NACE Town Hall: COVID-19 Update –

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April 29, 2020 NACE Town Hall: Impact of COVID-19 on the Future of the Profession

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Panel:

Norma Guerra Gaier, executive director for Texas Career Engagement at the University of Texas at Austin

Brain Guerrero, senior director, The Ohio State University - ASC Center for Career and Professional Success

Maura Quinn, assistant vice president, Campus Recruiting Programs, Liberty Mutual Insurance Company

Sean Treccia, director of Campus Recruiting, KPMG LLP

Moderator: Shawn VanDerziel, NACE executive director

>> Meridith: Welcome to the NACE Town Hall: Impact of COVID-19 on the Future of the Profession. Today's session is brought to you by HireVue. HireVue is the global leader in video interviewing and interview assessments. Their enterprise-grade platform
provides a faster and equitable way to evaluate talent. HireVue supports over 1 million graduate interviews annually and has solutions for campus teams. HireVue has hosted almost 15 million interviews for its 700 plus customers. It's my pleasure to turn the session over to today's moderator and NACE Executive Director Shawn VanDerziel.

>> Shawn: Good afternoon or good morning depending upon where you are dialing in from today. It's great to have everyone joining us for this fifth in a series of town halls that we are hosting. And what I would like to do before we get started is to give you the order of the day.

So, I'm going to start out by providing us with a knowledge base of our recent quick polls that we have been taking at NACE and provide you with a few statistics so you know the direction that our world is moving in from our profession. And once I have done that, we are going to turn things over to our panelists.

I will have a few questions for our panelists to get us thinking and then once we have done that, probably after about 20 minutes, 25 minutes, we will turn it over to audience questions. So, that will be toward the bottom of the hour. And there will be plenty of time for questions and we will keep track of the questions you are asking. To interact with or to ask questions, you could use two of the features here part of Zoom and that is the Q&A feature. You will see that at the bottom of your screen or the chat feature. And we will be keeping track of those questions as we go through today. You can see and hear us. We cannot see or hear you. So, that's the importance of using the chat features that are available. So, I would like to again ground us in where we're at. We have been doing some quick polls and they have been very helpful in providing insights on the direction of college recruiting.

On the employer side, we have had just over 350 of our employer members respond to the survey. And the good news is that 59% of those just over 350, 59% are not revoking any offers right now. So, it is any type of offer. They are not revoking any offers. Though, 22% are still considering it. So, there are people that are still waiting things out, trying to understand where things are going. So, that could be full-time hires or it could be interns. We have about 19% of our employers, of those just 350, who are revoking offers to interns. So, it is about 20% that have revocation of internships and only 3.5% are revoking offers to full-time recruits. 42% of our employers that responded are moving their internship programs virtual and 40% are reducing the length of the internships by shortening or delaying the start date for what happens. And many of them are doing a combination of things. So, they are doing virtual and they are shortening the length of the internship. Another good news item is that our employers remain optimistic that they are recruiting for the class of 2021. It will hold steady for the first part and that was about 64% of them. So, compared to the class 2020, 64% are thinking it will be about the same for the class of 2021. That is where things stand today. Of course, a lot could change from now in next year.
If we turn to some of the college statistics, 90% of our career centers are doing most everything virtually. And we have asked questions and career fairs and we have asked if they are going to be holding career fairs on campus this coming fall. 28% of those campuses have reported they will hold on campus career fairs or they are planning to. We have also found 7.8% of our colleges and this was close to 750 college members. So, 750 college members, 7.8% basically have said that they are only going to hold virtual career fairs. That is inching up to the 8% mark where they will only do virtual. And only 5% of career centers plan to facilitate on campus interviews with students and 26% plan to rely only on virtual platforms. And 40% plan to do both. So, hopefully that gives you a little bit of background. To find those statistics, we will post those links.

Look out for Meridith and Erin who are posting those links in the chat box so you could see where those are. We will finalize those polls this week and so, you will see the final stats as we close out this quick poll and we will have starting next week another quick poll that will start up on another set of questions.

So, through our town halls, we have had an evolution of the kinds of topics we have covered from helping everyone to get into the day-to-day and new realities of doing recruiting and career center services online. And we have spoken about those issues at length. Our last specification we talked about how people are planning for the fall and the kinds of things they are putting into their consideration for that planning. In this session what we thought we would do is to talk a little bit more about the future.

When I say future, it is the short term future and what we are really talking about is next winter, summer, the following fall. So, over the next year or so. What are the kinds of things are panelists and folks are thinking about as they plan for those future states. What are the things they are taking into consideration all based on what has happened in today's context. So, what are the things that have propelled us and accelerated or decelerated from the things that have happened and us over the past few weeks.

And I want to make sure that everyone understands who our panelists are. And a way to do that is just to have them each answer for us just how COVID has impacted them and their employers and the work they do. I would love for each to take two minutes to explain your current state based on the board. That would give us a -- world. And that would give us a nice base. I will start with Maura.

>> Maura: Hi everyone. So, my name is Maura Quinn and I manage our early talent programs at Liberty Mutual insurance. I'm based in Boston as many of you are figuring out how we work virtually. Today I'm based in my bedroom.

[Laughter]

Talk about bringing your whole self to work. We have about 700 summer intern and a hundred MBA law
clerks, data science and Ph.D's. Our program has not changed essentially. We will continue as planned. Part of our program has always been virtual to make sure that we engage with our remote interns that are not in one of our large offices. So, no change to start dates. The biggest challenge we have been dealing with is technology and finding computers with things on back order. But happy to talk through some of those things and excited we were able to honor those commitments to your students.

>> Shawn: Thank you, Brian.

>> Brian: Hi, everyone. My name is Brian Guerrero and I lead and guide the center for career and professional success here at the Ohio State in the arts and sciences college. Gosh, similar to many of us and this virtual table, there's been such a significant amount of change management both at the institution that I serve and in particular, in my department. I would say if I were to describe back and reflect on what has been immediate and where we are moving is going from very like tactical or operational decisionmaking to getting back to our core vision and trying to think about the impact and value proposition we have on our campus and what value to provide to folks like Maura on this call. One of the things I have been excited about is seeing how our profession is responding and being responsive to such a change. So, I'm excited to see where it goes. I would say if I were to describe kind of what has been happening most recently on our campus has been both fascinating and fatiguing at the same time. But a real opportunity to create structures to support our students and candidates alike.


>> Norma: Hi, everyone. It is so great to be with you. I'm Norma Guerra Gaier and I serve as the executive director for Texas career engagement at the University of Texas at Austin. Just to put in context a little bit, our office, Texas career engagement, has been on the UT campus for a little over a year and it really was created based on an identified need on our campus to ensure that we are providing equitable access to anything career to our students and equitable access for our employers to diverse talent across our campus.

At UT, we have 18 career centers. They do a phenomenal job serving the needs of their units and our office is an overarching approach to look at strategy for engagement. I can't think of a more important time than today to really hone in and focus on that equitable access as we work with our students. What has changed and how we are looking at things differently to answer Shawn's question is I really see this as an opportunity to rethink, reimagine and find opportunities for different ways of serving our students and our employers and I will share more about that in a little bit. But that's really, I think, has been the pivotal change on our campus is just re-imagining our work and what an amazing opportunity amidst all
>> Shawn: And thank you. Sean?

>> Sean: Thank you, Shawn. I'm based in a Chicago office. My day job is leading our global recruiting programs for my firm. For us, there were two major changes we had to implement because when we stopped pretty much going to campus or going in the office in mid to late March, we finished our on-campus recruiting. So, one shift was changing the office visits from live visits across our 85 offices in the U.S. to virtual visits. We put together a small planning team that developed work without outside vendors and some internal solutions to roll out virtual versions of our office visit program. The second thing we were doing is changing for the internship.

So, our interns are client-service based. We have about 2,500 based across the whole U.S. in those 85 offices and spend their time working at client locations, supervised by someone with a few years experience. We can't go to client locations right now because our offices are closed and most of our clients are closed. So, the challenge is how do you create work for them? Because most of our work is regulated by the federal government, we can't have them doing client related work that isn't supervised about not at the intern level. So, we have shifted -- while we haven't cut the internship, we reduced it significantly from a ten-week internship to 80-hour internship spread over four weeks.

None of it can be client service related because of the regulations but it is going to be different training, development, networking and other connectivity activities. We are going to keep them somewhat busy, but they could do it virtually any time, any place if they have another job during the summer they want to do. And we are still paying them, although not for 10 weeks but the 80-hour equivalent.

>> Shawn: You could see we have a range of activities that are happening. Some that have remained consistent. We have good perspective in our town hall with our panelists. What I would like to do is have each of you think about the impacts of the last six weeks and how it has really changed our world and what lasting impacts these changes will have and what that means for our future. I will ask some questions and start with Sean.

We think about population shifts in addition to changing employer priorities and the impacts of COVID. Can you help us understand how you are thinking about redesigning or modifying your talent acquisition strategies over the next year?

>> Sean: Sure. Some of our changes that we are making are just happenstance that will be ones we
were working on for a while. One of the other parts of my job is to lead co-leading jobs and that was started over a year ago before the virus was known. Our big shift is looking at an organization that has had to do everything in person. We had 350 schools across the U.S. where we actively recruited. So, trying to look at that and say do we really need to physically be at those schools? That's a lot of many to go to many of them. It is a lot of time. Mentioned we are a client service busy. They are not charging time to clients when they are on campus so we are not making money.

So, really trying to look at how we could adjust to a more virtual atmosphere. This virus has caused us to do some of that sooner and I think what has been beneficial from an internal standpoint is getting our professionals to realize that some of this can be done virtual. For example, what we are looking to do going forward instead of going to 350 schools, can we cut that down to 200 schools? Meaning we would still recruit at all different schools, but we would only be physically active at 200. Allows us to focus more and spend more time and effort there. The other change is moving to an open application. We don't have an open application. Students can only apply for internship through the job postings we do at those 350 specific universities. That has limited the diversity of our pool. We want a more diverse pool. So, we are doing several things such as implementing assessment testing, virtual events and other things as a way to open our application to all students from the world like most other companies have been doing for years. Put it on our website. But to still make that personal connection because as a business, we don't produce anything. We are a professional services business. So, people who join us usually join because of the people they meet. It is not the product they are going to produce because we don't produce a product. So, we still need to manage that personal connection. A combination of putting more effort at the larger schools to get a better return on investment, but still getting that personal interaction, although it will be virtual, from the smaller schools. These last few weeks have shown us we can still make some of those strong interactions on a virtual level. They will never be the same as live. We know that. But nobody has unlimited time or resources and this has helped us show it can really work.

>> Shawn: Thank you, Sean. That was very helpful. I would like to ask a question of Brian. I would like to focus on underserved students and thinking about the future. This COVID has certainly illuminated and highlighted inequities in our system but were exacerbated with the issue. What are you thinking what the future holds related to students and how things may change or how you would like to see them change.

>> Brian: Thank you, Shawn and thanks for acknowledging that some of these things are historical in nature. I think it would be remiss not to acknowledge how this pandemic has impacted our black and brown Americans, our native and Navajo nations and even to some degree I have been thinking about some of the anti-Asian American or sentiment that some of our candidates or students are
experiencing. So, this is one piece of the pie which is higher education and working with employers. But it is compounded and I think we can all acknowledge that.

There are other factors that play into this such as limiting healthcare, perhaps even instability in terms of financial wellness or food and security. That is kind of where my thinking has been. I keep thinking, gosh, we need to not just be career services, but advocates even more so during this time. And to raise those narratives to campus partners who truly believe in it and some who still need to want to embrace it. So, I think that that's going to be important moving forward. I also have been thinking through some of the more digital divide based on just how we have moved to this type of synchronous learning.

And at Ohio State, we are at a very privileged campus, preceding my time we are known as the digital flagship in partnership with Apple where all our students get an iPad. Borne this work and advocates resources are amplified in key places within that technology.

I think the other thing I have been thinking about is how do we work with local service providers as many of us have been to ensure that connectivity, things that are very basic to some of us in terms of internet access our students get that. And I know our campus has moved long term in that direction. If you are thinking about the long term, the long term I'm not sure it would be surprising to most of us who have done this work for quite some time, but the long term is really about building trusting relationships with diverse student population.

And how you do that is this is just one opinion is with and for them, with campus partners and other people that I kind of call in your own council, if you will. Because these students go to those influencers if they are just hearing from career services for the first time, they may not see that necessarily as that trusted advisor. So, that is particularly a really strong thing. And the other thing I would say -- and I worry about this a little bit. It certainly won't happen in my organization.

But when we think about resource allocation, especially during times of constraint, I think a lot of us are going to look at our budgets and sometimes, not all the time, people will look at things like professional development. They might look at diversity initiatives and they might say to themselves we are not getting the same type of engagement. We are not getting the numbers. Maybe we should do a rethink on that. I would say this is the time to invest your resources to bridge the gap. Don't pull away from that. That is the long term thing for me when it comes to connecting with students.

>> Shawn: Thank you. That was very helpful information you shared, Brian. I would like to go back to an employer perspective. We will bring this all back together, everyone. Just wanted to throw out like three or four big topics and we can bring this back together. I would like to go to Maura. Maura, we talk about this competency gap from what companies are expecting from what is being delivered from a higher education perspective. How are you partnering or how are you -- are you influencing curriculum or are you thinking about that for the future? How might things change for you going forward?
Maura: Sure. So, this is actually -- it is not new to Liberty. Being an insurance company, we have the core functions a large organization has in terms of our development programs, financing and accounting, HR, technology. But because of the volume with which we hire and we are based in Boston, which obviously we have great schools and us, but we were noticing gaps in some of our opportunities. And so, for two reasons, we have actually started partnering with several of our local colleges. I say Boston but I will go into it a little bit more where we have large offices and we know what our skills need is. So, we are partnering with faculty to help retool or revamp their curriculum in certain areas. As UMass Boston and UMass Lowell, we are starting to implement data science as a major in an undergraduate degree.

Ten years ago we were implementing an actuarial program. That helps us with sourcing and recruiting more students of color. When we think about some of those larger schools that are in our backyard, if percentage of underrepresented students is higher than other schools. So, that is another way for us to attract first gen. And certainly will multi-cultural centers we work with. We have seen our numbers increase in those areas for hiring students. And that's one of the biggest things.

We have also expanded -- we have a large headquarters in Plano, Texas. We were working with community college to create an insurance curriculum. So, folks that would go directly into like a claims or underwriting opportunity within our either personal or commercial lines business because we saw a gap there in the need for talent to really grow in that particular location. So, those are some of the things that we have been doing and so not only does it help us with the right skills that we need in the organization, but also expanding our underrepresented talent pool, which we know as a Boston based insurance company, that's our number one priority.

Shawn: Very helpful. Thank you. I would like to ask you the other side of that question. Being at a campus, being a career services leader, how are you addressing some of these competency issues on your campus going forward into the future? What do you foresee?

Norma: That really is an important question and I think we would be remiss if we didn't take a giant step back and look at a bird's eye view of what is happening in our day-to-day and looking to our future what we are anticipate. I think one of the best questions we can all ask ourselves is what will this experience teach us, particularly our students, in the areas of competencies.

How will the NACE career readiness competencies shift? What will employers truly appreciate moving forward? And so, we are thinking about those things on our campus. We were really sad that -- UT was excited to host the career competency symposium that was to take place next month. It is not going to
happen. It will happen, though. But I think the important pierce here is to look at how can we collaborate and partner with our campus partners to ensure that we are all on the same page on the relevancy of these competencies.

So, we are doing a few different things on our campus. One of the first things, though, that we proactively did with our own faculty, extend a hand to them to offer them some resources so that as they think about, for example, those spring internships that were unexpectedly halted after March 13th, that we gave them some alternative assignments to incorporate some thinking and career readiness and competencies and how students can reflect on what they are learning, what they have learned and what they hope to learn moving forward.

We are also creating teaching tools in our Canvas portal and we are partnering with our learning initiative at UT. I'm sure those on campuses have similar entities that you can partner with. And we are getting ready to launch a university wide task force.

As you can imagine, there are many task forces that are launching right now to address the imminent needs that lay in front of us. But we are look at one that will help us to think differently and we are calling it the career experiences and success re-imagined task force. And we are looking at incorporating creative and innovative modalities of learning, whether it is holistically experiential learning and preparing our students for success beyond their degree. We are also going to continue to create alternative approaches to -- for our faculty to rethink those learning outcomes which then become those career readiness competencies that our students need to hone during this process. And in particular, I think right now as we look at our graduates or soon to be graduates and the fact that we need to not forget to celebrate them and celebrating them in a way that acknowledges what they have done, acknowledges the fact that they are going through some incredible resiliency testing right now. That is an make competency that I think we can really help our students and soon to be graduates champion in the eyes of our employers.

So, looking at what we are calling Texas 20 and beyond and we are going to call out five different areas. We are going to provide access to resources and programming and celebrations for our students and strength and resiliency, and the virtual career resources that they so desperately need, particularly today. An awareness of financial wellness and literacy. And again, partnering across company with our financial aid office is a great way to do that. And most importantly, look at who is hiring. And who is hiring and holding off for now. But building new skills for a new economy is probably the biggest focus for that particular effort that we are launching and the competency integration and awareness is so vital. As we extend information and easy resources to access not only for our students and graduates, but also for our faculty and staff. Lots to unpack there, but really all of that points to what we all need to be doing to best serve our future work force.
>> Shawn: Thank you, Norma. We have a gazillion questions from our audience that I would love to get to. But before we do that, I want to make sure if there's anything the panelist if there was anything you wanted to address that another panelist said that you thought was important before we move on. Good? All right.

One of the first questions we got was and Bill asked do you expect spring '20 students not able to be hired due to COVID19 to transition their job search to fall' 20, how many of those students are there? Is there any sense of that, that any of you have that might be able to help?

>> Brian: I could get started. I don't have a particular percentage. I only have anecdotal information with academic advising and other colleagues. I would say that I think we are all kind of concerned that some of our graduating seniors might be wanting to extend for a variety of reasons. Whether that is family reasons, you know, just the delay because of what is happening in the market or perceived delay in certain markets. So, I think the way we are kind of thinking about this for graduating seniors that actually do want to extend is coming at it from a training, retraining perspective, it is kind of like what are you doing during this time to help you remain competitive and fresh.

Are there independent projects or real life simulations? I have seen things in the NACE community and other resources that are highlighting how particularly seniors are handling it. I don't have a percentage, but that is kind of my initial thinking of where our seniors are right now and what we have been experiencing or telling them.

>> Shawn: Okay. Great. There's a question and how do you think career services can help you as you transition to a more hybrid virtual model so the balance between in person and virtual? Are there specific things helpful for career services to do in working with you that you would like to throw out there for the future?

>> Sean: You want to go first?

>> Maura: Sure. I think being technology ready is going to be the most helpful thing. We certainly want to be back on campus this fall, but I'm not anticipating that we will. Nor do I know yet if our leadership will allow travel like that. And if people are going to be comfortable standing at a career fair. I don't see it happening this fall. So, we are already planning to continue -- you know, to recruit virtually.

You know, I think one of the things -- I know many of your institutions have very strict guidelines on offer acceptance deadlines. That might be something that you can help us out with. Knowing the percentage of our interns who would accept an offer early is always helpful for an organization. So, I would say
maybe think about relaxing some of those deadlines and that might help your students too that don’t have to be stuck or tied to that deadline and knowing that they can accept a job offer and feel comfortable in the midst of all of this.

But I think there’s a lot of technology that is out there now and both universities and employers need to be doing the research and going out to request proposals from some of these vendors to really support fully virtual experience, a quality virtual experience. We are going through that right now at Liberty. I’m trying to pull up the slides from the last tech update and I’m happy to put in the chat -- I’m not supporting any particular vendor. I’m just going to share with you the ones we are looking into it. We haven’t made a decision yet. But that might help you all as you start to search for what is the best technology out there to get ramped up and be prepared if that's the way things need to go in the fall.

>> Shawn: Great. There’s a question and for our career services folks and those students who have already graduated and extending services to them. Will you -- one, are you extending services to more graduates and do you see that as a service on an ongoing basis that maybe you didn't traditionally do or you are already doing it? Can you speak to that?

>> Norma: Sure. I will jump in, Shawn. At UT, each college and school has their own career center and they all have their own policies around how they serve their alums. Some colleges have offices that serve alumni in very different ways. We also have a broader Texas alumni association that we partner with. Our office because we are so new and really we are just getting set up where we don't even have our permanent space yet on campus. We are kind of located now virtually. But before this, in three different buildings across campus.

What we have decided to do was to manage the need as much as we can, recognizing the fact we were really created for that equitable access and if our alums are seeking assistance, we are going to do all we can.

Intentionally what we are doing is partnering with our Texas alumni association and we are fast tracking a mentoring platform and creating career communities so that we can serve the needs of our students and our graduates, whether they graduated last year or ten years ago. The commitment from the institution is to ensure that Longhorns take care of Longhorns. And that fast tracking has enabled us to be able to launch this platform in time for graduation this year. So, we will be engaging in a big campaign to serve our alumni again. Those recent and those that are more seasoned.

>> Shawn: Great. Thank you. As you can imagine, we have a ton of questions and the virtual environment and changes that are happening or may continue to happen. So, I have some specific things I’m going to try and throw off at each of you. So, for the employers, I will start with Sean first.
There have been a number of questions and like your knowing that things are moving a little bit more virtual and that that's a direction that you're headed in, how does that impact your recruitment cycle? How does that impact your timelines? How does it impact what you will actually -- what we will see from you? Is it the traditional timing of the year, et cetera, et cetera? What are you foreseeing for the future?

>> Sean: That is a great question. And for us, I don't know if this is the same for other people. Because we are moving to an open application that is impacting our timeline too. While we would traditionally be on campus in September in schools in the southeast and some of the Pacific ones don't start in late September. As we go to virtual things, because they could be open to people from anywhere and the country, we are going to have to change some of our deadlines and that is one of the things we are adjusting to basically say in the fall, for example, we will have two deadlines for people to apply because we can't make it so early that it's perfect for schools like Georgia or Tennessee because then the University of Washington doesn't go back for another month. We can't wait for mid October for Washington because all the Georgia students will be hired. I'm just throwing out those schools as examples. I don't know the exact dates.

What we are trying to do is build a process that allows for students to have a reasonable time frame regardless of where they are going. But there will have to be an understanding from the students' standpoint and from career center standpoint to say if you go to the University of Washington and your school doesn't start, for example, in September 25th and you traditionally attended a career fair on October 1st and you want to apply for our Atlanta office, their positions may be filled. You can apply for them but if you wait for school to start, Atlanta is not going to sit around and wait eight weeks because the odds of getting students from the University of Washington are slim. Most of them will come from the Atlanta, Georgia, southeast area. That is the adjustment we are going to have to make. Is trying to inform students that the traditional career fairs are great to meet people from your local offices. If you want different offices, those offices may be on different timeframes and it may mean applying for jobs before you are back in school or waiting longer because the office you want isn't ready to make decisions because most of those schools have not made decisions yet. It is a challenge we face going to a full national open application and having 85 offices across the country.

>> Shawn: Wow. Interesting. I want to piggy back off that, Maura, for you. Because there's another question related to this idea of opening applications up in a different way and perhaps virtual provides an opportunity. So, there was a comment and question and do you think that with the virtual environment there's -- will be a move away from target schools at all and will there be more ability for smaller schools as an example to be brought into the fold?

>> Maura: Yeah. So, great question. So, for Liberty, we have been on this journey for about two years.
And this was public information. So, I'm not giving anything away. I'm not sure if anyone from Unilever is on the call. Unilever made a big leap in the virtual space for campus recruiting to reduce expenses and reduce head count essentially and move to a virtual recruiting technique. I, at the time, had a very progressive, innovative leader I reported to and he said if Unilever can do it, why can't we?

Luckily I came up with a nice combination so we moved away from what was typically a target school. We basically had 50 schools? Our portfolio and then probably another hundred that folks in the business might be in their backyard and they would show up and we would kind of find out later. But those 50 schools, you know, really gave us about 70% of our hires. Now we look at target sources. So, our footprint has reduced to -- it's probably still close to 50 schools, but that's more of our business partners that are going.

There's only 20 schools in the undergrad space we are still seeing significant double-digit hires. But that has allowed us -- we don't report anymore on we have to get 70% of our hires from these 50 schools because we are spending all the money there. What we report on now is target sources. Anywhere where we are spending dollars and that can be our Handshake platform where we could reach students at 800 schools, that is our national partnership organizations where we spend money to sponsor those programs, it doesn't matter what school people go to. We can find great candidate at any school.

So, it does open up a lot more opportunities for students who are interested in Liberty Mutual where years ago based on some antiquated thinking of our leadership, I won't throw names out. Well, I went to Providence College so we have to go to Providence College. It is an amazing school but I have 10 of those right in the backyard at Boston. So, we are not seeing the diversity that we needed to see. So, this has just -- moving some of our components virtually, shifting our thought process to target sources versus target schools, we really have created a lot more diversity in our programs and our hiring. It was small schools out there who have always invited us to your campus, we are absolutely recruiting your students. We are just doing it virtually.

>> Shawn: Great. Thank you so much. And continuing on this virtual theme and turning over to Brian and Norma, virtual events you are thinking may happen going forward and how things may change, particularly from a revenue standpoint. So, traditionally college career fairs have brought in significant dollars to certain campuses, I'm wondering if that is an impact for you going forward if you are thinking about that and what that tradition to virtual may be like for you on an ongoing basis.

>> Brian: Sure.

>> Shawn: Brian.
Brian: Yeah. It certainly does play a role here at Ohio State. But at the same time, I think what -- where my mindset is right now is to put that off to the side. That is a great benefit. But what is even more important is kind of what we have been talking about throughout this entire discussion, which is how can we equalize the opportunity for students across the board. And so, we'll have to do some assessments on the market. I think there are regional consideration you will have to do, national considerations.

But at the same time as we have heard from some of our colleagues here, there's a rethink about whether or not that's going to be -- you know, all of us will be under constraints. Kind of this interesting domino effect. I think the only other thing I want to add in relation to virtual is I think we can all kind of imagine -- all of us are talking about virtual career fairs. That is great and we can kind of think through 100% virtual or a hundred percent in person. I have been talking with colleagues and also my staff about really trying to be successful in the middle.

That same thing I was talking earlier about the hybrid model. Trying to think about how can we still create an environment in that so students can still experience the organizational culture of these people who are hiring. Because at the end of the day, if it is virtual a 100%, the biggest will be whether or not the experiences we are providing to these candidates or these students still give them a sense about whether or not it is a good fit for them. So, how can you convey organizational culture that is so important through these virtual means. I think that is something that kind of ruminates in my head.

One of the panelists did a callout to the state who has done terrific virtual experiences. We went on a factfinding exhibition. One of our faculty sat down with northern diplomat and residence and he gave us great insights. What it was about was go back to your core culture. What is it that you want your candidates to be able to experience? And certainly for the department of state, a lot of it was through mentoring, discreet projects with services that are still high touch even if it is virtual in nature. Kind of went in different directions there but that is kind of what I have been thinking about when it comes to revenue sources. Certainly there will be an impact. But we are going to have to create opportunities for our students regardless of the revenue.

Shawn: I want to stick on the opportunity question for a second. I'm coming to you Norma and ask you about your rural students and some of the things you are doing and the equity. I also want to ask our employers similar questions related to -- one last question on the career fairs for the employers on the line, which is a couple of people have asked will you pay to participate in virtual fairs? Is that something you are willing to do? What does that look like for you?

Maura: Sean go ahead.
Sean: Okay. Yeah. The question and this just came up in one of our calls yesterday. I don't know which school it was but asked for a fee of $5,000 to participate in an event they were moving from physical to virtual and they in past years said the $5,000 was to cover room and board and meals for the students. We went back and said we would be willing to pay like in past years but not $5,000 because you are eliminating room and board and meals. From a business standpoint, it doesn't make sense. I know sometimes there's a feeling we have tons of money but our budgets are being cut too. So, we would be willing to pay for schools that we have paid before. I will speak for KPMG. Pay at reasonable amounts. Just like we have to justify to our clients if we go to a client and say pay us the same and we are going to do less or provide you with less, a client is going to say no. We are not going to do that. So, if a school says we will provide you access to our students virtually, but not live, it doesn't make sense from a business standpoint to pay the same.

Maura: I would echo. Some of the big challenges we had this year or over the last couple months in managing through this with some of our national partners, so, there are a handful of events. I think it is six total where we are spending upwards of $50,000 on and for those organizations, you know, we said we got to talk about this right. Because it is not going to be the same experience if we are not there for three days with our people and our advertising and all of that, it really shouldn't cost us $75,000 to attend something. In those instances we are working with those organizations. In the school space, I agree with Sean. But as things are moving to virtual, this is a year that we are going to support our schools. That's just the stance we have taken on it. We still want to recruit your students. If you charge me $700 you were going to charge me in a typical career fair, we will step up and pay that. Absolutely.

Shawn: Great. Thank you. Norma, I just want to go back to the equity question and go back to the employers for those students, particularly if we remain in a virtual environment a little bit longer or if more services are offered virtually or if more employment opportunities are -- or the cycle of recruitment is done more virtually, what about those students who don't have quite the same access and how would you address that from a career center perspective?

Norma: I think this is a macro issue and it really gets at the conversations that are happening on many of our campuses and really across the board. At UT, we engaged in a pretty successful campaign to secure funding for students for emergency funds. And much of the funding was utilized so that students could have the technology tools that they needed in order to keep learning and engaging. And I think that we need to be the strong advocates that we already are, but even more so to get front and center to say learning doesn't just happen in a formal way through classroom learning. But it happens through experiential learning and compromised particularly for our rural students.
What we are seeing and we kind of looked at what is already happening at UT where we could perhaps lean in and lend a hand, learn from and expand. And one of our programs, it is not a program that belongs to our office. It originated through our IC squared institute which is a think tank at UT and they have a program called Home to Texas. And it is an opportunity for rural students to engage in internship experiences during the summer and work with local entities maybe even local government. And they are provided a stipend so we raise funds for that. We are looking at how we can expand those experiences for our rural students and also for those organizations, those small to medium size organizations that could really eyes a hand at this time. So, that is one example on how we could do this.

Overarchingly, though, we will be the best advocates for our students on this access point. And we need to make sure that we are sitting at the table, that our administration on our campuses know the value in these experiences and much of that comes from our employer voices that we are able to pass along. So, Sean and Maura, the work you do and what you offer to our campuses is vitally important.

>> Shawn: Sean, do you have anything to add?

>> Sean: That is a tough question. There are things we are trying to do with some of our work with community college to encourage students to go to the public library. But in reality, most of our application you could do online but you need a smartphone and we can't change that. It is just not reasonable. So, we are doing things to encourage students to get to different areas. We are also -- we have done some things at high school fairs where we bring our laptops with the hotspot and offer students a chance to log in and register for different things because we have the hotspot or use the high school's wi-fi. But if a student on their own can't get access to a public library or smartphone, I don't have a good solution for that unfortunately.

>> Maura: We do have some work-arounds in that sense if a school alerts or student alerts us in terms of the application pierce. We are thinking about how do we go about -- I will send you guys a great link or maybe I don't know if Erin can send it out in a follow-up. But Mackenzie just put out an article for universities that I read this morning and it gave me some ideas just for programming in terms of the equity stuff. It started when I was watching the NFL draft the other night and I turned to my boyfriend and I said what happens if some of these people their homes -- you know. I just dawned on me oh my goodness that will happen with our own employees. Some students may not want people seeing the background of their home. They may be embarrassed by it. I was that kid growing up. I didn't want you to see the house I grew up in. But we are encouraging everyone to use videos to be more social and engaging in our work environment. So, we have to be thinking about equity of our interns.
We went and bought them all laptops. They are not Liberty devices. We bought that for the summer and that was our way to solve for the technology crunch and the fact I didn't want to reach out because if a kid said to me sorry, I don't own my own laptop, which many of them don't. A lot of the students get school devices. So, we are having to think about that at every step. I would just encourage you all to think about even the virtual engagement you are doing with your own staff and making sure people feel comfortable having stuff in their background even.

>> Shawn: Great. Super point. We are at the end of our time unfortunately. And I want to thank everyone who joined us for today's town hall. It has been wonderful interacting with you. Sorry we couldn't get to everyone's questions. Thank you to our panelists. You did a marvelous job. There are many other resources you can find on the NACE website. I hope you will take a look. There are new -- these new poll that will come out next week that will be delivered to your inboxes to our members. Please take part in those. They are vitally important to your peers as they want to learn about what is happening in the field and we will report back to all of you on that information. So, again, thank you for joining us. The session will be recorded and will be available within 24 hours on the NACE website under the coronavirus resources. So, hope you have a great rest of the day. Be well and be safe.

>> Meridith: This concludes today's event. The archive will be available within three business days. Thank you again for attending and thank you to our sponsor, HireVue.