Overview

Achievements

1. Increased the number of employers responding to Recruiting Trends survey by nearly 4,000.

2. Strategic partnership with InterBridge.com has advanced understanding of the internship process.

3. Financial support from several major corporations, specifically Whirlpool, has allowed CERI to advance research agenda.

4. Opportunities to participate in national and international conversations that advance opportunities so that young adults can successfully begin their professional careers.

Challenges

1. Sustained financial resources to elevate research agenda.

2. Lack of a dedicated research assistant and editor.

3. The horse is getting close to pasture – how much longer?

Mission

CERI strives to increase our understanding of young adults in their transition from college to work:

- By fostering collaboration and exchange among professionals in various settings.
- By nurturing creative, open, and courageous dialogue concerning the profession of career transition and talent management practice.
- By developing theoretically and methodologically sound research initiatives that will anchor our analysis.
- By innovating and embracing ideas.
- By sharing information and expertise with those seeking insight to young adults at work.
Recruiting Trends

Recruiting Trends 2009-2010. Building on the success gained from inviting partner institutions to solicit their employers in 2008-2009, 50 institutions were asked to assist this year. We received approximately 2,500 employer responses: 2,250 provided usable information; from these, 1,850 included complete hiring information. This sample is the largest obtained to date and offered the opportunity to prepare special topical reports. The hiring outlook indicated the share decline, which started in 2007-2008 (especially in the Fall of 2008), had bottomed out. Though a few companies expected to begin hiring, most reported that economic uncertainty would keep them side-lined during this academic year. The following reports were generated from the 2009-2010 dataset (Note: please see CERI’s website – www.ceri.msu.edu – to access the reports).

Recruiting Trends Reports for 2009-2010

- Recruiting Trends 2009-2010

Starting Salary Offers Reported in Recruiting Trends 2009-2010
- Southern Association of Colleges and Employers
- Midwest Association of Colleges and Employers
- Eastern Association of Colleges and Employers
- Mountain Pacific Association of Colleges and Employers
- Florida Work Data
- New York/New Jersey Work Data
- Washington DC/Virginia/Maryland Work Data

Recruiting Trends 2010-2011. This year’s report marked the 40th edition of MSU’s Recruiting Trends report. Our coalition of colleges and universities assisting with Recruiting Trends was expanded to nearly 120 institutions. We sought assistance from 2-year institutions to improve the statistics for associate degree graduates. We also were able to ensure that employers were better represented geographically, especially from the Western U.S. Nearly 6,000 employers attempted the survey, with 4,600 providing usable information that were used in the report. More than 3,700 employers provided complete hiring information. We were able to capture the dynamics of the market, particularly among very large and very small employers, key economic sectors, and different recruiting strategies. Because of the depth of the data set, more special reports have been prepared than in previous years. Several reports are still in production including: associates & credential recruiting outlook, professional & scientific service sector, career fairs, and student readiness.

Recruiting Trends Reports for 2010-2011

- Recruiting Trends 2010-2011
- Recruiting Trends Note 1: It’s the Basics, Really!
- Recruiting Trends Note 2.1: What Employers Want You to Know About Winning in Your Job Search
Future. We will add several more schools to the coalition to strengthen geographic areas that remain under-represented. Also, we will continue to solicit more involvement from 2-year institutions. Our goal is to obtain between 1,300 and 1,500 complete surveys from each of the regional college and employer associations for approximately 6,000 employers providing hiring information. Informal discussions continue on strategies to provide continuity in sustaining this project, pending the retirement of key personnel and the scarcity of financial resources.

Skills and Competency Preparation

Gap: We released the paper on the emerging skills that was based on research conducted jointly with Larry Hanneman at Iowa State University. The paper has circulated through various professional groups, especially those associated with ABET (Accreditation Board for Engineering & Technology), and has received attention from several groups concerned about the workforce readiness of college students. Two main conclusions stressed that the typical starting job for new college graduates has essentially disappeared and that the internship or co-op has taken its place, becoming the gatekeeper to initial employment after graduation.

CERI Research Brief 1-2010: Under the Economic Turmoil a Skills Gap Simmers

American Society for Engineering Education: Larry Hanneman and I have been invited to present a Distinguished Lecture at the 2011 annual conference in Vancouver. We will address the implications of the skill gap and shift in employer expectations toward starting assignments and internships.

Future: No new project is being planned at this time. We will continue to monitor the skills/competency issue through the Recruiting Trends research process. We are also merging some element of the skills/competency theme into our other projects.
Internships and Professional Practice

Significant initiatives are underway to advance our understanding of the role of professional experience (practice) in facilitating the transition from college to work and contributing to success in establishing one’s career. These efforts are currently underway:

**Bill & Melinda Gates Foundation**: Ken Bartkus, a colleague at Utah State University, and I were asked to prepared a white paper that surveyed the array of practices that involve college students in professional experiences. Our goal was to determine what the underlying principles of “learn and earn” programs are that can be used to guide development of these programs to serve college students from at-risk environments. The report has been completed and is currently available only from the Gates Foundation.


**InternBridge.com Partnership**: CERI and InternBridge.com formed a partnership to advance research in the area of internships and internship administration. We conducted a large scale survey of students in the fall of 2009 (over 12,000 respondents) that covered various aspects of their internship/co-op experience. Several webinars have been aired on unpaid internships, the role of credit in internships, and characteristics of a “good” internship program. Recently, a short survey of career and internship advisors was conducted to determine the reaction to and accommodation of the Bureau of Labor Statistics six-prong test. One paper has been released and two are in production (credit and program characteristics. Currently this paper is available from InternBridge.com and will become accessible at CERI in June 2011.


**Skill Gap Follow-Up**: From the skill gap analysis the evidence strongly suggested that internships were now considered high-stakes events by some employers. Drawing upon risk-management theory of high-stakes events, a paper was prepared outlining the implications for students and employers so such events.

*CERI THOUGHT PIECE: INTERNSHIPS AS HIGH STAKES EVENTS*

**Future**: I and my co-author, a graduate student from University of Canterbury, Christ Church, New Zealand, are preparing a chapter for the International Handbook on Work-based Learning, which will be edited by Richard Coll at Waikato University, Waikato, New Zealand. In partnership with InternBridge.com we will survey students in the Fall of 2011 on their internship experience, focusing on their involvement in pre- and post-course that prepare them and then help integrate the learning experience, as well as on the social networks that they developed during their experience.
T-shaped Professionals (Adaptive Innovators)

At the encouragement of James Spohrer, Director of Global Education for IBM and the founder of Consumer Science as a research field, I have been involved in developing the concept of the T-shaped professional or adaptive innovator, as it applies to their growth during their undergraduate experience. The t-shaped professional was shaped by the results from the skill gap paper, which pointed to more boundary-crossing competencies to engage meaningfully in professional employment. First, we have been collecting all the papers on T’s and connecting to them through our website (www.ceri.msu.edu) where they can be found. Also, I have been incorporating the T idea in my presentations. CERI has not initiated any research at this time but participation in several events will lay the foundation to begin examining this topic.

Future: Will present a paper in July at the 2nd International Consumer Science Symposium, hosted by IBM and universities in Indonesia, on issues surrounding the development of T’s during undergraduate experience. This event will be followed by a meeting of several MSU staff with James Spohrer at IBM facilities in Almedan, CA.

Adult Learners: Work Beliefs and Attitudes

Baker College Partnership: CERI partnered with Niki Perkins at Baker College in an investigation of the attitudes shaping the career and work expectations of older college attendees, targeting first time enrollees over the age of 25. We obtained a sample of over 10,000 adult learners from various institutions across the country. Preliminary results were presented to Baker administrators and faculty in September 2010. A project completion report has been published.


Future: Niki and I have identified several topics for papers that will be prepared this summer and fall, including a comparison of heavy online users to those who take few online courses and the issues faced by high school completers who enroll as an older adult in shaping their career and work aspirations. We have also been approached by institutions, particularly 2-year colleges, to expand the study which we are considering at this time.

Boise State University: Strategic Alignment Initiative

The President of Boise State University, Bob Kustra, extended an invitation to come to BSU as a visiting research scholar to assist the University in a strategic initiative to better understand the alignment between the work-force needs of the greater Boise Valley and the type of students graduating from the University. My host was Debbie Kaylor, Director of Career Services. My initial visit was in May where I spent three weeks in conversation with regional employers, the Chamber of Commerce, faculty and college administrators. At the end of this period we were able to begin to outline a possible research strategy for the next year.
Conversations

During the year, several groups held conversations concerning the labor market situation for current college students and the general state of higher education. I was asked to participate in the following national panels, where I provided insights into the dynamics of the college labor market.

AfterCollege hosted a work-force panel in San Francisco as part of President Obama’s call for broad discussions on stimulating job recovery. This panel was heavily comprised of venture capitalists from the Bay area that have a very open and non-traditional stance on stimulating employment. The discussion was far reaching with several negative comments directed at universities who were not responsive to the new professional need in the workplace today. A transcript was prepared and sent to the President’s office as well as the leaders of the House and Senate. The discussion is also available at AfterCollege as a streaming podcast.

*Forum on Entry-Level Jobs Creation: summary of Roundtable Discussion.* AfterCollege, San Francisco. (Available at ceri.msu.edu)

The Atlantic: Ron Brownstein, one of my favorite reporters, did a lengthy piece on the troubling economy for young adults in an early 2010 issue of The Atlantic. The Atlantic followed this up with a morning event at UCLA that included a panel of experts on the college labor situation. The vice-president of HP and the founder of LinkedIn served as book-ends to the panel. The event was recorded and taped and should be available at The Atlantic.

Indiana Wesleyan National Conversation on the Crisis in Higher Education: Held at the National Press Club in Washington, DC, this event discussed the pending crisis in higher education from various perspectives; including financial viability, tenure, and accountability (do students obtain employment commensurate with their education?). I served on one of the panels with Mark Taylor (Columbia University), Mike Gerson (Washington Post), Alan Bjerga (President of the NPC), and several others. This was probably one of the most stimulating events in which I have participated.

Liberal Arts Action Group (Shawnee): The situation within the liberal arts colleges is dire if the CNN report in January can be believed. Nevertheless, liberal arts education has been under-siege as being relevant to the current workplace. Several key career service directors for prominent colleges and universities have gotten together to brainstorm how to reposition the liberal arts strategically for the workplace. I was invited to join them at these discussions and have offered to help lead any research initiative they decide to undertake. The first discussion in Delaware was very lively. The group has met via phone. Andy Chan at Wake Forest has taken the initiative to organize a major event in the spring of 2012 around this issue.

Autonomous University of Puebla: Keynote on Professional Practice

I received an invitation from the vice-rector of the University of Puebla to address the students and faculty on the importance of professional practice in the preparation of students for professional careers. The University has a mandatory service component to their curriculum but no internships or
other forms of professional practice. Administrators have undertaken an initiative to build an internship program into the curriculum. My task was to motivate all parties as to the implications of having or not having these experiences. The event was in early June 2011. There is a possibility that the Institute will be asked to provide advice as the University moves ahead on this program.

China Education Trip

Mike McBreen, CEO of Wolverine Worldwide, invited me to join him on a trip to China to see how his production processes had to adjust to the government raise in minimum wage, shortage of skilled workers, and the increasing supply and distribution costs. Our discussions centered on options to move part of operation to Bangladesh (questioned whether it would work) and succession planning for retiring global managers. Everything we witnessed unfolding in China has now made its way to the US. This was one of the most informative excursions I have been on.

PhD Committees

I serve on several PhD committees around the globe (not allowed to at MSU, strangely) and assist others not listed below.

- Deborah Livermore, University of Massachusetts, Boston. Deborah is with career services at MIT.
- April Perry, University of Canterbury, Christ Church, New Zealand.
- Kerri Keller, Kansas State University. Kerri is director of career services at KSU and has completed her program.

Campus Visits

2009-2010

- Boise State University
- Edgewood College
- Gonzaga University
- Lawrence University
- Northeastern University
- St Norbert College
- University of New Haven
- University of Puget Sound
- University of South Florida
- University of Tampa
- University of Washington
- University of Wisconsin Green Bay
- University of Wisconsin Oshkosh
2010-2011

- Baker College
- Boise State University
- Cederville College
- Dickinson College
- Elon University
- Gonzaga University
- Kansas State University (webinar Trends)
- Lake Michigan Community College
- Northwestern University
- Purdue University Calumet
- South Dakota School of Mines
- University of Dayton
- University of Maryland (Trends)
- University of Maryland (Unpacking)
- University of North Carolina
- University of South Carolina
- University of South Florida
- University of Tampa
- Wake Forest University
- Washtenaw Community College
- Whitman College
- Wright State University

**Industry, Non-Profit & Government Presentations**

2009-2010

- Beloit Business Education Alliance: Keynote
- Bill and Melinda Gates Foundation: Attend meeting on project
- College Recruiting Forum, Washington, DC: Keynote
- College Recruiting Forum, San Francisco: Keynote
- College Recruiting Forum, Chicago: Keynote
- Department of Natural Resources Leadership Training: Seminar
- EACE: Webinar
- Experience: Webinar
- Goodwill of Denver: Staff Training Seminar
- Government Technical Conference – Helena, MT; Keynote
- Government Technical Conference – Columbus, OH: Keynote
- InternBridge.com: Webinar (career service)
- InternBridge.com: Webinar (labor market)
- Michigan Department of Environmental Quality: Seminar
- Michigan National Guard Leadership: Keynote
- MiCUPA: Workshop
- Monster College: Webinar
- MPACE (Seattle): Webinar
- MPACE: Webinar
- MWACE: Workshop at annual conference
- MWACE: Trends Presentation
- New England Co-op and NYACE: Keynote
- Northern Michigan Youth Conference: Keynote
- SOACE: Seminar
- SOACE: Webinar
- State Farm Insurance (Seattle): Webinar
- West Michigan Business Association: Keynote

2010-2011
  - American Society of Employers: Keynote Speaker
  - American Society of Engineering Education: Distinguished Lecture
  - College Recruiting Forum: Keynote Speaker
  - EACE Webinar: Trends
  - Experience Webinar: Trends
  - International Society for Experiential Education: Address
  - InternBridge.com Webinar: Trends
  - Internbridge.com Webinar: Unpaid Internships
  - InternBridge.com Webinar: Credit & Internships
  - IPQC Business Management Seminar: Keynote
  - Liberal Arts Action Group (Shawnee): Consultant
  - MCEA Conference: Keynote Speaker
  - MPACE Webinar: Trends
  - MSU & MWACE Trends Conference
  - MWACE Conference (August): Pre-Conference Seminar
  - MWACE Webinar: Midwest Trends
  - North American Small Business & International Educators Conference: Keynote Speaker
  - Students in Transition & the Senior Year Conference: Keynote Speaker
  - SOACE Conference: Pre-conference Workshop
  - TMP Leadership Series: Keynote Speaker
  - Utah Association of Colleges and Employers
Media

The work of the CERI has been cited in numerous media sources, including Chronicle of Higher Education, Wall Street Journal, Washington Post, US Today, Christian Science Monitor, Chicago Tribune, Detroit Free Press, Reuters and a number of other print media. I was a guest on various talk radios, though this was the first year in some time that I was not contacted by NPR. I somehow avoided nearly all the requests from broadcast media.

Advisory Board

Comings and Goings:

Rodney Miller, head of workforce planning for Florida Power and Electric and formerly director of college program for Disney World, has finally retired to the mountains outside Ashville. Rodney has been a dear friend and strong supporter of what we attempt to do at the Institute. I am trying to keep him in the loop but between a gig at MIT and keeping the Feds away from him still, I may not succeed.

Shawn Tubman, Liberty Mutual Insurance, has been promoted (not sure of new title) and now oversees all HR in the corporation. I will keep Shawn in the loop, knowing he will see daylight only occasionally.

Jeff Beavers, Global Hiring Director for Whirlpool, has joined the advisory board. Jeff has been advocating for the Institute in both his corporate and MWACE (President) roles. He has provided crucial financial support to the Institute to insure that the Trends project continues.

Mike McBreen, CEO for global operations at Wolverine Worldwide, has joined the advisory board, bringing an incredible insight into the transformation of the global workforce and the impact of China. Mike serves as my mentor as I struggle to make all the connections that our students will face when they leave college.

Larry Hanneman, Director of Engineering Career Services at Iowa State University, will be retiring in the Fall of 2011 (meaning I am not far behind). Larry is probably my closest associate in terms of data analysis in the career space. Fortunately he will be an email away; but his voice will be seriously missed throughout the profession.

Simone Taylor at the University of Michigan has been promoted with a full-time role as associate v-p of student affairs. I would never take her off the board as she has been a comrade in this venture since the start.

Richard Coll has been promoted to full professor (a major feat in the NZ system) and to vice-rector at Waikato University, New Zealand. He still is the best researcher in work-based learning.

Duncan Ferguson has moved up at BPI; he remains my inside source into what companies are really doing with the human resources. He also shares my passion on young adults.

Members of the CERI Advisory Board: 2009-2011
Colleges and Universities

Tim Harding
Director, Career Services
University of Tampa

Larry Hanneman
Director, Engineering Career Services
Iowa State University

Stan Inman
Director, Career Services
University of Utah

Jim McBride
Executive Director, Career Services
University of Virginia

Simone H. Taylor
Associate Vice President, Student Affairs
University of Michigan

David Waddell
Career Placement
Brigham Young University

Richard White
Director, Career Services
Rutgers University

Employers

Jeff Beavers
Global Hiring Manager
Whirlpool Corporation

Graham Donald
President
Brainstorm Strategy and Research

Steven Ehrlich
Vice President Interactive & Strategy
TMP Worldwide Advertising and Communications

Sam Ellis
Manager - CRM
IBM

Duncan Ferguson
Senior Partner
BPI
Rob Fowler
President & CEO
Small Business Association of Michigan

Mike McBreen
CEO
Wolverine Worldwide

Rodney Miller
Director, Learning Development
Florida Power and Electric

Kerry Olin
Director, Recruiting
Microsoft Corporation

Shawn Tubman
Director, Recruiting
Liberty Mutual Insurance

Pam Webster
Corporate recruiting Manager
Enterprise

Bill Ziegler
Managing Director, Global Head of Talent Acquisition
UBS Investment Bank

Research Advisors

Ken Bartkus
Professor, Business Management
Utah State University

Georgia Chao
Associate Professor, Management
Michigan State University

Richard Coll
Vice Rector, Engineering and Science
University of Waikato, New Zealand

John Flato
Vice President, research and Consulting
Vault

Jerry Pattengale
Assistant Vice President
Indiana Wesleyan University
Mike Sciarini
Associate Professor, Hospitality Business
Michigan State University

Randy Swing
Executive Director
Association for Institutional Research