

**Texas A&M University Career Center  
Advisory Council Meeting  
May 20, 2004**

**I. INTRODUCTORY COMMENTS**

The meeting was called to order with a welcome from Dr. Leigh Turner, Executive Director of the Career Center. Dr. Mark Weichold formally introduced Dr. Turner by announcing her recent recognition by the National Association of Colleges and Employers (NACE) as the recipient of the 2004 “Excellence Award for the Advancement of the Vision and Future.” The award recognizes outstanding accomplishment by a NACE member for foresight and unlimited effort in the establishment, development, and growth of the organization.

Employer and University Attendees: David Burris (CIA), Chris LaMour (National Instruments), Ethan Gieb (Foleys), Royce Hickman (B/CS Chamber of Commerce), Eric Horton (Lockheed Martin), Catherine Lutz (Cintas), Dave McMahon (Dow Chemical), Renee Schroeder (USAA), Bob C. Ingram III (USAA), Carl Steffensen (BP), John-Mark Stephenson (Consultant), Ali Survant (Wells Fargo), Catherine Tucker (Dynagene), Randy Wilson (MD Anderson), Kathy Zerda (Hewlett-Packard), Cindy Billington (Center for Retailing Studies), Don Birkelbach (Development Foundation), Dr. Kriss Boyd (General Academic Programs), Dr. Don Curtis (Liberal Arts), Jim Dixey (Graduate Business Career Services), Mary Ann Ricca (Mays Business School), Leslie Feigenbaum (Construction Science), Steve McDonnell (Athletic Department), Carroll Scherer (Director, Mays MBA Program), Dr. Felicia Scott (Multicultural Services), Dr. Tim Scott (College of Science), Dr. John Siebert (Agricultural Economics), Matt Upton (Bush School of Government), Dr. Mark Weichold (Undergraduate Programs), Christina Johnson (Graduate Assistant), Cassandra Rutherford (Graduate Student), Adrienne Foret (Undergraduate Student)

**II. CAREER CENTER HIGHLIGHTS**

Leigh Turner addressed the key highlights of the Career Center activities to date for this year. (see handout)

**A. Employment Services**

- The number of recruiting companies increased slightly from 921 in 2002-2003 to 931 in 2003-2004 (+1%). There was a 6% decrease in student registrants, and 5% decrease in interviews.
- Progress on Employment Service Goals
  - Revised AggieLaunch Tutorial – More and more students get their information online.
  - As an Employer Development initiative, will make contact with employers no longer participating in on-campus recruiting.
  - RIF/Reorganization
    - Down from four to two scheduling coordinators working with employers to schedule interviews. Most of the work is now done online through AggieLaunch.

- Last year, the Career Center consisted of four separate operating entities - Career Education, Career Services Coordinators, Employment Services, and Experiential Education. Overlap was seen especially in Career Education and Experiential Education, and CSC's and Employment Services. Reorganization resulted in two entities – Employment Services and Experiential Education.
- Job Development – vacancy in the fulltime Job Development position

## **B. Experiential Education**

- There was a slight decrease in intern registrants from last year's 4,248 to 4,237, and a decline in co-op registrants from 912 to 756.
- There was a slight decline in internship interviews from 4,752 to 4,732; and co-op interviews were down from 506 to 414
- Companies offering internships decreased from 260 last year to 225, and co-op companies declined from 117 to 101.
- Progress on Experiential Education Goals
  - AggieExternship 2004 – 10 companies hosted 114 College of Engineering students for on-site visits
  - Internship listings – AggieLaunch BASIC
  - AggieE-Portfolio – in development

## **C. Career Services Coordinators**

- Professional staff assigned by college/discipline to:
  - Provide customized career advising to students
  - Present workshops/programs
  - Develop new career education resources
  - Conduct job/employer development
  - Coordinate or assist with career fairs
- CSCs currently provide services to:
  - College of Agriculture and Life Sciences
  - College of Architecture
  - Mays Business School
  - Dwight Look College of Engineering
  - College of Liberal Arts
  - College of Science
  - College of Veterinary Medicine (Biomedical Science Program)
  - Corps of Cadets
- Progress on CSC Goals
  - New workshops
  - Freshmen Listservs
  - Special Events and Presentations

## **D. Graduate Students Career Services**

- Ms. Ruth Schemmer was appointed Associate Director
- Partnership with Office of Graduate Studies

- New initiatives
  - Following PhD graduates
  - Networking with other students

## **E. Career Education**

- Career Center Statistics
  - Total Contacts for...
    - Advising – 23,693
    - Workshops – 16,690
    - Career Resources Library – 2,472
    - Career Awareness Courses – 225
    - Other Outreach – 12,196
- Student Participation in Workshops
  - Total participation decreased slightly from 16,994 to 16,690
  - Student participation in requested workshops increased slightly from 11,719 to 11,947
  - Sponsored workshop participation was down from 5,275 to 4,743
- Progress on Career Educational Goals
  - Two Best Practices – Last year at SWACE we were recognized for our Best Practices for working with parents and also for our branding campaign – new brand and tag line, “With you every step of the way”
    - Parents link on Career Center Website
    - Increased the number of presentations to Aggie Moms Clubs
  - E-mails to students based on classification
  - Career Conversations in...
    - Living, Working, and Teaching Abroad – Fall 2003
    - Careers in Homeland Security – Spring 2004
    - Opening Doors to the World Through Internships – Spring 2004
    - Career Opportunities in Biotechnology – Spring 2004

## **F. Athletic Career Services**

- Assist and monitor 620 student athletes to ensure NCAA compliance
- The program is now located in the Center for Student-Athlete Services in the new Bright Athletic Complex resulting in more interaction with academic advisors
  - Increased registration numbers from 86 to 140 students (62%)
  - Total student contacts – 9,277
  - Participate in 105 team meetings annually
  - Teach CHAMPS 101 course and conduct various career workshops
  - Maintain Athletic Career Services web site
- Coordinated Spring Career Fair
- The entire CHAMPS program received the 2004 Program of Excellence Award by Division 1A

## **G. Former Student Career Services**

- Contacts
  - By e-mail and telephone were down from 5,320 to 4,587
  - By appointment were down from 786 to 658

- Services
  - Online Database with 286,000 Aggies
  - 784 “Aggies Helping Aggies” Volunteers
  - Local Networking Clubs (Austin, Dallas, Ft. Worth, Houston)
  - Online resume reviews
  - Networking workbook
- Update on Former Students Career Services Goals
  - Reworked processes and resources to meet contact volume, yielding 25% referrals
  - Redesigned web site to improve navigation and provide 365/24/7 AggieLaunch access
  - Integrated AgCareers Network resources
  - Improved resources supporting MBA and Graduate Former Students

## **H. Diversity Initiatives**

- Partnered with IBM to co-host a Diversity Dinner – 35 students participated
- First Generation Student Services
- Multicultural Services partner initiatives

## **III. COUNCIL PERSPECTIVES**

What’s happening in the employment sector from the perspective of the employer?

### **National Instruments**

- **Chris LaMour**
  - Hired mainly engineers for 2003-04; 130 engineers up from last two years, but hey-day was 250.
  - 20% increase for full-time hires; 110 interns and co-ops for this year
  - Acceptance rate still strong at 86% on engineering offers -- hearing that competition is increasing; students are getting more offers
  - Diversity is one of the major challenges

### **Wells Fargo**

- **Ali Survant**
  - Wells Fargo has 140,000 corporate employees (10% of this in corporate lending in which Ali works)
  - Hiring mostly Accounting and Finance majors
    - 170 analysts nationally (50 from A&M this year as opposed to 20-25 the last two years)
  - Recruitment has been easy for the last two years, but competition is picking up today
    - Acceptance rate fell to 75% this year after two years at 95%
  - High internship hiring rate—typically hire 25, this year hired 50 (hopefully, if they are good, will go back to school with a full-time offer)
  - Sophomore Leadership Conference at headquarters in San Francisco – Kyle Jackson will return as an intern this year (10 of the 13 from last year’s program will be returning, one as full-time); expanded Conference to 25 interns this year

## **Bryan/College Station Chamber of Commerce – Economy Development**

- **Royce Hickman**

- Maintains strong staff of nine; currently one opening
- Holds two job fairs each year attracting about 1000 job seekers at each fair; 400 attended the last fair → shows lower unemployment in the area; not as many people looking
- Challenge: Still a significant number of Aggies wanting to stay in B/CS, but not as many opportunities available at this point.
- Annual Youth Career Fair targeting 8<sup>th</sup> graders – helps students focus on careers and what they should be doing now before they begin to choose electives in high school; reaches 16 or 17 districts and over 3000 students. The Career Center is also involved in this one-day event.
  - Seeking help with sponsorship as it is a community service project
- Went to conference in DC to focus on workforce development issues

## **Hewlett-Packard**

- **Cathy Zerda**

- Hiring manager associated with participating in recruiting teams on campuses
- Internship and co-op program in Research Park for approx. 60 students serves as pipeline for full-time employees; program has been in place for 8 years
  - Mostly engineering, but six from business.
  - During the past few years, very few students have been converted to full-time, but starting to turn around
- Houston HP has not recovered well, so hiring mainly for West Coast locations
- Partners with 47 campuses
  - Mid-west students more willing to relocate to West Coast than Aggies → students have to be more flexible with geographic relocation
- Seeing students getting more offers
- 18 graduated this year from program; half going to grad school, rest had multiple offers
- HP hiring only citizens and permanent residents; not able to hire international students

## **Dynagene**

- **Catsie Tucker**

- Recruit from sciences (BIOL, BIMS, GENE)
- 75% of staff are Aggies
- Still interviewing students who graduated in May 2003; looking for students with certifications (have hired students with no experience or certification although the market is still fairly tight)

Leigh Turner – turnaround has been surprising; EE and CS were down in the fall and up in the spring; recruiting values survey results... Top 10–Benefits, Location and Salary → geography still important.

## Foleys

- **Ethan Gieb**

- Recruit for corporate offices in Houston; Marketing, Finance and Management for Buying/Finance areas of the company
- Campus interviews felt more competitive (students had more offers)
  - Acceptance rate has fallen from 95% to 85%
- Recruiting was easy two years ago; unusual that some offers declined in the fall
- Becoming more active on campus to gear up for fall
- Will continue to stay involved speaking to classes and student groups, and participate in diversity nights
- Ten years ago acceptance rate was high, but a few years later retention suffered

## Dow Chemical

- **David McMahon**

- Industry profits down and a lot of cost-cutting (going to reduce work force by 3000 in year to come)
- Going to focus on interns and co-ops, and not full-time
- Dow and Union Carbide merged in 2001 with good retirement programs that will soon be replaced in 2005 → retirement from company with increase prior to 2005 and 2006 (will start looking for more full-time at that time)
- Looking at recruiting practices— this year, did not go to Career Fairs for first time in 20 years, but can still find great candidates through Career Center
- Evaluating campuses visited—A&M will remain on the list (high quality, practical engineers)
- Challenge: Diversity—looking at diversity of colleges so number of students recruited from each is limited; no more big hires just from A&M
- Not seeing many offers per student

## CIA

- **Dave Burris**

- Emphasis in Operational/Analytical side (Regional analysis – studying Africa, Middle East, China, Eastern Europe → looking for grad students)
- Focusing on Grad students from the Bush School, but will take excellent Liberal Arts students in Economics
- On Analytical side, most hiring on the engineering side for biological/chemical weapons analysis will come from Bachelor's to PhD
- Human Intelligence (Operational)—looking for personality as well as a degree (good personal and communication skills, has lived and worked abroad)
- 40% of other CIA hires come from professional services side (HR, CFO, CIO, Logistics)
- 20% of hires from science and technology (technical operation—buildings, spy gear, and satellite recon.)
- Still doing internships, but difficult because of the security process
- A&M hires are still doing well; Aggies understand that this is a responsibility more than a job, are well-prepared and ready to work

## **Lockheed Martin**

- **Eric Horton**

- Over 130,000 engineers and scientists (90% of new hires are engineers)
- Hired 2000-2500 new hires for last five years, needs to attract 1500 new co-ops and interns; have hired over 100 Aggies each year (A&M is #1 campus)
  - Only hired about 50 this year because there are fewer jobs in Texas, and Aggies are less willing to relocate. Hires are 90% engineers.
- Challenges: Aggies unwilling to move out of Texas; Diversity; Regulations
  - 90% of Lockheed business is with the federal government → hire predominantly U.S. Citizens (regulated by ITAR) so it is difficult to find Grad students

## **Cintas**

- **Catherine Lutz**

- Largest uniform provider in North America
- 28,000 partners in North America
- Want to hire 200-240 management trainees; not looking for a specific major (usually not MIS, Accounting, Engineering)
  - Trainee program is two years; goal is within 5-10 years that they will become a general manager/branch manager (running a profit center)
- A&M is the largest target school in the Southwest region
- Mock interviews at A&M led to an internship hire for CINTAS in Corpus Christi. Student heard about Mock Interviews by word of mouth.
- Challenge: Exposure, Diversity
  - When recruiting, don't always get a lot of name recognition
  - Found a lot more students declining offers this year (attributed to geographical preferences – mind set on where they want to go)
  - Need to network with students in minorities. Still fall short on diversity goals. Haven't seen diverse crowds at events and career fairs.

## **John-Mark Stephenson, Consultant**

- Graduated from A&M in 1986 with degree in Sociology
  - Does consulting work with recruiters; previously worked for Reliant
- Economy is starting to recover, and will continue to do so slowly
- Professional Services tend to be a leading economic indicator (consulting, placement, accounting firms, etc.)
  - If you just laid off thousands of people and thus gained shareholder value, you can contract people back to work
- (Larger) professional services, law firms, head hunters are all hiring people back on a consulting basis (not back to full-time yet)
- As market comes back and outsourcing increases, will hire from consulting pool.
- Recruiters should pay attention to market every day to see what is happening, because HR will not always take heed of this.
- New hires and no experience hires will still lag behind experienced hires in this rebuilding period.

Randy Wilson recognizes Dr. Leigh Turner for 20 years of service to SWACE. (Wilson is Chairman of Awards Committee for SWACE.)

## **MD Anderson**

- **Randy Wilson**

- #1 Cancer Center in the world for the third year; not for profit
- State funding is miniscule; most funding comes from gifts and donations
  - Receives largest number of grants from NCI for cancer research
- Operate at approximately \$2 billion in revenues (mostly from patients)
- Three new buildings to be added to the campus in the next year for research and technical care
- 14,000 employees
- Culture driven primarily by 1200 faculty (all MD's)
  - It is a teaching hospital which leads to challenges
- Randy's job is to look at diversity and what hospital's greatest needs are; find and develop pipelines to bring to HR so they can facilitate hiring process and report directly to the president.
- Demographic profile: 67% of MD Anderson is female
  - 70% of Administrative staff is female, but progressively white and male as job responsibility increases
  - Three areas of need: Faculty (women and minorities), Business Leaders (minorities) and Nursing (need Hispanic nurses; currently 18% African American and 7% Hispanic)
- Looking for graduate and post-doctorate candidates
- Skills students need:
  - Understand the longer and broader view (entry level job is not the end; students are short-sighted and a hard sell on relocation and flexibility)
  - Be self-aware and adaptive (ability to understand culture in the work environment)
  - Analytical skills – know what the numbers are saying
  - Need for a customer focus (the ability to build relationships)
  - Self-motivation (students going directly to grad programs are not prepared for a behavioral interview, applying experiences and skills)
- Generational gaps:
  - Expectations are too high
  - The ability to assimilate as well as be realistic
  - Organizational cultural integration

## **USAA**

- **Renee Schroeder**

- Integrated financial services (insurance, banking, investments)
- Operating executive; has been hiring aggressively through the downturn
- Establish relationships with campuses
- Also a great deal of hiring for internships; have been very successful at converting interns to full-time employees
- Centralized company with a sophisticated call center (moving to hire college graduates)
- Shifting profile from technical to personal, product skills
- India is very focused and technically competent

- Use 600 employees in India; outsourcing
  - Example: 100,000 applications for 1000 college slots
  - Excellent execution (A&M—what direction are we going?)
- Looking for higher skills in programming, business analysis, customer relationships, differentiation, problem solving
- Five-year review of hiring and retention—out of ten campuses in the southwest, A&M was #1.

## **BP**

- **Carl Steffensen**
  - 1998 acquisition made up of AMOCO and AARCO; 100,000 employees in 100 countries
  - Subsurface recruiting (geology, geophysics and engineering)
    - Demand increasing for all three majors
  - Strategic staffing study—moving to hiring more people and focusing on retention
    - Hiring slow down in 1980's → Average age at BP is 47 (large number of employees in 40's and 50's and another big group in their 20's)
  - University recruiting has been static, but full-time will increase (aggressive co-op and intern hiring)
    - Recruiting budget is decreasing
    - Strong concerns in industry about having an adequate number of candidates
  - Outsourcing of a lot of business functions
    - Globalization philosophy—looking to utilize talent in the countries they are in
  - A&M allows access to diverse groups of students (hiring decisions not affected by country of origin, VISAs, etc.)
    - Hires a lot of Grad students out of Geosciences (diversity takes care of itself)
  - Looking for good communications and relationship skills, analytical skills, and the internally self-motivated.

## **UNIVERSITY SECTOR:**

### **College of Liberal Arts**

- **Dr. Don Curtis, Dean**
  - Liberal Arts students have a broad educational background. The best students tend to go on to graduate school, unfortunately.
  - Working on student awareness of opportunities such as internships and co-ops
  - LBAR is the most diverse college in turning out graduates

### **Construction Science**

- **Leslie Feigenbaum**
  - Smallest college with 600 students; largest program in the country

- o Required internship program forces students off-campus and into the working world for 7-8 months (long semester and a summer); 6 hours credit
- o Employers get a better look at students through project completion
- o Recruiters want to hire interns
- o All undergrads and graduates had a job upon graduation

### **Graduate Business Career Services**

- **Jim Dixey**

- o The class of '04 MBA program was ranked nationally
- o 90% of the class had offers; 40-50% had more than one offer
- o 92% have internships (some in Singapore, China, and Canada)
- o Students doing well (reflecting in economy)
  - Finance still slow; consulting picking up; finding other areas for these students to work in as well as in other locations
- o Mr. Dixey believes on-campus interviewing will become a thing of the past (analogy to the airline industry. Internet usage will increase)

### **Multicultural Services**

- **Dr. Felicia Scott**

- o Available to assist in meeting diversity needs of recruiters and building partnerships

### **Mays Business School**

- **Mary Ann Ricca**

- o Mays has implemented enrollment management for the past five years
- o Expecting 4200 students to in the college this fall
- o Finance and Marketing are growing
  - MIS currently has only 250 students (Juniors and Seniors) → actively recruiting
- o New recruiter hired for diversity
- o Main initiative is to recruit high achieving students
  - Average high school class rank – 9.4%; Average SAT score – 1200
- o Emphasis on freshmen to ensure success, and focus on diversity as well
- o GPA needed to transfer into Mays has been lowered

### **Center for Retailing Studies**

- **Cindy Billington**

- o Premiere center in the world – focus is on the actual industry of retailing. Encouraging companies and students alike to focus on the diversity of fields within retail (including product development and consulting)
- o New challenge – evaluating the jobs that and where students will best fit. Looking at long-term commitments to a company and vice versa.

## **Agricultural Economics**

- **Dr. John Siebert**

- o Industry representatives speak in his classes (270 students/semester)
- o Aggies are afraid to speak up; encourages students learn to express themselves
- o Encourages student to look for 3 companies to work for
- o Highly motivated students are just as likely to “go back home” as to relocate out of state
- o 25-30% are interested in working in areas of real estate

## **Bush School of Government**

- **Matt Upton**

- o MS in Public Service and MS in International Affairs
- o All are graduate students going to Federal, State and Local level as well as International Affairs, International Economics, Non-Profits, and National Security (FBI is hiring 1500 analysts in the next year).
- o Hiring process slow because of security clearances → many students going to beltway firms in Washington DC (companies that have Federal contracts).

## **Athletic Department**

- **Steve McDonnell**

- o 620 student athletes in 21 sports
- o Bring transferable skills (teamwork, diversity, stress management and time management)
- o Diverse population – many are first generation college students
- o No longer an off-season in sports → only time available for internships is during the summer, but many stay in the community

## **Development Foundation/College of Science**

- **Don Birkelbach**

- o Half of the University’s Distinguished Faculty are in the College of Science
- o College of Science has only about 12% of the faculty on campus but teach in excess of 20% of the course credit hours offered at A&M.
- o Challenges:
  - Finding sources of funding beyond state’s contributions
  - Increasing need of scholarships due to 21% increase in tuition
- o Foundation Excellence Award program – targeted to minority and economically disadvantaged students, that once the student has been accepted into A&M, they are offered the opportunity to apply for a \$1000 per year scholarship that can be stacked upon other scholarships they may have.
- o New initiative: Technology Commercialization Center – a joint effort between the colleges of Science, Business, and Engineering – making greater partnerships with companies to utilize the technology created through research.

## College of Science

- **Dr. Tim Scott**
  - 2000 undergraduate students and several hundred graduate students
  - 5 Departments – Math, Statistics, Physics, Chemistry and Biology
    - Biology: 1400 students – not everyone will become a doctor or a dentist, how do we help students focus on need for career services very early on?
    - Physics, Chemistry and Math students – interests in Forensics, CIA, FBI, Chemical and Biological Warfare
    - Pushing Public Policy Internship Program; sending students to National Science Foundation, Department of Energy, and study abroad
  - Graduate students at twice the Honors rate of the university, and produce largest number of Hispanic PhDs in the country
  - Have hired an Associate Dean of Diversity – 18% are minority students

## Mays MBA Program

- **Carroll Scherer, Director**
  - According to Graduate Management Admissions Test Council, 50% decrease in applicants to MBA programs world wide this year
    - Most MBA programs require work experience prior to application
    - Demographic trend – Generation Xers are getting to an age that full-time school is unappealing, and the Millennial Generation has no experience, thus there are some challenges to grow the MBA program.
  - Still seeing a strong demand for MBA graduates → supply is low and demand high
  - A&M Graduating Class size has decreased from 90 to 75 to 60
  - Has moved to an accelerated program with many students graduating early in December

## SMALL GROUP DISCUSSIONS

### *Expectations and Gaps*

Consider your experiences with new hires within the last five years,

1. What skills do students need to enter the workforce? What skills does your organization expect students to bring to the table as new hires?
2. What areas fell short of those expectations? What additional training was needed that you had not anticipated?
3. What frictions may have resulted as a result of those gaps in performance? Or, generational gaps in attitudes and approach to work/workplace?

How can we better prepare students to enter the workforce? What can each of the following contribute to this process:

- Faculty/Departments
- Career Center
- Employers... through experiential education programs

How can we partner to develop these skills... close the gaps?

#### **A. Aggie Group** (led by Kristi Shryock)

- Different skills acquired in college employers look for...
  - Analytical, technical, people-related, logic, problem solving
    - No answer book any more
    - Time management – meet timelines
- Other skills employers are seeking
  - Initiative to ask, etiquette, following through
- Employers can offer situational leadership training, mentoring classes, goal setting, effective communication (listening skills)
- University can encourage...
  - involvement in different organizations so that responsibility, initiative, and leadership are instilled in students
  - internships
- Students are accustomed to being on a four-year cycle in high school and college, and the workplace is not like that → instead, you're in for the long haul

#### **B. Bonfire Group** (led by Daniel Orozco)

- Defining the Gaps:
  - Help students develop long-term career goals
  - Value of networking
  - Real world skills (budgeting, business etiquette, financial planning, problem solving skills → at what point do you raise your hand for help? There's no answer book.)
  - Overall job search skills; finding the right match
  - The "Other Education" – the skills you gain by being involved in student organizations; translate experience into skills
  - Applying the idea of customer service
- The Answer: Push personal responsibility. Career Center and industry partner will provide the tools, but you own your own career. It's your responsibility to take advantage of that.
  - Mentoring program

- Real World 101
- E-profile

**C. Corps Group** (led by Dale Pracht)

- Different skills employers are looking for...
  - Thought process, professionalism, ability to listen, people skills, earn your stripes
  - Respect for experience level of others
  - Adapting to company culture, maturity, accountability
- Full time work doesn't mean 40 hours a week, especially if you want to be the CEO
- You can offer many seminars, but it may take offering credit to get the students there.  
Seminar ideas:
  - Helping students select the right major as freshmen
  - Real World skills

**D. Reveille Group** (led by Ruth Schemmer)

- What employers expect: communication skills, ability to adapt, realistic expectations, competitive edge (marketing oneself to get the job/do the job), customer service (listening to others), decision making (thinking through options and making a decision)
- Skills measured/employers evaluate skills through: behavioral interviews, office visits, campus presentations, asking for specific actual examples
- Gaps— what employers want and what they get:
  - Students don't understand communication
  - Don't listen
  - Don't have real expectations
  - Need to learn to fight their own battles (own your career)
    - Market yourself
    - Encourage parents to be involved?
  - Experience
  - Organizational identification (job or responsibility?)
- Bridging those Gaps—
  - Employers can continually provide them with more information during training
  - More employer/industry participation on campus