

comes down to the number of individuals who need to be hired, the recruiting budget, and a strategic decision about whether to invest deeply in a few programs or more broadly in more programs. Some factors to consider when deciding which colleges and universities to target include the following:⁵⁶

1. Past experiences with students at the school—including the quality of recent hires (measured in terms of performance and turnover), offer acceptance rates, skills, experience, and training in the areas where job openings exist—should be factored in.
2. Rankings of school quality. *U.S. News and World Report*, *The Gorman Report* and *Peterson's Guide* are comprehensive rankings of colleges and universities and various degree programs. *BusinessWeek*, the *Wall Street Journal*, and the *Financial Times* rank business schools. Applicants recruited from highly ranked programs almost always come at a premium, so organizations need to make sure they are getting a good return on their investment.
3. The costs of recruiting at a particular school must be assessed. Colleges and universities that are nearby often mean substantially fewer resources expended on travel (both for recruiters traveling to the school and for bringing applicants in for interviews).

There are several ways an organization can establish a high-quality relationship with a school. A critical task is to establish a good relationship with the placement director. Although most placement directors are eager to make the organization's recruitment process productive and pleasant, there are many aspects where they exert additional influence over the success of the organization's recruitment of high-quality graduates (e.g., informal discussions with students about good employers, alerting recruiters to impressive candidates). Another way to establish a high-quality relationship with a school is to maintain a presence. This presence can take various forms, and organizations are increasingly becoming more creative and aggressive in establishing relationships with universities and their students. Some investment banks, consulting firms, and other companies shell out \$500,000 and more per school to fund career seminars, gifts for students, and fancy dinners. Ernst & Young built a study room at Columbia University, and GE sponsored an e-commerce lab at the University of Connecticut.⁵⁷ Other companies are using nonconventional approaches. UPS has hired massage therapists to give students massages at job fairs. Ford has allowed students to test-drive Fords and Jaguars. Dow has even held crayfish boils.

Some organizations develop a talent pipeline that includes individuals in educational institutions who may not take a job immediately but may be attracted into the organization in the future. Managing an organization's talent pipeline means establishing effective relationships even before positions open up. Some organizations try to develop early relationships with incoming college freshmen in hopes that they will consider the organization as a potential employer when they graduate. Organizations that engage in large-scale collaborative research and develop-