Developing Corporate Chapters on Your Campus

Tips from Early Adopters' Success

Steps to Develop Corporate Chapters



1) To meet this threshold, Temple seeks minimum of 75 employees while Seattle seeks minimum of 250 employees.



Elevating Alumni Relations' Leadership Role for Student Employability Activities

SECTION

3

Elevating Alumni Relations' Leadership Role for Student Employability Activities



Three Main Challenges

- 1** **No campus champion** for bringing alumni into student career outcomes
- 2** Universities unable to take **full advantage of alumni impact**
- 3** **Organizational silos** increase the difficulty of collaborating between alumni relations, career services, and other campus players who engage alumni



Potential Solutions



Strategy 7: Raising the Profile of Alumni Relations



Strategy 8: Supporting Faculty Engagement Activities



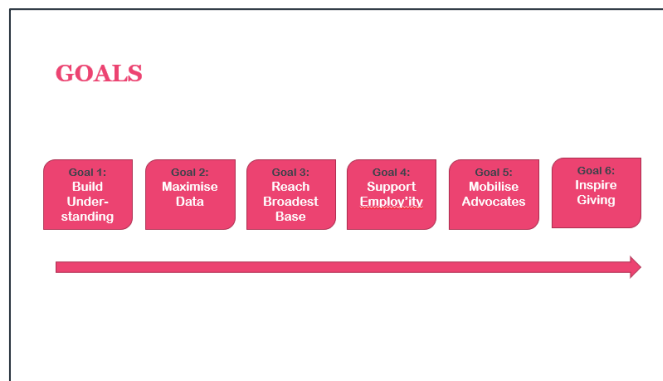
Strategy 9: Developing Cross-Campus Partnerships

Seizing the Initiative

Goldsmiths 'Alumni Relations 101' Roadshows form connections



Screenshot of Goldsmiths, University of London's Introduction to Alumni Relations Presentation¹



Topics Covered in Presentation

- High-level definitions of alumni relations and engagement
- Primer on *why* it's important for the university to engage alumni (e.g. to benefit from their time, talent, advocacy, and funding)
- Benefits of engagement to alumni (e.g. benefits & services)
- Types of engagement (e.g. communications, volunteering, philanthropy)
- A snapshot of Goldsmiths alumni and state of alumni database (e.g. currently only 20% of alumni job details are known)
- Existing alumni programming
- Visioning and goals for the future state of alumni relations

1) Minor edits made by EAB for demonstrative purposes

Make it Someone's Full-Time Job

Concordia University Develops Faculty Liaison Role



Concordia University Faculty Liaison Job Duties

- Liaise between the Central Alumni Relations unit and all faculties (development staff, student associations, deans).
- Develop faculty-based community programming and liaise with centrally based alumni colleagues to implement these programs and events.
- Maintain regular communication with alumni volunteers in the faculties and develop meaningful volunteer opportunities.
- Make significant connections with faculty student organizations and feed the student leader (and future volunteer) pipeline.
- Connect with faculty volunteers and work with central Alumni Relations colleagues to develop volunteer careers.
- Manage faculty network budgets.
- Work with fundraising colleagues to identify, connect and engage prospects in key regions around the world and qualify these graduates in order to feed the pipeline.
- Recruit, train and lead volunteers and casual staff in support of alumni initiatives.

At Concordia, this is a full-time staff position. However, other Canadian universities are seeing success in dedicating half of a current staff member's role to this work

Trading Information For Recognition

Scaling Stewardship for Decentralized Units and “Ghost” Volunteers



University of San Diego’s Campus Alumni Engagement Form

Key Components

- ☒ Send e-mail three times a year after university events that engage many alumni volunteers
- ☒ Thank faculty and staff for engaging alumni
- ☒ Highlight how Alumni Association can support their efforts:
 - Arrange parking for alumni visitors
 - Provide appreciation gift for speakers/presenters
 - Send a year-end thank you note from the university to all alumni volunteers
- ☒ Ask units to complete Campus Alumni Engagement Form to access these benefits

Sample of Questions on Engagement Form

- ☐ Alumni name, contact information, class year if known
- ☐ Date, time, and location of events
- ☐ Other staff, alumni, or faculty participants in program
- ☐ Description of capacity or role alumni volunteer is fulfilling
- ☐ Specific requests, questions, or notes

350

Number of alumni volunteers discovered through form in first three years, representing **32%** of annual volunteers

94

Unique submissions from campus units, over half from faculty

We're Here to Help

University College of London Introduces Alumni Request Form

Screenshot of UCL's Alumni Request Form



UCL alumni one-off volunteer request form

Thank you for requesting an alumni volunteer! UCL alumni volunteers make an incredible contribution to UCL through a wide range of activities, knowledge and expertise. We value this contribution hugely, as reflected in the goal to reach **250,000 volunteer hours** in the [E3 All Academic](#) Campaign.

OVPA's role - How OVPA will support you with alumni volunteers

Our volunteers are [beyond](#) and we would love your support in ensuring that they have a meaningful and positive experience. In order to help [alumni volunteers](#) support your activity, we will:

- Support you to find an appropriate volunteer(s) for your role
- Draft a volunteer role description to describe your volunteer activity which will be signed off by both us and you
- Support with suggested briefings for your volunteer, if applicable
- Include your volunteer as part of our wider alumni volunteer thank you messaging

Department's role - How to support your alumni volunteers

We encourage our Department volunteer contacts to use best practice when recruiting, managing and thanking alumni volunteers. We encourage Departments to ensure all volunteers receive:

- Name and contact details of a UCL Department volunteer contact before and during the activity.
- Provide a full briefing (prior to the activity (e.g. dates, times, location)).
- Provide any relevant training and safety briefings for the activity.
- A thank you during and/or after the event (e.g. small gift, thank you email after the event).

Your alumni volunteer

Please use the form below to request alumni to be part of your activity, event or project.

Please return the completed form to OVPA at alumni@ucl.ac.uk

Your contact details	
Department:	
Activity Manager name:	
Activity Manager role title:	
Activity Manager email:	
Activity Manager phone:	<i>Must be out-of-hours if event is outside business hours</i>
Your activity / event / project	
Name:	
Date:	
Time:	
Location:	
Your volunteering opportunity (bullet point lists for each is sufficient)	
Volunteer role title / description or suggested role title	<i>e.g. Alumni career-event speaker, Alumni networker, Alumni case study volunteer</i>
Number of roles available:	
Volunteer responsibilities / duties:	<i>E.g. Speaking at event, networking with students, strategic advice.</i>
Which alumni would suit this activity:	<i>Please include (if applicable): degree type, year of graduation, job industry.</i>
Skills desirable in the volunteer:	<i>E.g. enthusiasm, comfortable speaking in front of groups etc.</i>

Benefits to Faculty

- Details support central alumni relations can provide for events involving alumni volunteers
- Describes best practices for recruiting, managing, and thanking volunteers
- Space to provide activity details, volunteer roles, and desired skills

Benefits to Alumni Relations

- Ensures alumni volunteers receive sufficient information and support
- Helps Central Alumni Relations track engagement activities and volunteers
- Encourage faculties to think strategically about the type of volunteers they desire

Gathering Intelligence on What Works, What Doesn't

Bournemouth Audits Faculty Engagement Activities to Identify Best Practices



Audit Goals

- 1 Advance **employability agenda** and student experience
- 2 Understand **how and where** alumni are engaged and **uncover best practices**
- 3 Ensure **consistency of experience** for students and alumni
- 4 Define **"successful"** alumni engagement tools and activities
- 5 **Inform a plan** for alumni engagement at program level to improve student experience

Audit Timeline



Mapping Out Engagement by Program

Bournemouth Outlines Faculty Engagement Activities with Key Information

Snapshot of Bournemouth University's Alumni Engagement Grid for Faculty of Media and Communications¹



Program	Level of Alumni & Employer Activity	Methods & regularity of contact	Reasons for engagement	Feedback Data	Typical alumni destinations	Areas for Future Development and Support from Alumni Relations
BA Honors Public Relations	<ul style="list-style-type: none"> Two masterclass sessions delivered by alumni (live streamed to widen access) Annual event 'Meet the Professionals': 'speed-networking' and industry talk Annual placement and careers events take place at Level 4 and Level 6 to help students find placements and employment 	<ul style="list-style-type: none"> Alumni engagement happens consistently across program Contact is via the course Facebook page and LinkedIn group 	<ul style="list-style-type: none"> To deliver guest lectures/attend faculty events To provide access to employment and placement opportunities within their place of work 	<ul style="list-style-type: none"> No formal data collated If event is organized by Careers & Employability Team, student feedback forms are completed 	<ul style="list-style-type: none"> PR Officer Marketing Officer Fundraising Assistant Tourism Local Government 	<ul style="list-style-type: none"> Interested in formal mentoring program Interested in alumni recognition award Interested in forming an advisory panel of alumni to shape course content Would value guidelines for linking with alumni

Includes details on alumni engagement activities within each faculty program

Details the mode, frequency, and motivation for engaging alumni

Captures methods for gathering feedback data on activities

Concludes with future engagement plans and desired support from alumni relations

1) Recreated by EAB.

Highlighting for Faculty How to Best Engage Alumni

Bournemouth Creates an Alumni Engagement Toolkit

Screenshot of Bournemouth University's Alumni Engagement Toolkit



Alumni engagement toolkit

This toolkit is a guide to alumni engagement activities, designed to enrich the student experience and enhance employability.

The toolkit provides information about student and alumni expectations, how best to evaluate the impact of each activity and best practice examples. You'll also find downloadable resources to help you deliver your alumni engagement effectively.

If you have any questions about the toolkit, or would like to discuss new ways of engaging alumni, please contact alumni@bournemouth.ac.uk.

Please note that this toolkit has been produced in partnership with the Faculty of Media and Communication, following an audit of alumni engagement. The majority of examples are therefore drawn from within the faculty but are applicable across BU.

Guest lectures



Social media groups and microsites



Events



Placements and Placement Events



Boot camp



Mentoring



Alumni Advisory Panels



Consultancy projects



Portfolio master class



Toolkit Elements



Comprehensive list of wide-range of engagement events and programs



Student and alumni expectations and benefits for each activity



Guidance on contacting relevant alumni for each activity



Methods to evaluate impact of each activity



Best practice examples of each program



Downloadable resources to enable effective alumni engagement activities

Building An Alumni Engagement Community

Duke Brings Together Disparate Campus Stakeholders in 'Community of Practice'

Duke

Identify existing campus players



80+

previously unknown staff members identified as engaging alumni in some way

- Surveyed campus about work in alumni engagement
- Unearthed 80+ people across student affairs, alumni affairs, careers services, academic programs, all working in siloes to engage and connect alumni with students
- Conducted interviews for better contextual understanding and identifying the best fit participants

Appoint committee leadership



9

leaders identified from the group to form a core sub-committee

- 12-15 leaders chosen based on survey responses, interviews, and level of engagement and interest in the community
- Leaders represent stakeholders from various campus units and departments
- Sub-committee manages programming and communications for the larger community of practice

Promote knowledge sharing and collaboration



3+

Events proposed throughout the year to build community and engage new members

- Goals of the community of practice include:
 - Continuous community growth
 - Curation of existing resources
 - Development, management, and communication of knowledge through exchange
 - Gathering, assessing, and reporting data on alumni engagement

Formalizing an (Informal) Strategic Relationship

Edinburgh Forms Alumni Relations and Career Service Strategy Group

Strategy Group Membership

Development and Alumni Office



Head of Alumni Engagement



Director of Alumni Relations



Alumni Manager, Schools and Colleges

Careers Service Office



Employer and Alumni Engagement Adviser



Assistant Director



Assistant Director

Strategy Group Remit



STRATEGIC DIRECTION

- Collaboration on shared projects involving alumni supporting students' employability



OPERATIONAL OVERSIGHT

- Oversees and monitors joint projects to ensure success



RISK MANAGEMENT

- Resolves problems that arise within joint projects



AREAS OF COLLABORATION

- School-based alumni engagement
- Alumni-student portal
- Alumni case studies
- Support for recent graduates
- Insights Program
- Industry engagement
- Internships



THE UNIVERSITY
of EDINBURGH

A Strategic Merger

University of Richmond Combines Alumni Relations and Career Service Offices



University of Richmond's Office of Alumni Relations and Career Services

- In 2010, Richmond **combined offices of career services and alumni services** to provide additional resources for students and more deeply engage alumni
- Office reports to Advancement and houses **career advising, employer relations, and alumni relations**
- Since merger, observed notable **increases in alumni participating in career services programming**
- Launched **several innovative programs** featuring alumni, including an alumni job-shadowing program
- Created a community of students, alumni, and employers that facilitates meaningful connections, fosters relationships, and **provides comprehensive career development**



An Emerging US Trend

"The merging of alumni relations and career services is a trend in higher education that acknowledges the **strategic importance of network building and the role key stakeholders can play in preparing students for the work world.** From an organizational standpoint, combining alumni relations with career services is a potential first step to adding more strategic importance and message focus to the work of stakeholder engagement."

*Ryan Catherwood
Assistant VP for Alumni and Career Services
Longwood University*



Maximizing Impact With Targeted Recruitment and Assessment

SECTION

4

Maximizing Impact through Marketing, Communication, and Assessment



Three Main Challenges

1

Students don't show up:

Students often unaware of or uninterested in the programming available to improve their employability



2

Alumni don't show up:

A lack of proactive asks and unclear volunteer opportunities results in fewer and the wrong types of alumni volunteers



3

Not evaluating programs:

Insufficient program evaluation makes it difficult to advocate for more resources and prioritize engagement activities



Potential Solutions



Strategy 10: Boosting Student participation



Strategy 11: Recruiting Best-Fit Alumni to the Right Programs



Strategy 12: Evaluating and Communicating Impact

The Power of Persuasion

A Menu of Tactics Deployed to Encourage Student Participation

Recruitment Idea	Description and Examples
Offer Prizes and Incentives	Advertise prizes, food, and giveaways for programs and events. Brunel University London deployed a sign-up campaign for their online network with prizes including an Apple watch and iPad.
Recruit Faculty Members as Pitchmen	Ask faculty members to make attendance at employability events mandatory or for extra credit, or ask them to endorse events during class time.
Leverage Highly Trafficked Events and Locations	Include information about programs at highly attended student events or highly-trafficked location, such as career fairs, libraries, and graduation. The University of Sussex has a booth at Winter graduation dedicated to encouraging sign-ups to their online networking platform.
Target Specific Student Populations	Identify and reach out to specific student populations in most need of career development. The mentoring scheme at Courtauld Institute of the Arts specifically targets students least likely to proactively seek help, and most likely to need it (e.g., low-income, minority-status, etc.)
Utilize Social Media Takeovers	Leverage alumni social media spotlights, which typically have higher student activity, to advertise other employability programs. University of Glasgow saw a spike in their e-mentoring platform after alumni Instagram takeovers.
Leverage High Profile Alumni	Invite famous alumni to campus to attract many students and serve as advocate for career development. Wesleyan University's Executive in Residence Program gives students an opportunity to personally meet high-profile alumni who provide career advice.

Borrowing an Alumni “Human Book”

UofG Attracts Students with Quirky Theme and Prime Campus Location



University of Glasgow’s ‘Human Book’ Project



- Eight alumni experts available during one-day event in university library
- Students booked 15-minute one-on-one conversations with ‘human books’
- All alumni from creative, hard-to-penetrate industries (e.g., curation, journalism)
- Students asked to assess event by writing a “book review” following conversation



Impressive Student Turnout

290

total students participated

480%

more student participants than average alumni event

12%

of total student population reached via live social media coverage

100%

positive response rate from student attendees

Typical Barriers to Participation

- × Events located in remote campus locations
- × Students perceive events as ‘boring’
- × Students required to pre-register for events
- × Student intimidated to approach alumni



University of Glasgow’s Solutions

- ✓ Event located in highly-trafficked, popular student spot
- ✓ Unique and interesting theme generated student interest
- ✓ First-come, first-serve format encouraged walk-ins
- ✓ Low-pressure environment mitigated student hesitation

Go Where Students Are: Taking Over Snapchat

UofG Deploys Snapchat Takeovers to Promote Mentoring Platform



Alumni Takeover UofG's Snapchat Account



- Two staff members interviewed alumni from variety of and sectors in London (e.g., Beatson Cancer Charity, Pinterest, Victoria and Albert Museum)
- Takeovers tailored to each alumnus' personal journey to create authentic and relatable content

Major Spikes in Online Mentoring System

54%

increase in mentoring activity on platform

120%

growth in sign-ups to mentoring platform

3x

more messages sent in two week period after takeovers

153, 503

total snapchat views recorded

Greater Alumni Engagement

16.5

total alumni volunteer hours

70%

of alumni **not involved** in prior volunteering activities

5

alumni participants **became mentors**

1

alumni participant became **major donor**

Providing a Menu of Options

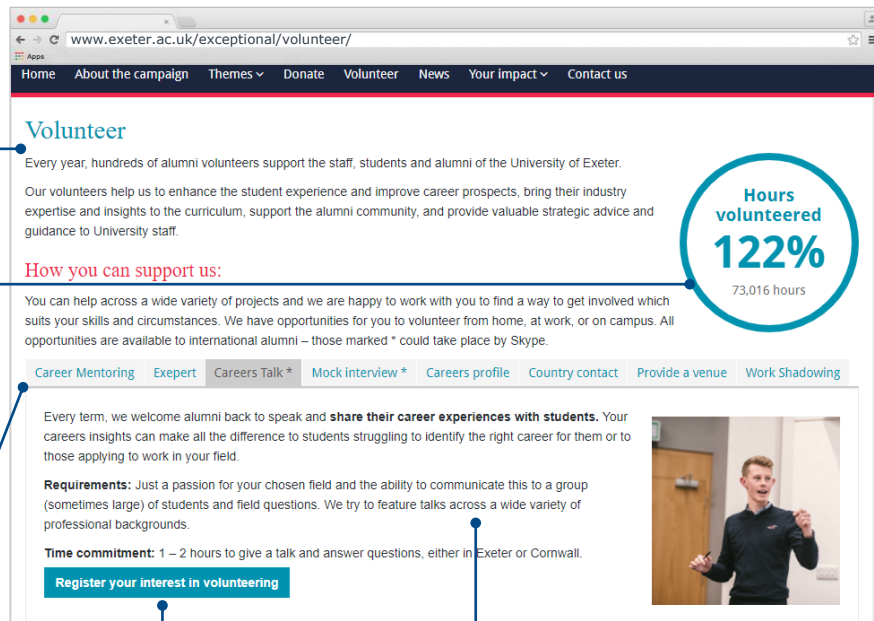
Exeter's Website Clearly Defines Distinct Alumni Volunteer Opportunities



Concise introduction clearly explains impact of volunteering

Highlights volunteer achievements to generate excitement

Volunteer options easy to identify and click through



The screenshot shows the 'Volunteer' page on the University of Exeter's website. The page has a navigation bar with links: Home, About the campaign, Themes, Donate, Volunteer, News, Your impact, and Contact us. The main heading is 'Volunteer'. Below it, a paragraph states: 'Every year, hundreds of alumni volunteers support the staff, students and alumni of the University of Exeter. Our volunteers help us to enhance the student experience and improve career prospects, bring their industry expertise and insights to the curriculum, support the alumni community, and provide valuable strategic advice and guidance to University staff.'

A callout box on the right highlights a circular graphic with the text: 'Hours volunteered 122%' and '73,016 hours'.

Below the main text, a section titled 'How you can support us:' is followed by a paragraph: 'You can help across a wide variety of projects and we are happy to work with you to find a way to get involved which suits your skills and circumstances. We have opportunities for you to volunteer from home, at work, or on campus. All opportunities are available to international alumni – those marked * could take place by Skype.'

A horizontal menu lists various opportunities: Career Mentoring, Expert, Careers Talk *, Mock interview *, Careers profile, Country contact, Provide a venue, and Work Shadowing. The 'Careers Talk *' option is highlighted.

Below this menu, a paragraph states: 'Every term, we welcome alumni back to speak and **share their career experiences with students**. Your careers insights can make all the difference to students struggling to identify the right career for them or to those applying to work in your field.'

Two callout boxes point to specific parts of the page:

- One points to a blue button labeled 'Register your interest in volunteering'.
- Another points to a paragraph detailing requirements: 'Requirements: Just a passion for your chosen field and the ability to communicate this to a group (sometimes large) of students and field questions. We try to feature talks across a wide variety of professional backgrounds.' and a 'Time commitment: 1 – 2 hours to give a talk and answer questions, either in Exeter or Cornwall.'

On the right side of the page, there is a photograph of a young man in a dark sweater, gesturing while speaking.

Direct link for alumni to immediately express interest

Clearly states time commitment and requirements for alumni to find best-fit volunteer opportunities

Choose the Right Mix for Your Campus

Offer Alumni a Variety of Volunteer Options to Fit their Needs and Skills

EAB's Alumni Opportunity Matrix¹

Volunteering Opportunities	Mentoring	Job-shadowing	Podcast
Descriptions	Participate in a one-on-one mentoring scheme, and share advice and information about your career path	Bring a current student to your workplace, to learn the ins and outs of what you do and help with small tasks	Discuss what you've been doing since you graduated, sharing advice, highs & lows
Modality	In-person, on or around campus	In-person, at your place of work	Virtual phone-calls
Group or Individual	Individual	Individual	Individual, Pairs
Length of commitment	Four one-hour engagements over the course of four months	One week	A few hours
Peak Times	Spring	Summer	Year-round
Requirements	Passion for your field	Approval from your workplace, ability to discuss tasks and day-to-day activities	Familiarity with Skype, conversational and casual demeanor

For complete template of EAB's Alumni Opportunity Matrix, please see appendix.

Taking a Cue from Successful Digital Marketers

The Case of Making Proactive Asks for Recruiting Alumni Volunteers

Status Quo Approach to Volunteer Recruitment

Sends generic “help wanted” message to all alumni with lowest-common-denominator appeal to duty

Send three follow-up reminders asking that interested alumni go to website to sign up

Results in random sampling of alumni who already tend to engage or have little value to contribute; first-timers leave disappointed at having wasted time



Optimal Approach to Volunteer Recruitment

Query database and source names from MGO portfolios to identify alumni with optimal background for assignment

Choreograph invite from individual with preexisting relationship and with slightly-personalized message

Yields majority conversion of those contacted who are correct fit for the program and for whom this is meaningful touch

The New Normal

“Audiences today expect segmentation – they increasingly assume that the content you share with them will be targeted, personalized, relevant, and customized to them. If it’s not, they get confused, think you made a mistake, and/or ignore it completely.”

Andy Shaindlin

*Vice President, Grenzbach
Glier and Associates*

Be Disciplined about Regular Messaging

Lehigh's Recognition Schedule Communicates Impact to Entire Alumni Base

Lehigh's Recognition Schedule¹



August

Volunteer Impact Report shared with entire Alumni Association and highlighted at exclusive reception for volunteers with President



November

Thanksgiving thank you card to volunteers



December

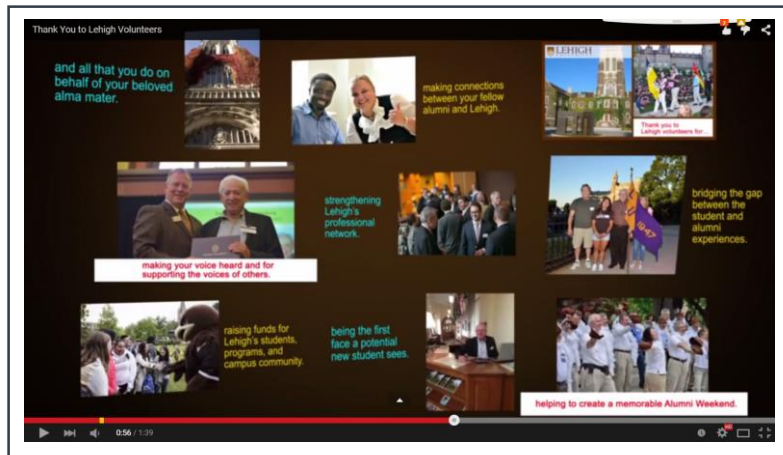
Holiday greeting card to volunteers



April

National Volunteer Week recognition video

- Emailed to entire alumni base
- Promotes upcoming volunteer events
- Yields 75-100 new volunteers annually



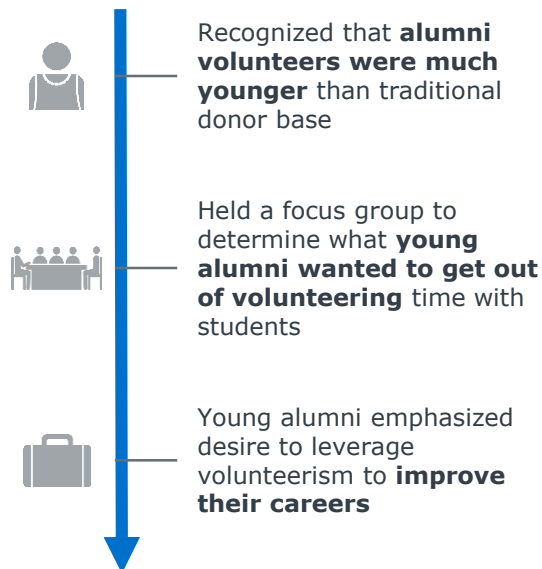
1) Recognition activities change annually; only select activities shown

Rewarding Participation

UofG Focuses Alumni Recognition on Career Improvement



UofG's Desire to Strategize Alumni Recognition...



...Leading to Career-Focused Alumni Recognition Options



Guidance on adding alumni volunteering to LinkedIn profiles



Thank you notes sent to managers for allowing alumni to take time off of work



Mailed copy of "Certificate of Appreciation" for alumni to hang up in their workplaces



Formal recognition list of alumni volunteers on website

Alumni Engagement in Career Development Also Helps the Bottom Line



Alumni Engaged through Volunteering More Likely to Give

Unpacking the Connection

What Does Volunteering Do?



Enfranchises donor as stakeholder



Exposes donor to cause, personalizing and sparking emotional connection



Fosters sense of distinctive package of contributions



Wraps donor in positively reinforcing relationships and welcomes them to "inner circle"



Allows monitoring for impact and accountability

A Snapshot of One University

Cornell University, FY 2011-2012

57%

Giving rate amongst volunteers – compared to **36%** from event attendees and **3%** from alumni who are neither

10x

Average differential in median gift size between alumni donors¹ who volunteer versus those who do not²

83%

Of top 320 donors who give >\$1M are volunteers

Upgrades that Endure



The annual giving of average leadership volunteer: **\$916** in decade before term, **\$3,517** during term, **\$2,250** in four years after term ends, and **\$1,148** in decade after.

How Are We Doing?

Duke Launches Audit to Assess Alumni-Student Engagement Landscape

Duke

2014

Duke Alumni Association (DAA) launches **strategic plan** with goal of more effectively connecting alumni with students

December 2017

Alumni-to-Student Engagement Committee convenes with cross-section of campus stakeholders

March 2018

Conducts **student and alumni surveys** to identify challenges and opportunities

December 2016

DAA partners with dean's office to conduct **university-wide audit** of mentoring and alumni/student engagement programs, identifying 60 programs

January 2018

Conducts **qualitative interviews** with 34 program managers who connect alumni with students for informal advice, mentorship, internships, and career guidance

May-August 2018

Drafts **strategic framework** to realize the opportunities identified in audit, shares with campus partners

Strategic Framework Focused on Three Priority Areas

1

Campus Engagement

Systems to view, track, and share when alumni are on campus

2

Advising

Programs and platforms to connect students to alumni

3

Career

Processes and systems for alumni to easily post jobs and internships

Duke's Insight: These Are the Metrics that Matter

Duke Develops Metrics to Evaluate Efforts of Strategic Framework

Duke

Metric Category	Metrics
Scale of Alumni Engagement with Student Career Development	<ul style="list-style-type: none"> • Growth in the Community of Practice • Growth in programs utilizing centralized resources (e.g., volunteer portal, staff/faculty logins on alumni network) • Number of alumni speakers in classrooms and student club events • Number of alumni-student connections on the alumni network and other digital platforms • Number of alumni mentors and advisors
Quality of Alumni Engagement Activities	<ul style="list-style-type: none"> • Student surveys • Alumni surveys • Faculty/staff/stakeholders interviews
Depth of Alumni Engagement	<ul style="list-style-type: none"> • Changes in engagement pathways over time (e.g., engaging with students leading other engagement with Duke) • Retention of mentors/advisers • Recent graduate engagement (e.g., students who benefited from alumni mentors giving back after graduation)

Assessing Individual Programs

Four Ways to Measure Programmatic Impact and Areas for Improvement



1

Participant surveys

- Different surveys target both student and alumni participants
- Includes questions allowing for both quantitative and qualitative analysis

2

Longitudinal Tracking

- Holds focus groups with students and/or alumni a few years after the experience
- Records ways that perceptions of the experience have changed over time (e.g., do students think the experience was more or less valuable now than initial perceptions?)

3

Post-experience reflections

- Students required to write reflection essays after the experience
- Reflection essays include information around:
 - Take-aways
 - Skills gained
 - Next steps

4

Annual alumni tracking

- Tracks “repeat-volunteers,” who continue to participate in a particular program on an annual basis
- Track alumni who participate in other opportunities that they were not previously engaged with

Pinpointing “Areas of Impact”

Pre- and Post-Program Evaluations Assess Student Development



University of Sheffield’s ‘City Connections’ Online Questionnaire



Students **complete online questionnaire before and after program** to provide index of individual participant development



Students rank level of agreement with **13 total statements** on five point Likert scale (i.e., strongly agree to strongly disagree)



Average difference in responses calculated by **comparing the mean change** in response to each statement



Also gathers qualitative feedback through **focus groups and student reflection diaries**



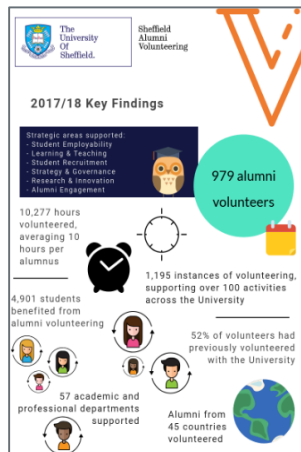
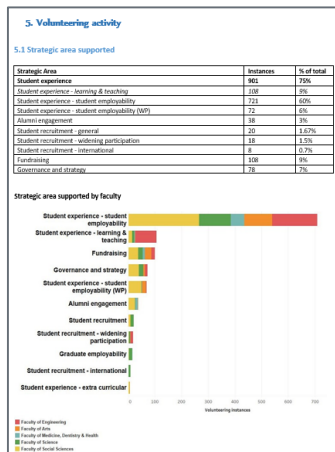
Alumni feedback gathered via online **post-event survey**

1. I am aware of the University of Sheffield alumni community and how graduates can stay involved with the University
2. I feel positive about my career prospects following graduation
3. I feel confident talking about my abilities, aspirations and interests with employers/ professionals
4. I would be able to talk about the competitors, suppliers, customers and key trends of the career sector I am interested in an application/interview
5. I have a network of people I can ask for careers advice and guidance
6. I am motivated to do well academically
7. I feel confident applying for, and taking up, internships and work in London
8. I feel confident asking for careers advice from professionals/employers

Sharing the Story of Alumni Impact Across Campus

University of Sheffield Shares Annual Volunteer Report with Campus

Screenshots of Sheffield's 2017/18 Alumni Volunteers Report and Infographic



Report Components

- Volunteer engagement and donor statistics
- Top volunteers roles and activities
- Volunteer statistics by faculty
- Volunteer impact (e.g., alumni and student feedback, survey results)
- Goals and targets for forthcoming year



Report and Infographic Audience

- University Executive Board
- Academic department heads
- Professional services heads
- Staff who lead projects supported by alumni volunteers

Prepare the Ground Before You Show Off Your Impact

“Inviting senior leaders to attend alumni engagement events can be very powerful. Even if they can only come for half an hour, they get to witness the impact these events have on students and alumni.”

Miles Stevenson, Director of Advancement, University of Sheffield



The New Rules of Engagement

Lessons from EAB's Advancement Forum on Engaging Alumni Volunteers

Rule	Description	Examples
1 Make it Easy to Say Yes	Offer limited-duration, tightly-scoped opportunities with clearly-communicated purpose, parameters, and endpoint	<ul style="list-style-type: none"> • Speed networking • Career panels • Alumni career profiles
2 Meet Them Where They Are	Create convenient and accessible volunteer roles that allow alumni to participate in their workplaces or online	<ul style="list-style-type: none"> • Corporate chapters • Instagram takeovers • Online resume reviews
3 Broker Smarter Matches	Develop skills-based roles, identify best-fit alumni to participate, and make proactive asks of alumni	<ul style="list-style-type: none"> • Academic volunteer roles • Website with clear volunteer opportunities
4 Embrace the "Me" Factor	Emphasize the two-way value proposition for volunteers, including professional development, recognition, and communication of their impact	<ul style="list-style-type: none"> • Alumni recognition • Volunteer impact reports
5 Cultivate Campus Allies	Establish and deepen relationships with other campus stakeholders to underscore importance of alumni engagement with student career development	<ul style="list-style-type: none"> • Campus engagement form • Alumni request form • Community of practice



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