

OFF-CAMPUS GUIDE

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WHAT IS OFF-CAMPUS RECRUITING?

Off-campus recruiting includes any company that does not come to campus to conduct interviews in Ann Arbor, or does not have virtual interviews facilitated by the Career Development Office.

WHY DO COMPANIES HIRE MBAs OFF-CAMPUS?

For a variety of reasons, not all companies can come to Ross to recruit. Oftentimes, companies recruit off-campus when they need to fill specific roles in small numbers. Sometimes, roles fall into less traditional business categories (education, international development, nonprofit, etc.) or a niche industry (entertainment, real estate, venture capital, etc.).

THIS GENERALLY INCLUDES:

- Large organizations with current openings for specific and often more unique jobs
- Small- to mid-sized companies
- Companies that don't have large recruiting budgets
- Companies that don't hire a lot of MBAs or specifically Ross MBAs
- Start-ups

HOW OFF-CAMPUS AND ON-CAMPUS DIFFER:

1

TIMING:

Recruiters who come to campus conduct interviews and make offers months in advance of when you are available, while in the real world most interviewing doesn't take place until spring, closer to when you are available to start work.

2

NETWORKING:

Recruiters who come to campus make networking easy in the sense that they come to you, and you know they are interested in hiring Ross MBAs. On the other side of that coin, however, you will be competing for attention with lots of other candidates. For off-campus, it takes more initiative to uncover opportunities and cold calling and emailing to make connections, but when you do make connections, it's usually a more direct process to get interviews. There is no resume drop, closed list, or on-campus interview with which to contend.

3

SELECTION:

Only a limited number of companies come to campus each year, so any roles beyond those companies will require off-campus recruiting.

DECIDING ON AN OFF-CAMPUS RECRUITING STRATEGY

IS AN OFF-CAMPUS ROLE RIGHT FOR YOU?

Before starting an off-campus search, consider your priorities and goals. Use the CDO [Self-Assessment Tools](#) and your CDO Launch appointment to explore your options. Reference lists of companies that come on campus in [Ross Recruit](#).

You do **not** need to be 100% on campus or 100% off-campus. In fact, many career paths recommend you have a parallel plan that involves some off-campus recruiting. You will want to adjust your recruiting strategy depending on the ratio of on-campus to off-campus companies on your list. If off-campus is your parallel plan, you should think carefully about dedicating some time in the fall to off-campus networking so you do not have to scramble in the winter.

Off-campus recruiting is challenging and takes a lot of energy (that being said, we recommend using the [2 Hour Job Search](#), which makes it less daunting and draining). It is critical to be willing to send cold emails, get rejections and be ready to pivot your strategy at any point. Joining an off-campus FACT group (limited access for PTMBAs) or a Job Action Group (typically just for MBA2s) will help you connect with peers who are going through the same process.

RESOURCES:

- Look through [this document](#) to see what off-campus roles Ross students have received offers for in the past – this will give you an idea of what types of companies have off-campus internships and full-time roles.
- [Identify your priorities](#) section.
- [Ross Recruit](#).
- 2 Hour Job Search recording of [Steve Dalton workshop](#)

TYPES OF OFF-CAMPUS RECRUITING

INTERNSHIPS

There are **three** categories of off-campus internships. Though much of the advice in this guide is universal, some of the strategies for networking and applying, as well as timing, will vary depending on the types of internships in which you are interested.

1 FORMAL MBA PROGRAMS:

Some large companies that don't come to campus host internships of a similar scale to many on-campus companies. For various reasons, they do not recruit on-campus. These internships tend to have formal processes, cohort activities and more closely resemble internships you would apply for through on-campus recruiting.

Examples:

LinkedIn, Apple, Google, IBM, Partners Group.

2 SMALL-SCALE:

Medium and small companies may post a handful of intern positions. Sometimes there may only be one opening, or it may not be MBA specific. These are still formal internships but will be a different experience from a cohort experience. Since many of these postings will only have capacity for a few interns, and you may be competing against students in other graduate programs, networking is critical to ensure that your resume gets noticed.

Examples:

Wells Capital, Wayfair, Uber, Boston Children's Hospital, Coca Cola - Honest Tea.

3 BUILD OR PROPOSE YOUR OWN:

Some companies may not have any internship postings, but may be amenable to conversations about projects that could use support from an MBA student. Start-ups, small companies or niche companies are more likely to be willing to arrange an internship. Strong relationships with individual connections are essential to gain the credibility necessary for a company to take this risk.

Examples:

Prossano (Impact Investing / VC), Krave Beauty.

FULL TIME

Like internship recruiting, not all full-time off-campus opportunities have the same process.

1 JUST IN TIME RECRUITING:

The majority of full-time off-campus positions will be attained through standard "just-in-time" hiring. This mimics how you will network and apply for jobs after business school, when there is no on-campus option. These roles are posted no more than 4 months prior to the start date. You can even apply to just-in-time roles at companies that did on campus recruiting. Large companies will often hire MBAs for more niche teams or roles outside of their business school recruiting strategy.

2 EARLY RECRUITING:

Some companies will post full-time roles before the traditional just-in-time hiring window. These are usually larger companies that can anticipate their staffing needs in advance but do not recruit on campus.

TIMING YOUR OFF-CAMPUS SEARCH

As mentioned earlier, the timing of specific steps will vary depending on: whether you are applying for an internship or full-time role, if you are looking at exclusively off-campus roles or a blend of both on and off-campus and your desired industry and company demographics. The timelines outlined below are guidelines, but you will get the most accurate information on hiring timelines from the companies on your list. Make sure you have a system to keep track of the information you gather on timing from networking conversations.

NOTE:

If off-campus is your parallel plan, make a timeline for how much energy and time you want to commit during the Fall to off-campus recruiting. Depending on your Plan A industry, aim to have between 20-30 off-campus companies on your list and conduct 2-3 networking calls a week. This will position you well so you do not have to scramble with off-campus in Winter A.

INTERNSHIPS

SPRING (WMBA)/SUMMER/ORIENTATION (FTMBA):



Before starting at Ross, you should start to brainstorm goals and priorities for your business school experience, including internship and full-time career goals.



You will work on your resume and have a launch meeting with a CDO Staff Coach.



Use the [Priority Worksheet](#) shared in Step 1 of the Off-campus recruiting process to document your priorities.



Format a company list template so you are ready to insert companies and rate them based on your criteria.

- Use the [LAMP list methodology](#) outlined in the 2HJS

FALL A:

WEEKS 1-3:



Consider what extracurriculars make the most sense given your goals.



Draft and iterate your [resume](#).



Work on developing a robust company list.



Identify connections at each of your companies.



If you are planning to travel to your desired geographic area over fall break, reach out to contacts at companies to see if you could meet up for coffee.



Even if your company list is 100% off-campus, attend **at least 2** on-campus recruiting events to hear about the scope and structure of formal internship programs. This will give you context as you venture off-campus and explore available opportunities.

WEEKS 4-7:



Begin reaching out to contacts at all companies on your list.

- See guidelines and sample emails beginning on page 16 of CDO's [Guide to Networking](#)



Conduct research on your companies.



You are likely to continue adding companies as you research your chosen industry. As soon as you add a new company, put it into a priority category and start to network with the company.



Start to schedule informational interviews.



Work on your odyssey and elevator pitch. Get really comfortable with both and what makes them different. Make sure your resume and LinkedIn are ready for potential employers to view.

FALL BREAK:



Take care of yourself! Fall A is tough and the off-campus job search is a marathon. Rest and relax so you'll be ready to keep working in Fall B.



If you feel like you are behind on any of the steps from Fall A, spend some time catching up.



Have coffee chats or informational interviews if you were able to schedule any during this time. It can be a nice opportunity to schedule calls since your days won't be jam-packed with class, group work, meetings, and events.

FALL B:



Have [informational interviews](#).



[Draft a cover letter](#) and have a CDO Staff or Peer Coach review. You'll want to be ready to send in your application materials quickly if a contact asks you to pass along a resume and cover letter.



Try to connect with one person at each company before the December break. Ideally, try to have your first round of informational interviews complete by Thanksgiving. The time between Thanksgiving and the December holidays is incredibly busy and you are unlikely to be able to schedule new calls during this time.



This will mean having more than 4 informational interviews a week. The earlier you begin reaching out the easier it will be to accomplish this goal.



Start to practice interviews. Focus on behavioral interviews to start, but work on industry-specific interview types depending on your area of interest (consulting cases, marketing cases, PM or other technicals).

WINTER BREAK:



Take some time to rest and regroup! You've been working very hard. The good news is that many people are also on vacation, so you cannot continue scheduling networking calls.



Revisit your priorities list and reflect on the informational interviews you have had. Move companies around to ensure they are in the right priority categories.



Make a plan for Winter A to ensure you will be prepared. Start drafting emails or schedule emails to reconnect with your top tier companies.

WINTER A:



A few weeks into the new year, reach back out to contacts. Transition conversations to ask who you might speak to about internship opportunities. In follow up conversations, ask about openings, timelines, and the value you could bring to the company.



If you were not able to reach all companies in the fall, don't panic! Continue networking and try to make contact with all of your priority companies as soon as you can.



Start looking for formal postings on Ross Recruit, LinkedIn and Indeed. Set up alerts and get into a routine of checking relevant sites so you don't miss any postings.



Prepare for interviews. As you get more details about application processes, you will be able to practice the format and conduct rigorous research on the companies to ensure you will be thoroughly prepared.



Explore the possibility of a build-your-own internship by demonstrating the value you believe you could bring to the company and sharing funding opportunities through Ross.



Interview for positions! Practice with Staff and Peer Coaches.



Get offers and make a decision! Some companies will wrap up their application process in Winter A, while others will wait until Winter B or early May.



In Winter A, you may need to make a decision without complete information. This is why prioritization and categorization of companies and roles is critical. You can also work with a CDO Staff or Peer Coach to craft a message requesting an extension on a decision date if you know you will be wrapping up an interview process shortly.

SPRING BREAK:



Again, take some time to rest. If you want to continue to work on recruiting, consider doing so at a slower pace during this break.



Maybe you have an offer or two, maybe you are still waiting on postings.



Keep looking for posts and check in with companies you haven't heard from in a while that are high priority on your list.

WINTER B:



Continued interview prep, networking, and remaining vigilant for formal postings.



A strong rapport with a contact at the company will be your best bet at getting information on a company's timeline.

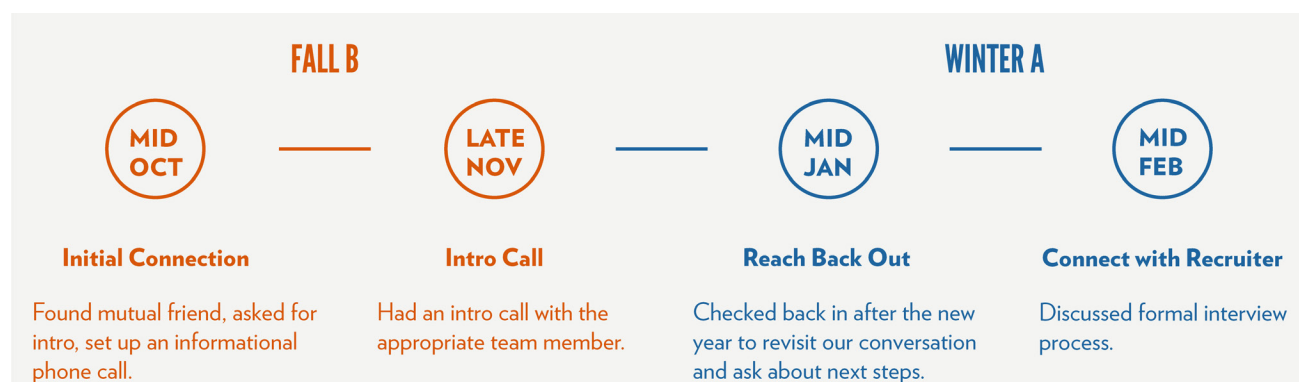


Formal applications and interviews will happen at varying times in the winter semester, depending on the industry, company size, and internship type. Some companies will post roles in February, while others will post as late as April or early May.



Get offers and make a decision!

Sample networking timeline for a mid-size company:



FULL-TIME

MID/LATE SUMMER



Reflect on your internship - what did you like, what did you dislike? What are your goals for a full-time offer? Use the Priority Worksheet shared in Step 1 of the Off-campus recruiting process to document your priorities.



Start to reach back out to individuals you connected with during your internship search. Let them know you are interested in catching up.



Are there any extracurriculars you should get more involved in based on your goals?



Update your resume with your internship experience.



Develop your company list. Categorize all companies into three priorities. If you have on-campus companies, focus the bulk of your energy in the fall to on-campus recruiting.



If you are planning to travel to your desired geographic area over fall break, reach out to contacts at companies to see if you could meet up for coffee.

FALL:



Begin reaching out to contacts at all companies on your list.



Conduct research on your companies.



Work on incorporating your internship and MAP experience into your odyssey and elevator pitch. Make sure your resume and LinkedIn are updated.



Draft a cover letter and have a CDO Staff or Peer Coach review. You'll want to be ready to send in your application materials quickly if a contact asks you to pass along a resume and cover letter.



If you are not recruiting on campus, begin informational interviews. Prioritize your tier 1 companies, but do not neglect the tier 2 and tier 3 companies on your list.

WINTER A:



Try to connect with one person at each company on your list during Winter A. The earlier you begin reaching out the easier it will be to accomplish this goal.



Start to practice interviews. Focus on fit and behavioral interviews to start, but work on industry-specific interview types depending on your area of interest (consulting cases, marketing cases, PM or other technicals).



Revisit your priorities list and reflect on the informational interviews you have had. Move companies around to ensure they are in the right priority categories.



Start looking for formal postings on Ross Recruit, LinkedIn and Indeed. Set up alerts and get into a routine of checking relevant sites so you don't miss any postings. It is likely a little too early for just-in-time hiring, but setting up alerts early will set you up for success.

WINTER B:



In March, reach back out to contacts. Transition conversations to ask who you might speak to about full-time opportunities. In follow up conversations, ask about openings, timelines, and the value you could bring to the company.



A strong rapport with a contact at the company will be your best bet at getting information on a company's openings and timeline.



If you were not able to reach all companies in Winter A, don't panic! Continue networking and try to make contact with all of your priority companies as soon as you can.



Prepare for interviews. As you get more details about application processes, you will be able to practice the format and conduct rigorous research on the companies to ensure you will be thoroughly prepared. Remember that formal applications and interviews will happen at varying times in the semester, depending on the industry, company size, and role.



Get offers and make a decision! Companies will wrap up their application process at different times depending on when they are hoping to fill the role.



You may need to make a decision without complete information. This is why prioritization and categorization of companies and roles is critical. You can also work with a CDO Staff or Peer Coach to craft a message requesting an extension on a decision date if you know you will be wrapping up an interview process shortly.



THE OFF-CAMPUS RECRUITING PROCESS

1 IDENTIFY YOUR PRIORITIES:

The first step for off-campus recruiting is finding a **balance** between focusing your search while casting a wide enough net to ensure you find a role. In order to strike the right balance, consider what is most important to you in an internship. What are your priorities and goals? Where are your gaps? What are you passionate about?

| SIZE AND SCOPE | FUNCTION | INDUSTRY OR ISSUE AREA |
|--|---|---|
| What type of environment will set you up for success? Consider what you need from your internship. Could be learning, filling a gap, getting a full-time offer! | What function is most interesting to you? What kinds of problems do you want to solve? | What industry is most exciting to you? What work are you passionate about? |
| Company size: small, mid-size, large Company growth stage: start-up, established, if a start-up: funding round Format: internship program, cohort, informal, independent | Functions: strategy, finance, business development, marketing, partnerships, data analytics | Industries: healthcare, entertainment, manufacturing, CPG, retail, financial services |

List the 5-7 most important variables to you in an internship (industry, function, size, salary, location, team size, project type, etc.) You'll use these when building out your company list.

ADDITIONALLY:

- ▶ Do you have any personal circumstances that will make an opportunity a no-go no matter what? Considerations like geography, salary, and timing may be important variables in your internship or full-time job search.

2 IDENTIFY TARGET COMPANIES:

Once you have clarified your priorities, begin a spreadsheet with your top companies of interest. If you haven't already, note the variables that are most important to you and begin rating companies on how they stack up. Though they may change throughout the recruiting process, you should try to keep your priorities as part of your company list. This will help you prioritize companies and make decisions as you go through the recruiting process.

A robust off-campus company list contains between 30-50 companies, with clear prioritization. As your list gets longer and you learn more about each company, put companies into three tiers. Use these tiers to allocate your networking efforts. Dedicate the most energy to your tier one companies and the least to your tier three companies.

RESOURCES:

- [Steve Dalton's 2-Hour Job Search](#) is a great starting point for those beginning to form a company list.
- [Download a company list spreadsheet template.](#)
- CDO Staff and Peer Coaches: leverage coaches to help you clarify your goals and point you in the direction of companies that align with your priorities.
- [Ross Recruit](#): identify the companies that post off-campus roles through the Ross Recruit Job Postings
- [Kresge Library Career and Job Resources](#)
- LinkedIn: search for people with similar experience, look at the "similar pages" box to identify competitors
- Crunchbase: information on startups
- Industry newsletters, professional associations, conferences (see Section 4)

3 FOR INTERNATIONAL STUDENTS, ASSESS COMPANIES FOR VISA STATUS:

Do the companies on your list tend to sponsor H-1B visas or equivalent for your desired positions?

THESE RESOURCES CAN HELP YOU ASSESS EACH COMPANY:

- [Goingglobal H1b Plus Search](#)
- [US Companies Hiring International MBAs](#)
- [US Companies Hiring Ross International Students](#)
- [MyVisaJob.com](#)
- [MBA-Exchange.com](#)

4 IDENTIFY RELEVANT EVENTS, CONFERENCES, AND PROFESSIONAL GROUPS:

A large part of off-campus recruiting is developing connections with the right individuals at your target companies. One way to build these relationships is by joining professional groups, associations and attending relevant events. These can signal to your target companies that you are invested in their industry. Staying up to date on your chosen industry will also inform the content of networking conversations.

Industry newsletters:

Identify 2-3 weekly or monthly newsletters relevant to your industry. Use these to learn about industry trends, companies for your list and events.

Events:

Conferences and webinars can be strong ways to make new connections.

Professional groups:

Does your industry have a professional association? Joining professional groups on LinkedIn will also expand your access to individuals when you begin reaching out to alumni or professionals in areas of interest.

5 MAKE SURE YOUR APPLICATION MATERIALS ARE IN GOOD SHAPE:

Have your resume, Odyssey and LinkedIn complete. Write a draft cover letter for a sample company to practice. Get all of these materials reviewed by a CDO Staff or Peer Coach. It is important to be ready to pass along a resume or submit an application – you never know if the person you email or speak with will want to see your materials. You do not want to be in a position where you have to scramble to get your resume ready or you are embarrassed to share a link to your LinkedIn because it is not yet ready.

TIPS:

- ▶ [CDO Resume Checklist](#)
- ▶ [CDO Resume Guide](#)
- ▶ [CDO Cover Letter Guide](#)
- ▶ [CDO LinkedIn Quick Tips](#)

6 SEEK CONTACTS AT THE COMPANIES ON YOUR LIST:

It's critical that you make contact with at least one individual at each company on your list. For larger companies, try to find a person in a similar function or department, even if it takes several attempts.

Sources: LinkedIn, Ross Connections in iMPact. Look for Ross and Michigan alumni, undergrad alumni, connections of connections.

TIPS:

- ▶ If you do not have a LinkedIn Premium, you should know that you can send messages to people when you are both in the same LinkedIn Groups. If you find somebody you would like to contact, join one of the groups they are a part of to enable direct messaging through LinkedIn. Some great groups to join: Ross Alumni and University of Michigan Alumni – these groups have thousands of members!
- ▶ Add your classmates on LinkedIn and leverage the collective network
- ▶ Especially at smaller companies, always ask if they know of anybody else doing cool work in the space. You never know what introductions you can get while conducting informational interviews!

7 REACH OUT TO CONTACTS:

Do not be afraid to reach out to strangers. It will be necessary to send cold emails and LinkedIn messages to be successful. Try to schedule roughly 4-5 networking calls a week, with the goal of speaking to one person from each company on your list **before** the winter holidays.

TIPS:

- ▶ CDO Quick Tip: Increasing Your Networking Email Response Rate
- ▶ Ask for 15-20 minutes/
- ▶ Request time 1-3 weeks out (“in the coming weeks”)
- ▶ Be specific (i.e. “I’m curious to learn about your experience transitioning from strategy consulting to med device marketing”)
- ▶ Start with a focus on THEM, transition to you later!
- ▶ Email samples. [Steve Dalton’s 2-Hour Job Search](#) has some great templates to use as starting points.

8 CONDUCT INFORMATIONAL INTERVIEWS:

The most important part of informational interviews is to **prepare**. Write out your bullet points prior to picking up the phone. Do research on the company and the individual so you can ask informed and specific questions – this will ensure that your connection feels that it was a good use of their time and that you learn as much as possible.

At the start of the call, thank the individual for taking the time to speak. Prepare a brief elevator pitch of yourself (see below for the difference between an elevator pitch and an odyssey) and then turn the rest of the conversation towards hearing about their experience at the company.

Ask them questions such as: what experiences they had that were valuable in preparing for their role, what industry trends they find exciting, their transition from past roles to present roles. For example questions, look to the [TIARA framework](#).

There is no need to hide that you are ultimately looking for an internship, but frame the first conversation as an opportunity to learn about the company and this individual’s career. Update your company list with the information you’ve learned through conversations. Is this company a good fit for you?

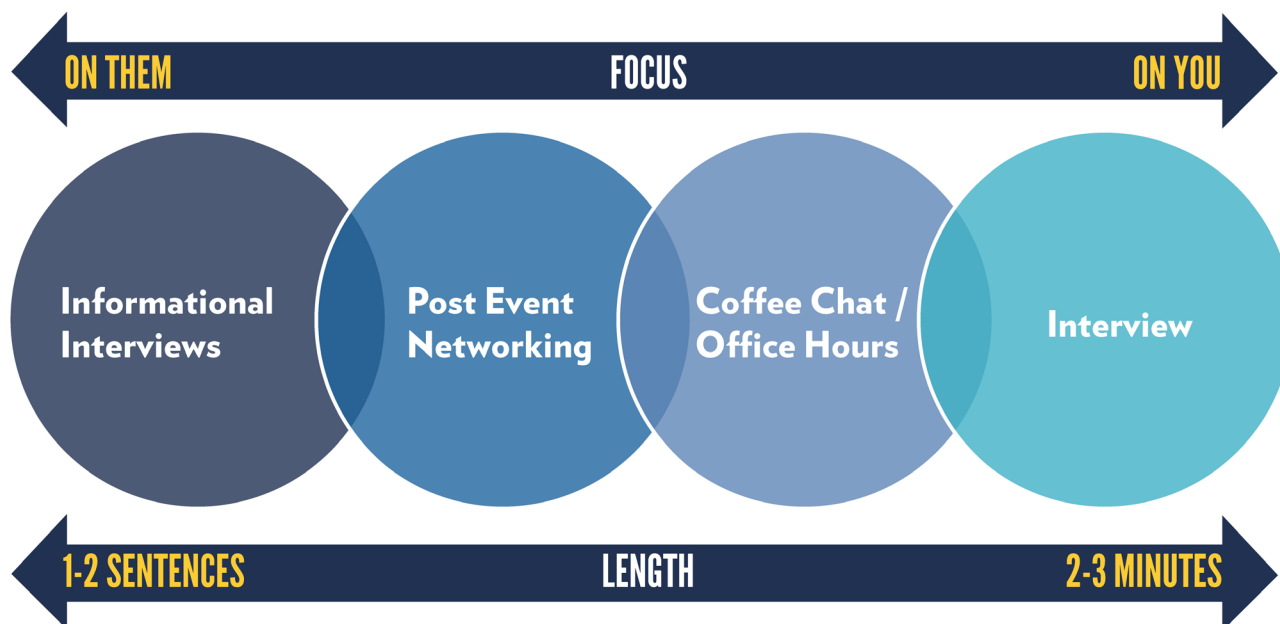
TIPS:

- ▶ [CDO Quick Tips: Informational Interviews with Alumni](#)
- ▶ [Informational Interviewing and Fit Assessment question handout](#)
- ▶ [QuintCareers.com's Informational Interviewing Tutorial \(includes questions\)](#)
- ▶ [TIARA framework](#)

During most informational interviews and early calls with new connections, you should be giving a quick elevator pitch rather than your full Odyssey. This is because the focus of the conversation should be on them and their experience. You should share a brief (1-2 sentence) description of who you are and why you are interested in learning from them. Then turn your energy to asking great questions!

| ELEVATOR PITCH | ODYSSEY |
|--|---|
| <ul style="list-style-type: none">• Clear, concise summary of your career goals that could be delivered from beginning to end in the course of a short elevator ride• Use at career fairs, meet & greets, receptions• Very short response to “Tell me about yourself”• Be brief and specific! | <ul style="list-style-type: none">• Verbal response to the statements “Tell me about yourself,” or, “Walk me through your resume”• Use in one-on-one networking settings, informational interviews, and job interviews |

Different Situations, Different Introductions



9 SEND THANK-YOU NOTES:

Always follow-up an informational call with a thank you note. Share your appreciation for that person taking the time to speak to you and follow-up on any outstanding topics (for example, if they offered to introduce you to a colleague or if they requested your resume).

TIPS:

► [CDO Quick Tips: Writing a Thank You Note](#)

10 FOLLOW-UP:

After 1-2 months, reach back out. See the timing section for more information on the timing of this process and how timing can differ for internship and full-time recruiting.

Check-in on their work and enquire about opportunities. If your contact is not a recruiter or potential hiring manager, you may be asking whom to speak to about the company's internship program or HR team. This is where the distinctions shared in section 3 (Types of Off-Campus Recruiting) are important. Depending on the formality of the internship and the size of the company, the response you receive at this time may be very different. Try to assess the category for each of your companies during your informational interviews.

FOR INTERNSHIPS, SOME COMPANIES:

- **Will post positions later in the spring** and have no further information at this time. Again, inquire about when their postings have gone live in the past and then do not check in until that time. You do not want to become a burden to your contact.
- **May not yet be able to forecast their needs** for interns and as such, will not be able to give you details until later in the year. Ask when they are likely to know more, and set a calendar alert for that week. Keep checking in periodically to demonstrate your interest, but do not flood your contacts with emails.
- **Were not planning to take interns** until you reached out and shared the value you could bring to their organization. Inquire if they are open to designing an internship with you. For start ups and social impact organizations, research funding opportunities through ZLI and Business + Impact and share these with your contacts. Knowing Ross could subsidize your salary may make them more likely to continue a conversation.

FOR FULL-TIME ROLES, MOST COMPANIES WILL POST ROLES CLOSER TO THE TIME OF HIRE. SOME COMPANIES:

- **Know they will post positions later in the spring or may not yet be able to forecast their needs** for full-time roles. Either way, they might not have any further details to share.
- Use the interim time to learn more about the company from other individuals at the firm or connections who have left the company. Keep checking in periodically (every ~2 months) to demonstrate your interest, but do not flood your contacts with emails.

11 CONTINUE TO NETWORK:

Not all connections will prove to be valuable, and not all individuals you email will get back to you. **Keep networking** – make contact with at least one person at each company on your list.

IN YOUR NETWORKING, YOU ARE LOOKING TO ACCOMPLISH THESE GOALS:

LEARN MORE ABOUT THE COMPANY

- What are they working on?
- Is this a good fit for you? Work-wise, culturally, etc.?
- Does this company meet your stated objectives? If not, are there other companies in this space that your contact is aware of?

UNDERSTAND INTERNSHIP/FULL-TIME OFFERINGS

- What roles do they anticipate needing to fill? On which teams?
- For an internship, what is the format?
- Logistical details, such as application timeline and process
- Who are the key decision-makers in the hiring process?
- What skills or experience is the company looking for? Can you tailor your coursework or club involvement to their needs?

Try to gain a good understanding of these topics through continued informational interviews. Start with conversations about the individuals' experience at the firm and slowly shift to asking more about hiring and logistics.

Use the variables on your company list to prioritize companies and spend the most time seeking information on your top firms. However, there shouldn't be any companies on your list with whom you haven't made contact. If you have tried multiple access points to reach a top priority company, turn to a CDO Peer Coach or Staff Coach to strategize the best way to make contact.

12 APPLY TO POSTINGS OR BUILD YOUR OWN INTERNSHIP:

Through a follow-up email, you will learn a company's timeline or process for internship hiring (if they have one!).

If they have a process:

Try to understand when the role will be posted and prepare your materials to apply. Speak to more individuals about the company if appropriate (if it is a small company, do not try to speak to the entire company). Otherwise, set a calendar alert for when you can apply and shift your energy to networking with other companies.

If it is a build your own or they do not have a process:

Continue to communicate back and forth, but be respectful of the timelines that they do share. Maybe they are interested in hiring an MBA intern, but they will not know their need until March.

You will likely end up balancing multiple different timelines, which is why the prioritization of companies and roles is critical.

You should apply to a posting as soon as a company posts an internship. If you are invited to send in your resume for a less formal application, do it as soon as possible. Many applications are reviewed on a rolling basis and you want to make sure your materials are at the top of the pile.

BEYOND A COMPANY'S WEBSITE, LOOK FOR POSTINGS ON THESE JOB BOARDS:

- [Ross Recruit](#) (we get lots of off-campus postings from companies interested in Ross students).
- [LinkedIn Jobs](#), and [indeed.com](#)
- [RelishCareers](#) is the online hiring marketplace for MBA candidates and the companies that hire them. Access to RelishCareers is free for Ross MBAs.
- [MBA-Exchange.com](#) is the world-leading marketplace for MBAs. CDO has purchased premium access for Ross MBAs. MBA-Exchange.com helps MBA students and alumni research and identify the right career opportunities, across industries and geographies: Jobs, Leadership Programs, Employer Directory, Country Guides with work permits, Online Events, MBA Competitions, etc.
- [Way Up](#) is the platform for early-career professionals to explore opportunities, receive advice, and get discovered by employers.
- [Work Monger](#) can be used to find awesome non-teaching jobs in education - from districts and charter schools to nonprofits and ed-tech startups.

RESOURCES:

- [Tips for proposing an internship](#)

13 INTERVIEW:

Interviews for off-campus roles can feel like uncharted territory, since there isn't as much information about these processes. Leverage informational conversations to gather details about the companies, what they are looking for and their interview styles. Reach out to CDO Staff and Peer Coaches to get their knowledge – they might be able to point you towards a student who also interviewed for that company. Use the standard interview prep resources and the sheets below to gather information and practice!

RESOURCES:

- [CDO Interview Page](#)
- [CDO Interview History Bank](#)
- [Ross Recruit Interview Question Database](#)
- [MBA Off-Campus Directory](#)

14 MAKING A DECISION:

Selecting which path to go is one of the most exciting parts of an internship or job search, but it can be very challenging to weigh the pros and cons of each opportunity.

- Take a moment to revisit the exercise on identifying your priorities.
- What did you write down at the beginning of the year?

It's possible some of your priorities have changed.

- What is most important to you now?

Open your company list spreadsheet and observe how your offers rank on the variables that are the most important to you. Seek out a Staff or Peer Coach as a sounding board. Try to remain true to your priorities, even if they have changed throughout the school year – business school is a transformative experience and you are likely to clarify your priorities while you are learning about the companies on your list.

| SIZE AND SCOPE | FUNCTION | INDUSTRY OR ISSUE AREA |
|--|---|---|
| What type of environment will set you up for success? Consider what you need from your internship. Could be learning, filling a gap, getting a full-time offer! | What function is most interesting to you? What kinds of problems do you want to solve? | What industry is most exciting to you? What work are you passionate about? |
| Company size: small, mid-size, large Company growth stage: start-up, established, if a start-up: funding round Format: internship program, cohort, informal, independent | Functions: strategy, finance, business development, marketing, partnerships, data analytics | Industries: healthcare, entertainment, manufacturing, CPG, retail, financial services |

Another challenge of off-campus recruiting is that the timing of your offers may not align with one another – you may be forced to make a decision with incomplete information. This is especially true if you plan to recruit for some positions on-campus and some off-campus. In the next section, we will explore the role that timing plays in the off-campus recruiting process.

GENERAL RECRUITING RESOURCES AT ROSS

CAREER ACTION DAYS for FT MBA (CAD):

The recruiting process for internships begins sooner than most students expect, so, along with our required pre-MBA Recruiting Prep Course, we dedicate part of orientation week to help you hit the ground running.

(PTMBA internship recruiting is discussed at orientation)

CAREER ASSESSMENT TOOLS:

We offer a variety of career assessment tools highlighted by CareerLeader, developed at Harvard specifically for business students. Also available through CDO are Clifton Strengths, and MBTI.

CDO WEBSITE:

The CDO Website is the repository for all CDO materials. It's easy to navigate and completely search-able, with sub-tabs devoted to each phase of the job search, industry/functional specific resources, and more.

CAREER TREKS:

During the fall students take optional trips to different cities to visit companies, facilitated by CDO. This gives MBA1s the opportunity to not only meet the company but also experience their culture. Some trek examples include: Wall Street Trek to New York, Tech Trek to Seattle San Francisco Bay area, and Marketing Trek to Chicago and New York.

TIPS:

CAD are a great time to document your priorities and draft your company list. The sooner you start reaching out to companies, the better.

Use these tools to help you identify your priorities in the late summer/early fall.

You should spend some time exploring the CDO web-page. Depending on the type of off-campus role you are interested in, it's likely there will be relevant materials in numerous other sections on the CDO page. Becoming comfortable with the site early on will help you find critical materials when you need them most.

If you're focused on one geographic area, make your own trek! Reach out to individuals at companies in early Fall A to let them know you'll be in their city and ask if you could meet for a coffee to learn about their work.

DROP-IN HOURS:

Career Coaches, Peer Coaches, Industry Relations Managers, and our Technology Coordinator all offer drop-in hours throughout the week for quick questions (no more than 10 minutes per student). No pre-registration is necessary; drop-ins are taken on a first-come, first-served basis. Check the CDO website for the current schedule.

FACT GROUPS:

Functional Accountability Career Teams (FACT groups) are a key feature of CDO's support for first-year FTMBA internship recruiting. FACT groups meet weekly and are led by second-year MBA peer coaches hired by CDO to provide both general and function-specific information, support, and accountability. In addition, each group is supported by a CDO staff coach and serves as a small-group complement to large professional club education sessions.

PTMBAs: See [internship recruiting policy](#) for FACT information

Not every person applying for off-campus roles will be in an off-campus FACT group. Ask your FACT group leader to connect you to another peer coach or MBA2 with off-campus experience.

PRE-MBA RECRUITING PREP COURSES:

The internship recruiting process begins much sooner than students expect, so we designed this self-paced summer course to ensure you are well prepared. Completion of the course is required to join a CDO FACT group.

PTMBAs: A separate pre-MBA course will need to be completed to access CDO resources.

PROFILE + RESUME:

The easiest way to build your first resume in the required Ross format for on-campus recruiting is to complete your iMpack profile first. Once your iMpack profile information is complete, the resume builder can be used to create unlimited nuanced versions of your resume. Any resume that you publish in iMpack will be automatically uploaded for your use in Ross Recruit.

ROSS RECRUIT:

Our recruiting system is accessed through iMpack but actually lives on a separate system powered by 12Twenty. Ross Recruit provides access to:

- Schedule a coaching appointment
- Register for CDO scheduled recruiting events
- Register for CDO workshops

Use Ross Recruit to identify the companies coming to campus and off-campus opportunities posted through Ross CDO.

- On-campus postings, applications/ resume drops, bidding, and interview schedules (called “OCI” in Ross Recruit)
- Off-campus postings (called “job listings” in Ross Recruit)

RECRUITING TOOLS:

CDO licenses a variety of tools to help students with specific recruiting needs. These tools currently include:

- **MBA-Exchange.com** - a platform that helps MBA students and alumni research and identify the right career opportunities, across industries and geographies: Jobs, Leadership Programs, Employer Directory, Country Guides (with work permits), Online Events, MBA Competitions, etc.
- **RelishCareers** - a platform designed to help graduate-level job candidates conduct company research, form a target list, connect with recruiters, and manage their networking and recruiting process.
- **VMock** - 24-7 online resume review tool that leverages technologies like data science, machine learning, and natural language processing to provide instant personalized feedback on your resume based on criteria gathered from CDO, employers, and global best practices.
- **Rocketblocks** - an interview prep platform for consulting and tech careers
- **Exponent** - an interview prep platform for tech careers
- **TheTrustedInsight.com** - a platform to discover asset management jobs and newsflow (available upon request)
- **Wall Street Prep** - a comprehensive collection of online video-based self-study courses, webinars, and intensive instructor-led live training seminars to help students with financial and valuation modeling

WORKSHOPS:

CDO delivers a variety of best practice and functional workshops to complement and supplement FACT group and Club activities. View available workshops and register on Ross Recruit.

CONCLUSION

Conducting an off-campus job search takes endurance. In addition to exposing you to a wide variety of available career opportunities, an off-campus search will also prepare you for job hunting after business school. The networking skills you develop during this process will land you an internship or full-time role while helping you develop skills to thrive in all future career moves. Remember to lean on peers who have gone through the process for support and guidance and to put yourself out there!

OFF-CAMPUS PROCESS

| TASK | DESCRIPTION | RESOURCES |
|--|--|--|
| Identify your priorities | Consider what is most important to you in an internship. What are your priorities and goals? Where are your gaps? What are you passionate about? | <ul style="list-style-type: none"> • Priorities Worksheet • Self-Assess and Determine Recruiting Strategy • Off-campus search appointment with CDO |
| Identify target companies | Develop a spreadsheet listing your target companies. Your list should range from 30-50 companies. | <ul style="list-style-type: none"> • Steve Dalton's 2-Hour Job Search is a great starting point for those beginning to form a company list. • Download a company list spreadsheet template. • CDO Staff and Peer Coaches: leverage coaches to help you clarify your goals and point you in the direction of companies that align with your priorities. • Ross Recruit: identify the companies that post off-campus roles through the Ross Recruit Job Postings • Kresge Library Career and Job Resources • LinkedIn: search for people with similar experience, look at the "similar pages" box to identify competitors • Crunchbase: information on startups • Industry newsletters, professional associations, conferences (see Section 4) |
| For international students, assess companies for visa status. | Do the companies on your list tend to sponsor H-1B visas or equivalent for your desired positions? | <ul style="list-style-type: none"> • Goinglobal H1b Plus Search • US Companies Hiring International MBAs • US companies Hiring Ross International Students • MyVisaJob.com • MBA-Exchange.com |
| Identify relevant events, conferences, and professional groups. | Attend events (conferences, webinars, etc.) join professional groups and associations | <ul style="list-style-type: none"> • Ross guidelines on conference funding • LinkedIn • Crunchbase |
| Make sure your application materials are in good shape. | Have your resume, Odyssey and LinkedIn complete. Write a draft cover letter for a sample company. Get all of these materials reviewed by a Peer Coach. | <ul style="list-style-type: none"> • CDO Resume Content • CDO Resume Guide • CDO Cover Letter Guide • CDO LinkedIn Content • FACT group for peer review (FTMBA) • CDO Staff and Peer Coaches for review |

| | | |
|---|--|--|
| Seek contacts at the companies on your list. | Try to identify multiple potential connections at each company on your list. | <ul style="list-style-type: none"> • Ross Connections • Alumni Directory • LinkedIn - join LinkedIn groups to enable direct messages without a premium account. • Undergraduate/pre-Ross network |
| Reach out to contacts. | Do not be afraid to reach out to strangers. It will be necessary to send cold emails and LinkedIn messages to be successful. Try to schedule roughly 4-5 networking calls a week, with the goal of speaking to one person from each company on your list before the winter holidays. | <ul style="list-style-type: none"> • CDO Quick Tip: Increasing Your Networking Email Response Rate • Email samples. Steve Dalton's 2-Hour Job Search has some great templates to use as starting points. |
| Conduct informational conversations. | The most important part of informational interviews is to prepare. Write out your bullet points prior to picking up the phone. Do research on the company and the individual so you can ask informed and specific questions. | <ul style="list-style-type: none"> • CDO Quick Tips: Informational Interviews with Alumni • Informational Interviewing and Fit Assessment question handout • QuintCareers.com's Informational Interviewing Tutorial (includes questions) • TIARA framework |
| Send thank-you notes. | Always follow-up an informational call with a thank you note. Share your appreciation for that person taking the time to speak to you and follow-up on any outstanding topics. | <ul style="list-style-type: none"> • CDO Quick Tips: Writing a Thank You Note |
| Follow up. | After 1-2 months, reach back out. See the timing section for more information on the timing of this process and how timing can differ for internship and full-time recruiting. | <ul style="list-style-type: none"> • CDO Quick Tip: Increasing Your Networking Email Response Rate • Email samples. Steve Dalton's 2-Hour Job Search has some great templates to use as starting points. |
| Continue to network. | Not all connections will prove to be valuable, and not all individuals you email will get back to you. Keep networking – make contact with at least one person at each company on your list. | <ul style="list-style-type: none"> • Ross Connections • Alumni Directory • LinkedIn - join LinkedIn groups to enable direct messages without a premium account. • Undergraduate/pre-Ross network • CDO Quick Tip: Increasing Your Networking Email Response Rate • Email samples. Steve Dalton's 2-Hour Job Search has some great templates to use as starting points. |

| | | |
|--|---|---|
| Apply to postings or build your own internship. | Through a follow-up email, you will learn a company's timeline or process for internship hiring. Find postings and apply as soon as you can. Many applications are reviewed on a rolling basis. | <ul style="list-style-type: none"> • Ross Recruit • LinkedIn Jobs • Indeed.com • RelishCareers • MBA-Exchange.com • Way Up • Work Monger • Tips for proposing an internship |
| Interview. | Interviews for off-campus roles can feel like uncharted territory, since there isn't as much information about these processes. Leverage informational conversations to gather details about the companies, what they are looking for and their interview styles. Reach out to CDO Staff and Peer Coaches to get their knowledge. | <ul style="list-style-type: none"> • CDO Interview Page • CDO Interview History Bank • Ross Recruit Interview Question Database • MBA Off-Campus Directory |
| Making a decision. | Selecting which path to go is one of the most exciting parts of an internship or job search, but it can be very difficult to weigh the pros and cons of each opportunity. Another challenge of off-campus recruiting is that the timing of your offers may not align with one another – you may be forced to make a decision with incomplete information. | <ul style="list-style-type: none"> • Priority worksheet • CDO Staff and Peer coaches • CDO Guide to Decisions and Negotiations |

OFF-CAMPUS TIMING

INTERNSHIPS

| WHEN | WHAT |
|--------------------------------|--|
| Summer/ Orientation | <ul style="list-style-type: none"> • Brainstorm goals and priorities • Draft your resume. • Draft a company list. |
| Fall A: Weeks 1-3 | <ul style="list-style-type: none"> • Select relevant extracurricular activities. • Work on your resume. • Create a robust company list, with 30-50 companies. • Identify connections at each company. • Consider scheduling networking meet-ups over fall break. • Attend 2 on-campus recruiting events to get a sense of the scope and structure of formal internship programs. |
| Fall A: Weeks 4-7 | <ul style="list-style-type: none"> • Work on your Odyssey and elevator pitch. • Reach out to connections at each company • Conduct research on companies • Schedule informational interviews. Aim for 4 a week. The goal is to speak to each company before Winter Break. |
| Fall Break | <ul style="list-style-type: none"> • Take care of yourself! • Start having informational interviews. • Spend some time catching up. |
| Fall B | <ul style="list-style-type: none"> • Keep having informational interviews. Prioritize companies but work towards making contact with each company on your list. • Draft a sample cover letter and have a CDO Staff or Peer Coach give feedback. • Start practicing interview skills. |
| Winter Break | <ul style="list-style-type: none"> • Rest and regroup. You've been working hard! • Revisit your priorities and reflect on the conversations you have had. Reorganize your company list to reflect your priorities. • Make a plan for Winter A to ensure you stay on track. |
| Winter A | <ul style="list-style-type: none"> • Reach back out to contacts to learn about timing for internship hiring. • Keep networking if you have not yet reached all of your target companies. • Start looking for formal job postings. Ensure that all your application materials are ready to go so you can apply as soon as you see a job posted. • Practice mock interviews. • Explore the possibility of a build-your-own internship. • Interview for positions. • For some, get offers and make a decision! |

| | |
|---------------------|---|
| Spring Break | <ul style="list-style-type: none"> • Again, take time to rest. • Keep looking for postings and checking in with your priority companies. • Prepare for interviews. |
| Winter B | <ul style="list-style-type: none"> • Continue interview prep, networking and searching for formal postings. • Remember that many off-campus roles are posted “just in time,” only a few months before an expected start date. • Get offers and make decisions! |

FULL-TIME

| WHEN | WHAT |
|------------------------|---|
| Mid/Late Summer | <ul style="list-style-type: none"> • Reflect on what you liked and disliked about your summer internship. • Re-visit the priority worksheet to identify your goals for a full-time role. • Reach out to connections and rekindle connections. • Develop your company list, with special attention to any on-campus companies. That recruiting will start immediately upon your return to campus. • Incorporate your internship experience into your resume. • If you are planning to travel to your desired location over Fall Break, start to reach out to connections to schedule in-person conversations. |
| Fall | <ul style="list-style-type: none"> • Identify and reach out to connections at all the companies on your list. • Conduct research on all companies. • Incorporate your internship and MAP experience into your Odyssey and elevator pitch. • Draft a cover letter and have a Staff or Peer coach review. • If you are doing a mix of on and off-campus recruiting, focus on on-campus recruiting in the fall. • If you are not doing any on-campus recruiting, begin informational interviews with all companies on your list. |
| Winter A | <ul style="list-style-type: none"> • Try to connect with one person at each of your companies by the end of Winter A. • Start to practice interviews. Focus on fit, behavioral and any industry-specific interview types. • Revisit your priority list and reflect on your informational interviews. Update your list to reflect your current company prioritization. • Start looking for formal postings on Ross Recruit, LinkedIn and Indeed. Set up alerts for relevant positions to be posted. It’s a little early for “just in time” roles but a routine will serve you well in Winter B. |
| Winter B | <ul style="list-style-type: none"> • In early March, reach back out to contacts. Transition conversations to focus on who you might speak to about full-time opportunities. • A strong rapport at the company will be your best bet at getting information on openings and hiring timelines. • Continue networking with the companies on your list. • Apply to positions and prepare for interviews. • Get offers and make a decision. • Remember, you may need to make a decision with incomplete information since off-campus hiring is not on a standardized schedule. Having clear prioritization of companies and roles will help you feel confident in your decision. |

PRIORITIES WORKSHEET

The first step for recruiting is finding a balance between focusing your search while casting a wide enough net to ensure you find a role. In order to strike the right balance, consider what is **most** important to you in an internship. What are your priorities and goals? Where are your gaps? What are you passionate about?

| SIZE AND SCOPE | FUNCTION | INDUSTRY OR ISSUE AREA |
|--|---|---|
| <p>What type of environment will set you up for success?</p> <p>Consider what you need from your internship. Could be learning, filling a gap, getting a full-time offer!</p> | <p>What function is most interesting to you?</p> <p>What kinds of problems do you want to solve?</p> | <p>What industry is most exciting to you?</p> <p>What work are you passionate about?</p> |
| <p>Company size: small, mid-size, large</p> <p>Company growth stage: start-up, established, if a start-up: funding round</p> <p>Format: internship program, cohort, informal, independent</p> | <p>Functions: strategy, finance, business development, marketing, partnerships, data analytics</p> | <p>Industries: healthcare, entertainment, manufacturing, CPG, retail, financial services</p> |

List the 5-7 most important variables to you in an internship (industry, function, size, salary, location, team size, project type, etc.) You'll use these when building out your company list.

ADDITIONALLY:

- ▶ Do you have any personal circumstances that will make an opportunity a no-go no matter what? Considerations like geography, salary, and timing may be important variables in your internship or full-time job search.