



EY-Parthenon Education Forum – Higher Education

Higher education for employment: from a
“student service” to an institutional strategy

Dave Hoverman, Managing Director, EY-Parthenon
April 24, 2018

Welcome to the EY-Parthenon Education Forum – Higher Education

Overview

- ▶ The Forum serves as a **hub for advancing innovation in the education sector** through the exchange of ideas, research and perspectives.
- ▶ EY-Parthenon brings the topics to life by **gathering thought leaders from the higher education, government and nonprofit communities** in discussions and networking events.
- ▶ Previous discussion topics have been university strategy in a digital world, global mobility in higher education, and innovative models in higher education.

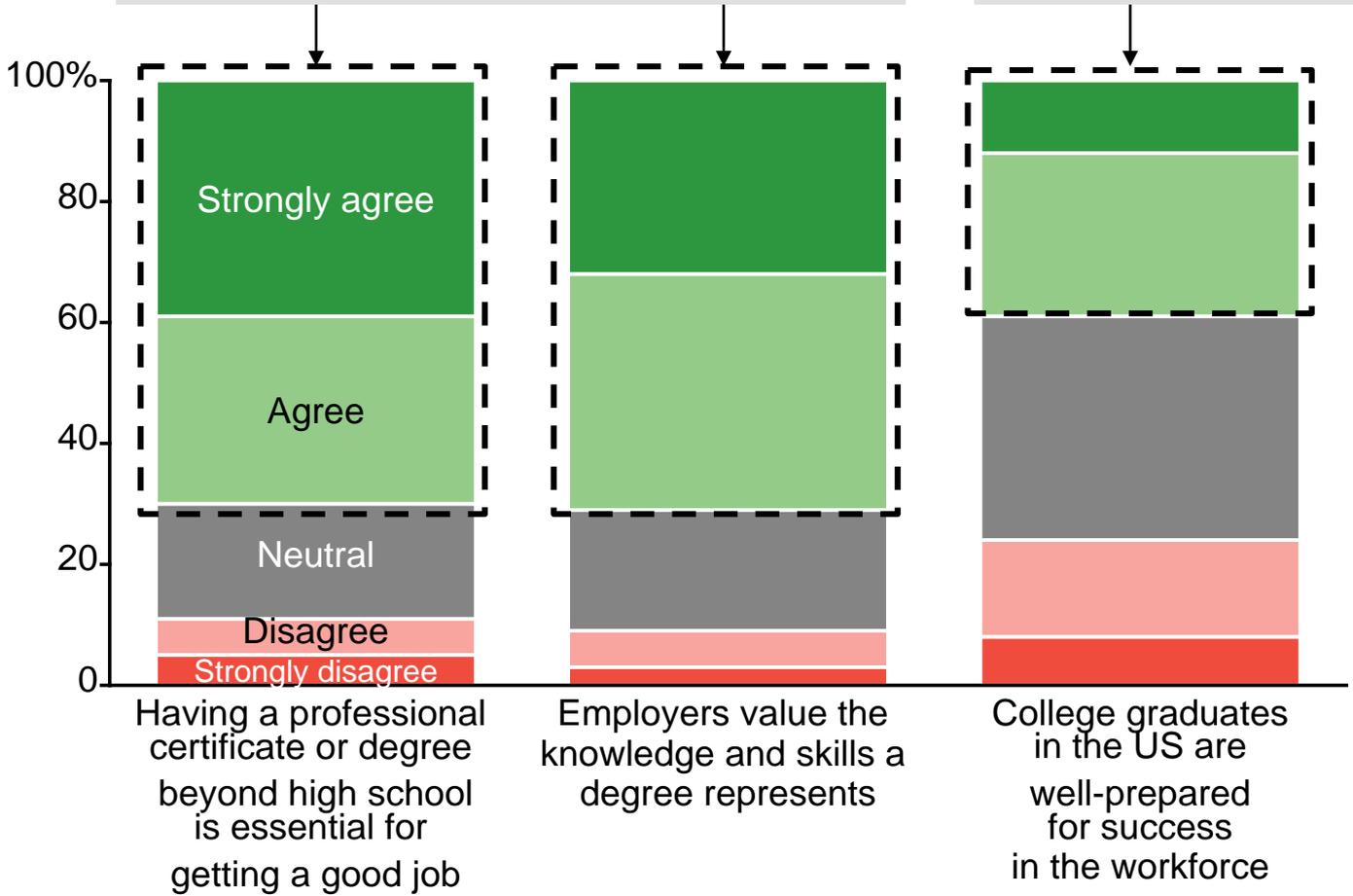
Objectives

- ▶ Today's discussion is centered on the opportunities for higher education and the needs of the business community to achieve **excellence in career relevance for students.**
- ▶ The panels and networking will consider several questions, including:
 - ▶ What is the changing nature of work and the workplace?
 - ▶ What does this imply for higher education curriculum and programs?
 - ▶ Which career development initiatives are most (and least) valued by students and employers?
 - ▶ What are some of the key challenges to improving career preparation?
 - ▶ How can institutions of higher education work with other organizations seeking to close the education-employment gap?

While the public perceives that higher education is key to improved employment opportunities, they are not convinced that institutions are preparing their graduates for success in the workforce

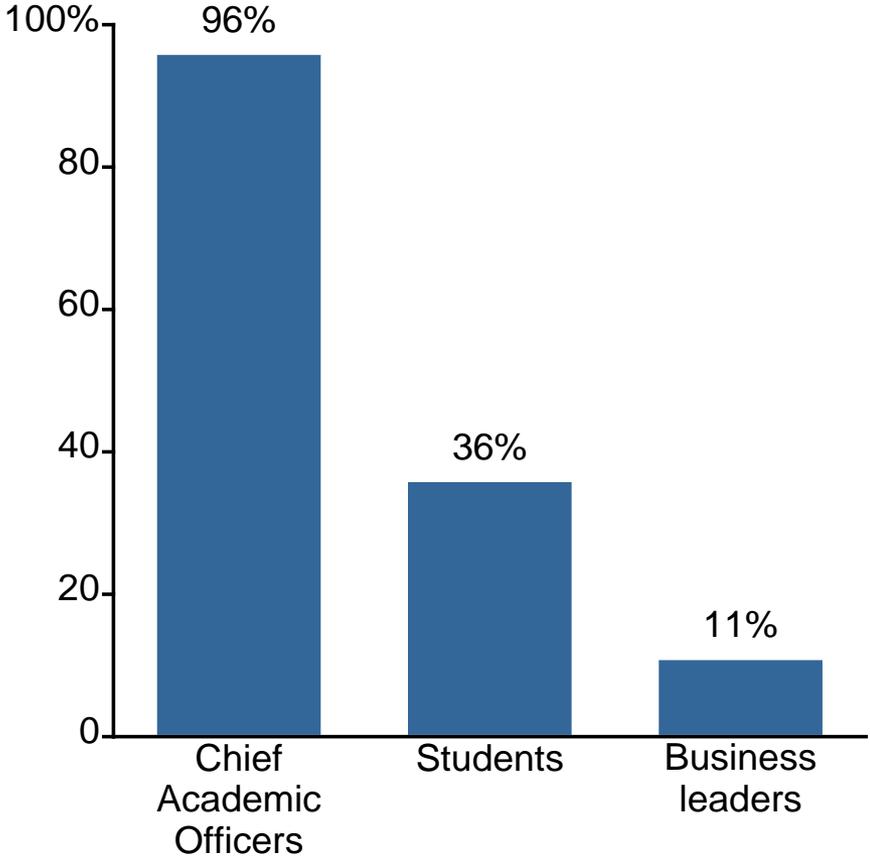
A majority of Americans believe in the value of obtaining a post-secondary education in getting a "good job"...

... however, only 39% believe that college graduates are well-prepared for the workforce



Between institutional leaders, students and business leaders, there is a fundamental misalignment in perception of how well institutions are preparing their students for the workforce

Percentage of stakeholders who perceive that institutions are effectively preparing students for the workforce



Commentary

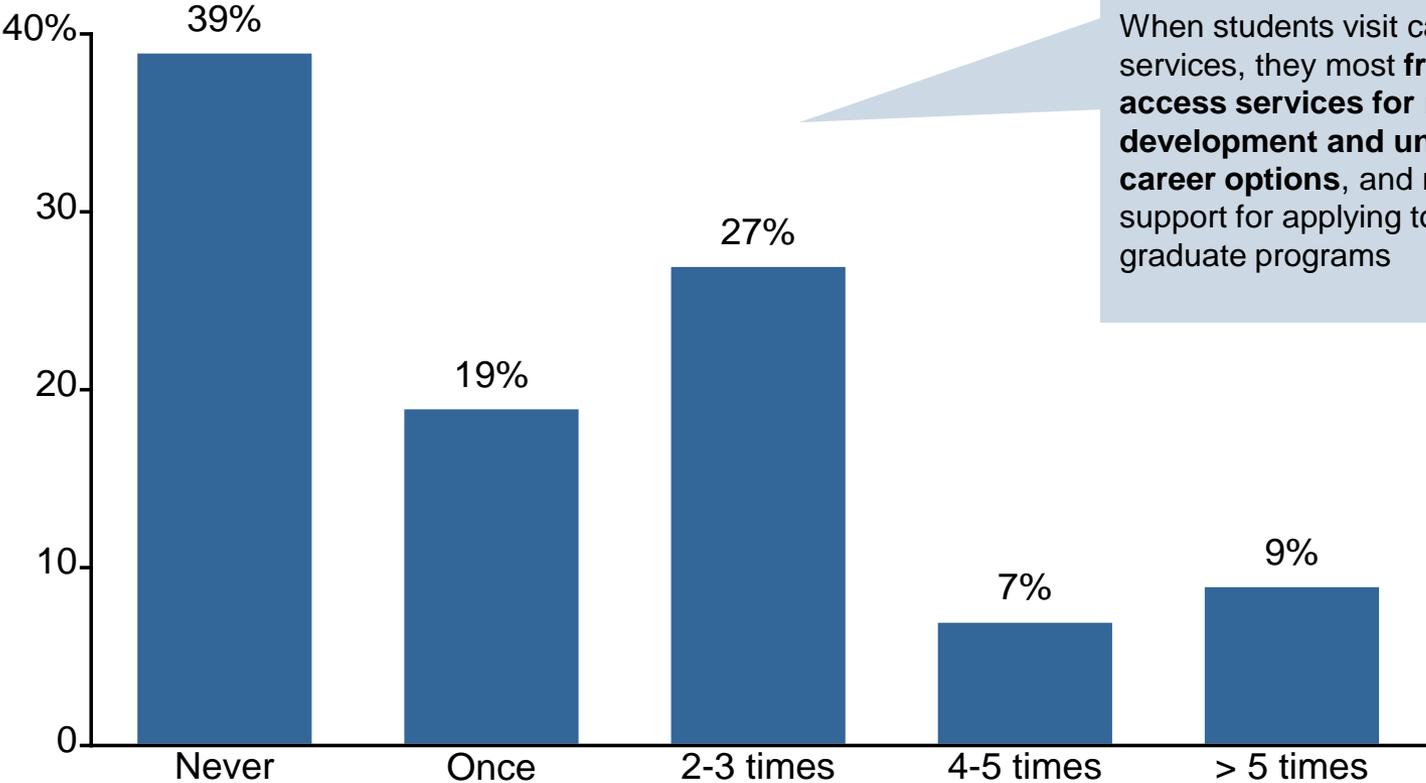
The top priority of 88% of today's entering freshmen is "to get a good job," an increase from an average of 73% in 2000-2009



However, institutions are falling short of this mandate, as business leaders do not feel the students coming to them have been well-prepared

Many students do not use their institution's career services offerings ...

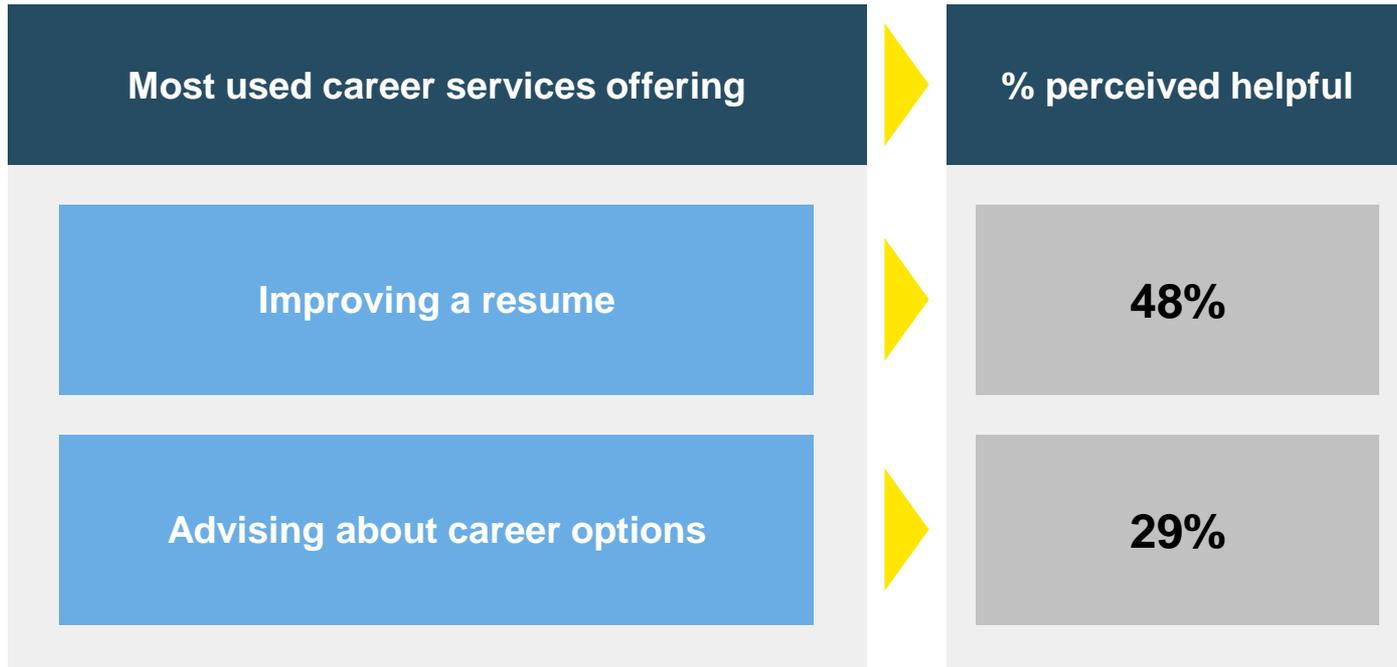
Percentage of student who visited career services or used an institution's online career resources, by amount of use



When students visit career services, they most frequently access services for resume development and understanding career options, and rarely use support for applying to jobs or graduate programs

... and do not perceive those services to be helpful when they do use them

Only an average of **35%** of students find their interactions with career services helpful; of the two most used services (~60% usage), satisfaction varies



Improving effective career resources not only enables student career preparation but also increases the likelihood that students view the institution more positively

If a graduate indicated they strongly agreed that their interactions with career services were very helpful, they were ...

6.1x

more likely to strongly believe their **university was passionate about the long-term success of its students**

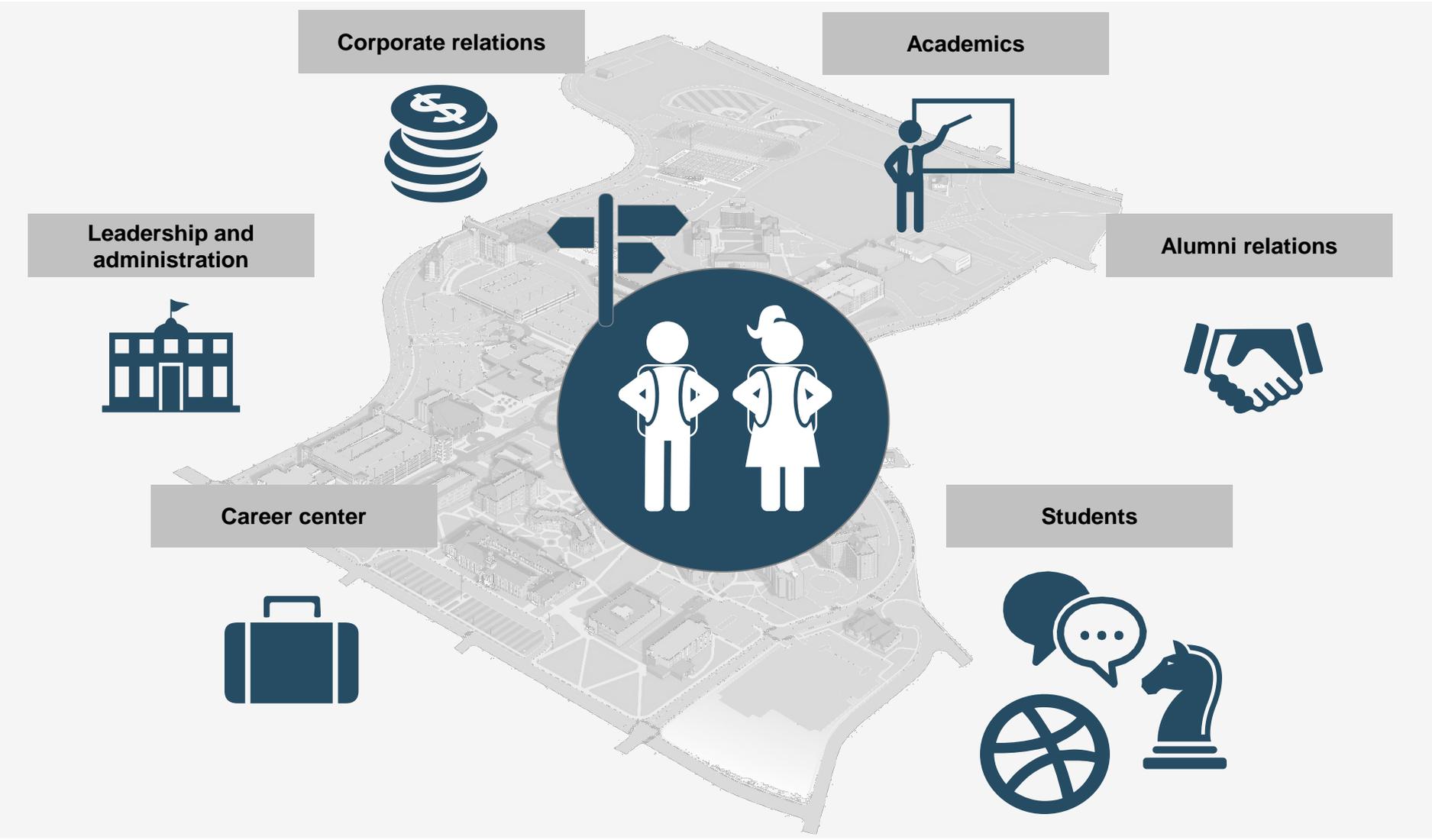
5.9x

more likely to strongly believe their **university prepared them for life outside of college**

3.0x

more likely to strongly believe their **education from the university was worth the cost**

When asked what drives career relevance in higher education, Directors of Career Services at nine institutions cited the importance of bringing together disparate departments across the university to support student career success





A true institutional prioritization of student post-graduate pathways requires emphasis from leadership and administration and support from faculty and staff

It starts at the top ...

*“For our students, the escape is going to the library and students just aren't taking enough ownership of their careers. **Direction comes from the very top**, so this emphasis needs to come from leadership” – Trustee*

*“**The university leadership advocated for a new, innovative strategy**, and that gave me the opportunity to explore and engage faculty, alumni, students, parents, and employers in a new vision for career education” – Director of career services*

... involves the whole university ...

*“**Students often rely on faculty for career information, so we empower them with training so they too can support students**. It's about making sure careers are integrated into every corner of campus” – Director of career services*

Students who believe that their school's faculty and staff are committed to helping students find a rewarding career express the greatest confidence in their own career prospects (Gallup-Purdue Index Study)

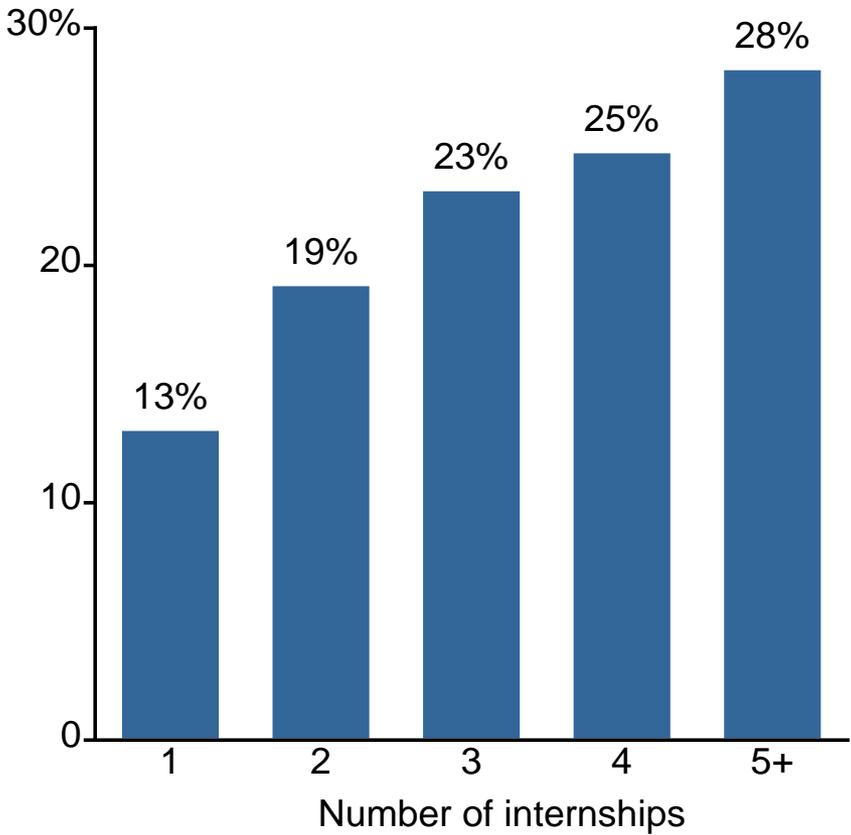
... and is underpinned by an academic commitment to career relevance

The more relevant that people find their courses to be in their work and daily lives, the greater their belief that they received a high-quality education. In particular, there was a 50 percentage point gap in the likelihood of respondents to strongly agree that they received a high-quality education if they rated their education as relevant (Strada-Gallup Relevance and the Value of Higher Education)



In addition, universities will need to support obtaining real-world experience; internships in particular correlate positively with early employability

Impact of internships on full-time offer status
% of students with full-time offers in March of their senior year



Commentary

Internships provide significant value to students as they begin their early careers; having an internship cuts graduates' odds of taking 1+ year to find a job of interest to them by ~50%

Internships are critical for career discovery, with ~35% of survey students reporting that internships helped them change career directions

However, the demand for internships continues to outpace supply; 2/3 of surveyed students who had not completed an internship had unsuccessfully attempted to find one

Note: Looksharp conducted a survey of 21,000 current students and recent graduates to provide the information in this study
Source: State of Millennial Hiring 2016 Report; Gallup

To help enable increased access to work-relevant experiences, universities will need to engage employers in a customized, strategic way

EY-Parthenon interviewed 28 employers across industries, which revealed that they differ in their recruitment strategies across several dimensions

1

Timeline of when they conduct recruiting (e.g., on an ongoing basis or during dedicated hiring seasons like the fall for full-time hires)

2

Level of structure in the interview process (e.g., the prescribed case interview structure)

3

Preferences for student and broader university engagement (e.g., connecting with students through classroom presentations)

4

Role of alumni in campus selection strategy (e.g., the importance of alumni in determining schools for on-campus recruitment)

5

Prioritization of certain student skills and experience (e.g., having minimum GPA cutoffs or requiring prior internship experience)

The expectations for each of the dimensions is not necessarily driven by industry, underscoring the need for tailored engagement strategies

Panelists today

Panel one

What are the major challenges and opportunities in this space?

- ▶ **Moderator:** Dave Hoverman, *Managing Director*, EY-Parthenon, Ernst & Young LLP
- ▶ **Panelists:**
 - ▶ Dan Black, *Director, EY Global Recruiting Leader*, Ernst & Young LLP
 - ▶ Manny Contomanolis, *Senior Associate Vice President*, Northeastern University
 - ▶ Kelly Peaton, *Executive Director*, Silicon Valley Organization Foundation
 - ▶ David Stern, *Emeritus Professor of Education*, University of California, Berkeley
 - ▶ Jim Wunderman, *President and Chief Executive Officer*, Bay Area Council

Panel two

How is my institution facing the challenges and seizing the opportunities in this space?

- ▶ **Moderator:** P.K. Agarwal, *Chief Executive Officer*, Northeastern University Silicon Valley
- ▶ **Panelists:**
 - ▶ Tammeil Y. Gilkerson, *President*, Laney College
 - ▶ Mary B. Marcy, *President*, Dominican University of California
 - ▶ John C. Mitchell, *Vice Provost for Teaching and Learning*, Stanford University
 - ▶ Leroy M. Morishita, *President*, California State University, East Bay
 - ▶ David Vice, *President*, Asher College

About EY-Parthenon

EY-Parthenon professionals are global leaders in strategy consulting. EY-Parthenon teams are committed to bringing unconventional yet pragmatic thinking together with clients' smarts to deliver actionable strategies for real impact in today's complex business landscape. Innovation has become a necessary ingredient for sustained success. Critical to unlocking opportunities is the EY-Parthenon balance of strengths – specialized experience with broad executional capabilities – to help you optimize your portfolio of business, uncover industry insights to make investment decisions, find effective paths for strategic growth opportunities and make acquisitions more rewarding. Proven EY-Parthenon methodologies, along with a progressive spirit, can deliver intelligent services for our clients, amplify the impact of our strategies and make EY-Parthenon consultants the global advisors of choice for business leaders.

About the EY-Parthenon Education teams

EY-Parthenon Education professionals have an explicit mission and vision to be the leading strategy advisors to the global education industry. To achieve this, significant investment is made in dedicated management and team resources so that the global EY-Parthenon education experience extends across public sector and nonprofit education providers, foundations, for-profit companies and service providers and investors. EY-Parthenon professionals have deep experience and a track record of consistent success in working closely with universities, colleges, states, districts, and leading educational reform and service organizations across the globe.

Contact us



Dave Hoverman
Managing Director
EY-Parthenon
Ernst & Young LLP
San Francisco Office

+1 510 365 4321
dave.hoverman@parthenon.ey.com

Follow us for regular updates



Twitter | @EY_Parthenon



Facebook | facebook.com/EYParthenon



LinkedIn | linkedin.com/company/EY-Parthenon

www.parthenon.ey.com

EY | Assurance | Tax | Transactions | Advisory

About EY

EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

EY refers to the global organization, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. For more information about our organization, please visit ey.com.

EY-Parthenon is a brand under which a number of EY member firms across the globe provide strategy consulting services.

© 2018 Ernst & Young LLP.
All Rights Reserved.

EYG no. 03656-183GBL

This material has been prepared for general informational purposes only and is not intended to be relied upon as accounting, tax or other professional advice. Please refer to your advisors for specific advice.

ey.com