Contents

Contents ......................................................................................... 1

Introduction .................................................................................. 2

OCS FAS-Wide Services ............................................................... 2

Scheduled Appointments ............................................................. 2

Educational Programming ........................................................... 2

Career Fairs and Events ............................................................... 3

Job and Internship Postings ......................................................... 4

Treks and Site Visits ..................................................................... 5

Campus Interviews ...................................................................... 5

Web, Publications, and Social Media ......................................... 6

Additional Service Details by Population ................................. 6

Harvard College Services ........................................................... 6

Premed and Health Advising ....................................................... 9

Summer Funding ......................................................................... 10

Graduate School of Arts and Sciences Services ...................... 10

Harvard Extension School Services ......................................... 11

OCS by the Numbers ................................................................... 11

New Employer Development ...................................................... 12
Introduction

The Office of Career Services (OCS) serves over 14,000 Faculty of Arts and Sciences students: approximately 6,700 Harvard College students, 4,300 Graduate School of Arts and Sciences Master’s and PhD students, and 3,700 Harvard Extension School students in degree-granting programs. The office focuses on teaching students how to connect with people and information, ensuring that students continue to know how to discover opportunities after they leave Harvard.

OCS FAS-Wide Services

Scheduled Appointments

OCS has approximately one adviser for every 1,000 undergraduate students and about one adviser for every 2,000 students for GSAS and HES. This year, advisers conducted 4,463 half-hour or hour-long advising appointments, which was a 14% increase from the previous academic year. Combining both drop-ins and scheduled appointments, OCS met one-on-one with unique students as follows:

<table>
<thead>
<tr>
<th>Advising - Unique Students</th>
<th>AY1516</th>
<th>AY1617</th>
<th>AY1718</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freshmen</td>
<td>653</td>
<td>625</td>
<td>740</td>
</tr>
<tr>
<td>Sophomores</td>
<td>657</td>
<td>632</td>
<td>639</td>
</tr>
<tr>
<td>Juniors</td>
<td>679</td>
<td>747</td>
<td>693</td>
</tr>
<tr>
<td>Seniors</td>
<td>837</td>
<td>815</td>
<td>754</td>
</tr>
<tr>
<td>College TOTAL</td>
<td>2,826</td>
<td>2,819</td>
<td>2,826</td>
</tr>
<tr>
<td>GSAS Master's</td>
<td>90</td>
<td>68</td>
<td>84</td>
</tr>
<tr>
<td>GSAS PhD's</td>
<td>357</td>
<td>317</td>
<td>313</td>
</tr>
<tr>
<td>GSAS TOTAL</td>
<td>447</td>
<td>385</td>
<td>397</td>
</tr>
<tr>
<td>HES Bachelor's</td>
<td>77</td>
<td>77</td>
<td>87</td>
</tr>
<tr>
<td>HES Master's</td>
<td>154</td>
<td>223</td>
<td>229</td>
</tr>
<tr>
<td>HES TOTAL</td>
<td>231</td>
<td>300</td>
<td>316</td>
</tr>
<tr>
<td>College Alumni</td>
<td>358</td>
<td>416</td>
<td>375</td>
</tr>
<tr>
<td>GSAS Alumni</td>
<td>32</td>
<td>59</td>
<td>55</td>
</tr>
<tr>
<td>HES Alumni</td>
<td>27</td>
<td>20</td>
<td>24</td>
</tr>
<tr>
<td>Alumni TOTAL</td>
<td>417</td>
<td>495</td>
<td>454</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>3,921</td>
<td>3,999</td>
<td>3,993</td>
</tr>
</tbody>
</table>

Educational Programming

The Office of Career Services offered nearly 320 programs this year attended by over 11,000 students and recent alumni. These included workshops on resumes and interviewing, as well as programs in “cluster areas” ranging from energy, global public health, international development, law, and engineering to fashion, sports management, entertainment and media, environment, business, and entrepreneurship. These programs help students explore diverse career pathways, visualized on the OCS website as follows:

NEW in 2017-2018
- Designing Your Life Workshops
- Diversity Beyond Harvard Week and Diversity Career Fair
- Junior and Senior Express Appointments
- Navigating Premed and Pre-Health Appointments
- OCS Skills Tracker for Liberal Arts & Sciences Skills
- OCS Chat Bot
- Snapchat Filters
OCS programs often take the form of a panel featuring Harvard alumni working in the fields displayed above. These programs provide an opportunity for students to make connections with alumni and other professionals in their fields of interest. This year 150 alumni served as panelists or experts at OCS programs. These numbers include the Alumni/Professionals-in-Residence Program, a collaboration with the Harvard Alumni Association where students meet one-on-one or in small group office hours with alumni. OCS hosted 12 Alumni/Professionals-in-Residence Career Chats and 10 Alumni/Professionals-in-Residence Office Hours attended by 304 students. This diversity of “cluster area” educational programs featuring alumni is what distinguishes OCS’s services from other career offices.

New this year, OCS collaborated with seven other offices, as well as employer partners, to pilot Diversity Beyond Harvard Week, which was comprised of nine programs including a “Being a Professional of Color in the Workplace” panel and the Diversity Career Fair. In addition, OCS advisers piloted three “Designing your Life” workshops adapted from the Designing Your Life curriculum developed at the Stanford Design Lab. These hands-on, multi-hour, interactive workshops involved multiple OCS advisers and were attended by 50 students.

**Career Fairs and Events**

OCS offered 20 career fairs this past year, many specialized by field and timed to correspond with the hiring practices in those sectors. These targeted events allow students to compare and contrast organizations more efficiently while enabling employers with concrete opportunities to meet students interested in their field. The new Diversity Career Fair hosted 43 employers and organizations, including representatives from eight Harvard graduate programs, and was attended by 360 students. Overall 959 employers (613 unique employers) attended OCS-run or collaborative career fairs, 427 alumni attended to represent their employers, and 6,297 FAS students and recent alums participated.
Job and Internship Postings

In the 2017-2018 academic year, 2,724 employers posted 7,607 jobs and internships representing 46 states and over 80 countries in the OCS online database, Crimson Careers. January saw the most positions posted (795 unique postings). This year there were also 137 January externship experiences posted, including 68 “Winternship” opportunities cultivated in partnership with the Harvard Alumni Association and other campus colleagues. In addition to Winternships, alumni posted over 800 jobs and internships, and over 690 alumni from over 640 unique employers shared personal contact information on their postings, allowing students to reach out to them directly for insights and advice. During this past academic year, Crimson Careers has been accessed by a total of 10,370 students and alumni as detailed below:

<table>
<thead>
<tr>
<th>Crimson Careers Usage – Unique Students</th>
<th>AY1516</th>
<th>AY1617</th>
<th>AY1718</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freshmen</td>
<td>1,262</td>
<td>1,294</td>
<td>1,285</td>
</tr>
<tr>
<td>Sophomores</td>
<td>1,371</td>
<td>1,436</td>
<td>1,401</td>
</tr>
<tr>
<td>Juniors</td>
<td>1,517</td>
<td>1,506</td>
<td>1,575</td>
</tr>
<tr>
<td>Seniors</td>
<td>1,589</td>
<td>1,561</td>
<td>1,554</td>
</tr>
<tr>
<td>College TOTAL</td>
<td>5,739</td>
<td>5,797</td>
<td>5,815</td>
</tr>
<tr>
<td>GSAS TOTAL</td>
<td>1,333</td>
<td>1,139</td>
<td>1,258</td>
</tr>
<tr>
<td>HES TOTAL</td>
<td>924</td>
<td>956</td>
<td>1,063</td>
</tr>
<tr>
<td>Alumni TOTAL</td>
<td>2,584</td>
<td>2,507</td>
<td>2,234</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>10,580</td>
<td>10,399</td>
<td>10,370</td>
</tr>
</tbody>
</table>
Treks and Site Visits
OCS continued to emphasize experiential learning and expanded January trek and site visit offerings this past year. Through these immersive programs, students travel in a group with an OCS adviser to diverse places of employment, meet the people who work in these organizations, gain a sense of the type of work they do day-to-day, and experience the culture of the organization first-hand. Treks involved visits outside of the Boston area and required a full-day commitment and travel. Site visits took place in the Boston area during the four weekdays of Wintersession. When possible, students also met alumni who worked on site. These first-hand experiences can have a significant impact on students’ learning and decision making.

<table>
<thead>
<tr>
<th>New York Trek attended by 22 students:</th>
<th>DC Trek attended by 14 students:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Home Box Office (HBO)</td>
<td>• CNN</td>
</tr>
<tr>
<td>• Conde Nast</td>
<td>• NPR</td>
</tr>
<tr>
<td>• PepsiCo</td>
<td></td>
</tr>
</tbody>
</table>

Boston Area Site Visits attended by 187 students

- America’s Test Kitchen
- Massachusetts General Hospital
- Harvard Law School
- Bridgespan Group (nonprofit consulting)
- Google
- MITRE
- Museum of Fine Arts Boston
- The Kraft Group/New England Patriots

Campus Interviews
The Office of Career Services has a long-standing Campus Interview Program which largely accommodates for-profit employers traveling to campus to conduct interviews for entry-level talent. Only a small subset of employers has the time, resources, and consistent hiring needs to utilize the Campus Interview Program. The graphic to the right demonstrates the many ways OCS engaged employers on campus this past year.

This year the Campus Interview Program hosted 171 employers who received over 18,000 applications and conducted over 4,000 first-round interviews on campus. These numbers have been on a downward trend as employers adopt digital interview technology and recruit outside the traditional academic calendar. Still, approximately 20% of Harvard College seniors continue to secure a post-graduate job and 20% of juniors secure a summer internship through the Campus Interview Program and related programming each year, mostly in the fields of technology, finance, corporate strategy, and consulting.
Web, Publications, and Social Media
Between July 1, 2017 and June 30, 2018, the OCS website had over 898,000 pageviews, with spikes in views in September, October, and January. In addition to the web, OCS communicates with students through social media. OCS has 7,268 Facebook fans, and this year fans indicated they were attending or interested in OCS events 9,609 times. The office covers events using Instagram, where OCS has 1,700 followers and posted 100 times this year. OCS also piloted using Snapchat Filters at nine events. On Twitter, OCS has 5,434 followers and sent 947 tweets which generated 333,200 impressions. The OCS Tumblr blog had 3,890 visits and 5,561 pageviews. OCS has Pinterest pages featuring information on graduate and professional schools, as well as dress for success examples for male, female, and “beyond the binary.” The office also communicates to students through class year and interest-area email lists and produces over 20 updated pamphlets and booklets each year. The new OCS Chat Bot, an artificial intelligence online help tool, launched on the OCS website in January 2018. From January 2018 through the end of June 2018, the Bot has had 1,539 conversations, answering 4,384 queries.

Additional Service Details by Population

Harvard College Services
This year, OCS served over 70% of Harvard College undergraduate students through advising, programming, career fairs, summer funding, or campus interviews. Below are the percentages served by class based on initial OCS analysis:

![Percentage of Class Served by OCS this Year](image)

Drop-In Advising
OCS is a high-volume office that offers a combination of in-person and online support. Harvard College students prefer help in real time without waiting for an appointment, making daily drop-ins a popular and highly used service. In most cases, students attend a drop-in before being activated to schedule an individual appointment with an adviser. September is consistently the busiest month for drop-ins, and this year OCS had 1.5 times as many drop-ins in September as the next busiest month (January). However, overall drop-in volume was slightly down by 5% for the year. This may be due to the addition of twenty-minute Junior and Senior Express Appointments, which accounted for 214 one-on-one meetings with students at the beginning of the semester.
**First-year Students**

OCS welcomed freshmen by joining colleagues across campus at the inaugural Opening Days Resources for Freshman Fair coordinated by the Freshmen Dean’s Office. In addition, OCS also joined the First-Generation and Low-Income Freshmen Welcome event attended by 250 students and hosted its own OCS Resources Meet and Greet Open House attended by 122 students.

**Arts & Humanities Student-Faculty Dinners**

For the past five years, OCS has partnered with the Dean of Arts & Humanities to host six dinners per year with students and faculty. Arts & Humanities faculty share their career journeys, offer advice, and answer questions from the group, while also sharing a meal with students. Though the series largely targets freshmen and sophomores, all Harvard College students are welcome to participate. To date, over 100 Harvard faculty members have participated, and this past year 123 students attended four dinner events.

**Planning for Three Summers**

OCS also aims to educate students by sharing normative data about how students spend their three Harvard summers. Working with Institutional Research, OCS has been able to produce the following graphic from the annual Senior Survey:

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**HARVARD COLLEGE CLASS OF 2018: SENIORS REPORT ON THEIR THREE SUMMERS WHILE AT HARVARD UNIVERSITY**

**WHAT DO HARVARD COLLEGE STUDENTS DO DURING THEIR THREE SUMMERS?**

- **78%** Internships
- **38%** Research
- **25%** Study for Credit

**WHERE DO HARVARD COLLEGE STUDENTS SPEND THEIR THREE SUMMERS?**

- **51%** International Experience

**WHAT TYPE OF ORGANIZATIONS DO HARVARD COLLEGE STUDENTS INTERN FOR DURING THEIR THREE SUMMERS?**

- **57%** For-Profits
- **30%** Not-For-Profits
- **11%** Government

**WHICH SUMMER EXPERIENCES ARE FUNDED BY HARVARD?**

- **63%** of Research
- **54%** of Study for Credit
- **48%** of Nonprofit Internships
- **40%** of Government Internships
- **36%** of Travel

Alternatively, students may have been funded by a different source or paid by an employer.
Skill Building and the Liberal Arts & Sciences Curriculum
As part of a Liberal Arts & Sciences institution, OCS works to emphasize the value that this curriculum offers in the world of work. Below are the top skills sought by employers according to a national survey. All of these skills can be developed during a student’s time at Harvard through a variety of experiences including coursework, group projects, extracurricular activities, leadership roles, volunteer work, athletics, part-time jobs, and internships.

![Top 10 Skills Employers Seek*](image)

New this year, OCS developed the OCS Skills Tracker as a place for students to document the skills they are acquiring and identify where they might have gaps. This helps students build their resumes, write effective cover letters, improve fellowship applications, and offer a selection of stories students can use to illustrate their skills during interviews for internships, jobs, fellowships, and/or graduate school.

Seniors
For seniors, OCS conducts special outreach called Senior Check-In. Over 350 seniors elected to take part in this extra help for thinking about “next steps” after Harvard. The office also hosted 19 graduate and professional school presentations, mostly for law and medical school admissions and often featuring admissions deans, but also including programs in international affairs, publishing, education, and more.

Next Steps
OCS helps students see their next steps after graduation as a part of a process or journey where they can test their interests and refine the questions they want to spend their life learning about and trying to answer. Students are encouraged to think of themselves as a “startup” and to fail fast,
iterate, and pivot towards opportunities that allow them to continue gaining skills and learning from interesting people.

OCS works with Institutional Research to produce an accurate portrayal of what students do directly after Harvard. A trend over the past few years has been an increase in students going into the technology sector, now on par with the number of students who go into the financial services and consulting sectors respectively. This same trend has also been observed at Princeton and Yale.

**Premed and Health Advising**

OCS Premed and Pre-Health career advisers conducted 35 programs this year, including twelve “Premed Health 101” orientations intended primarily for freshmen with one held specifically for athletes. These programs were attended by 1,146 participants. Over 250 students attended the freshman orientation on being a premed or pre-health student at Harvard held during opening days. New this spring, the Premed Team piloted “Navigating Premed and Pre-Health” advising appointments targeting second-semester freshmen and sophomores to help students stay on track. The team works closely with math, life sciences, and physical sciences faculty to ensure that students have solid guidance on course selection and placement levels. Working closely with the House Premedical Tutors and Resident Deans, the Premed Team helps students through the complex process of preparing for and applying to medical school. In recent years, approximately 60 to 80 students applied directly to medical school and 180 to 200 applied later as recent alumni. Over 75% of
applicants now take one or more “gap years” before medical school, and the office conducts programs directed at helping students think about what they might pursue during that time. Harvard has a 95% acceptance rate into medical school for students and alumni with a GPA of 3.5 or higher, which is one of the highest in the country.

**Summer Funding**
The Office of Career Services administers over three-and-a-half million dollars of donor funds for summer experiences each year. This year, the OCS Summer Funding team received 867 applications from students seeking funds for:

- Study abroad,
- International nonprofit and for-profit internships,
- International public service,
- International arts and experiential learning projects, and
- Domestic public service or arts internships.

The Summer Funding team manages selection and distribution for 58 different donor funds, including the David Rockefeller International Experience Grants and the Weissman International Internship Program funds. Despite the large amount of money available, the office is only able to fund about 50-60% of the students who apply for funding in any given year.

<table>
<thead>
<tr>
<th>OCS International Summer Funding – Funded Students</th>
<th>AY1516</th>
<th>AY1617</th>
<th>AY1718</th>
</tr>
</thead>
<tbody>
<tr>
<td>Study Abroad</td>
<td>280</td>
<td>282</td>
<td>250</td>
</tr>
<tr>
<td>Internships, service, research, and experiential learning</td>
<td>192</td>
<td>245</td>
<td>221</td>
</tr>
<tr>
<td>TOTAL</td>
<td>472</td>
<td>527</td>
<td>471</td>
</tr>
</tbody>
</table>

When allocating funds, Harvard-run programs are prioritized over outside programs. Of those funded for study abroad, 219 students (88%) attended one of 19 Harvard Summer School Programs. International partners included the China Fund, David Rockefeller Center for Latin American Studies, the Institute of Politics, the Harvard Global Health Institute, and several other offices and centers. In addition, three students received funding to travel abroad and study Catalan with a Harvard faculty member during winter break.

For domestic experiences, OCS partnered with the Phillips Brooks House Association Summer Urban Program, Harvard Global Health Institute, and the Presidential Public Service Fellowship to fund 49 students selected for public service opportunities in places such as Boston, Cambridge, and Washington, D.C. OCS also funded seven students selected for internships with the American Repertory Theater. Additionally, 84 students received support from the Lowe Career Decision Fund to pursue January “Winternships” and other career exploration activities such as traveling to Los Angeles to connect with alumni in the entertainment fields as part of Harvardwood 101, all of which were based domestically during January.

**Graduate School of Arts and Sciences Services**
The Graduate School of Arts and Sciences team serves the 58 different departments’ Master’s and PhD students. The team offered 54 programs serving 1,224 participants, including a lecture and workshop with PhDcomics.com creator Jorge Cham. The team also participates in additional
programs coordinated in partnership with student groups, departments, employers, and other offices. For example, the team worked with the GSAS Alumni Council on the annual January@GSAS panels. OCS has partnered with the active GSAS student clubs and the GSAS Alumni Council to improve student preparation for non-academic positions and travelled with the Science Policy Club on a trek to 10 organizations in Washington, DC. The team also offers programs and advising services on the Longwood campus. Approximately 30% of the GSAS PhD students pursue a non-academic path after graduation.

**Harvard Extension School Services**

The Harvard Extension School unit has expertise in serving adult learners and mid-career students. This team leads the office in providing distance learning to students and conducts almost all its programs digitally using GoToWebinar. Overall, the team hosted 42 programs attended by 3,131 participants. This was a 14% increase in the number of programs and a 34% increase in program attendance from last year. The team also spearheads the annual Harvard Extension Degree Candidate and Alumni Career Fair, which featured 27 employers and organizations including ExxonMobil, iboss, and Museum of Fine Arts, Boston. In addition, the team delivers many of the “nuts and bolts” resume and interviewing workshops open to all FAS students.

**OCS by the Numbers**
New Employer Development

The entire office has engaged in new employer development and outreach in the spring and summer and connected with Harvard alumni to source opportunities for students. Some employers that have started to engage more on campus due to these outreach efforts include Apple, Twitter, Tesla, SpaceX, and Spotify. Many sectors are experiencing rapid change due to technology and the global economy. Cloud computing, artificial intelligence, augmented reality, data analytics, the dominance of large and diversified technology platforms like Google, Amazon, Microsoft, and Facebook, and the use of robotics and drones is beginning to have a significant impact on the world of work. The OCS team continues to be nimble and stay on top of changing demand for skills and entry-level talent. The office has also had a growing focus on creative careers and the arts. OCS tries to use programs, events, and fairs to help students learn how to build a professional network that will help them beyond their first post-graduate experience, therefore allowing them to change positions, directions, and sectors as they pursue 21st century careers.