Data & Reporting in Career Services: What should we be measuring?

Nate Jacobi
St. Olaf College
September 23, 2026

BACKGROUND

Senior Associate Director, Career Development, Data & Operations at St. Olaf College (selective liberal arts college in Minnesota, high-touch approach, 83%)

Multifaceted role (oversee operations, lead data and reporting, administer internship programs, career coaching)

Building data tools and skills for 12 years
(Handshake, spreadsheets, data management and visualization)

Often work with a student data analyst. Some collaboration with Institutional Research and other offices

OVERVIEW

Value of collecting and analyzing data

Dashboard examples

What to measure?

Data collection policies and practices

Appointments

Events

Overall Tips

VALUE OF COLLECTING & ANALYZING DATA

Increase credibility (knowing who you serve and how)

Assessment - how you are doing as an office? Institution?

Explore gaps and trends

Strategic planning

Facilitate partnerships with faculty

Tell the story about your impact (internal and external)

Advocate or apply for additional resources

ENGAGEMENT BY CLASS YEAR

Student Engagement with the Piper Center by Class Year (2025-26)

Percentage of full-time students from each class year who engaged with each category of activity

	Full-time Students (#)			Any Engagement (Appt or Event)			Appointment (Coach or PA)			Appointment w/ Career Coach			Appointment w/ Peer Advisor			Any Event		
Year	**23- 24**	**24-25**	**25-26**	**23- 24**	**24-25**	**25-26**	**23- 24**	**24-25**	**25-26**	**23- 24**	**24-25**	**25-26**	**23- 24**	**24-25**	**25-26**	**23- 24**	**24-25**	**25-26**
All Students	3038	3189	3166	80%	83%	83%	50%	50%	50%	44%	46%	45%	18%	16%	16%	68%	74%	72%
Senior	686	715	776	76%	82%	80%	59%	63%	59%	56%	61%	55%	17%	17%	17%	58%	70%	65%
Junior	713	817	788	77%	79%	75%	62%	56%	56%	59%	54%	53%	17%	14%	14%	59%	64%	58%
Sophomore	807	785	827	70%	74%	79%	46%	46%	49%	40%	38%	42%	20%	19%	21%	57%	65%	70%
First Year	832	872	775	94%	96%	97%	37%	37%	34%	27%	32%	29%	20%	14%	12%	93%	95%	97%

Key Performance Indicators (KPI) for our VP

Identified 8-9 KPI's that we report on 2x/year

Piper Center Engagement Goals and Outcomes 2025-26

Piper Center Engagement by Class Year

Percent of students who engaged with the Piper Center through an appointment or event

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2025-26 (Goal)	Additional Notes
Seniors	63%	71%	77%	77%	82%	80%	80%	Targeted outreach from coaches.
Juniors	59%	62%	75%	77%	79%	75%	77%	Targeted outreach from coaches.
Sophomores	74%	71%	77%	70%	74%	79%	72%	Targeted outreach from Peer Advisors.
First Years	61%	87%	90%	94%	96%	97%	94%	SOAR - "Design your St. Olaf Experience" Session
All Students	65%	73%	80%	80%	83%	83%	81%	

Student Engagment with Alumni and Parents (Career Related)

Number of student participants in events or programs that provided opportunities to hear from and/or network with alumni or parents

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2025-26 (Goal)	
Participants	495	870	1190	1180	1127	1184	1200	Connections (196, +69), Alumni Panels (456, +81), Virtual Meetups (59, -105)

Piper Center Internship Program Participation

Number of student participants in Piper Center sponsored internship programs

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2025-26 (Goal)	
Participants	55	63	72	67	69	91	73	Future Leaders in Public Service (+4), Leadership Scholars (+4), SciTech (+5), UEL (+4), Legal Scholars (+3), DC Legal Aid (+2)

Piper Center Goals

Student Engagement Index (appointment or event)	**2023-24**	**2024-25**	**2025-26 (Goal)**
Seniors	77%	83%	81%
Juniors	77%	79%	77%
Sophomores	70%	74%	72%
First Years	94%	96%	94%
All Students	**80%**	**83%**	**81%**

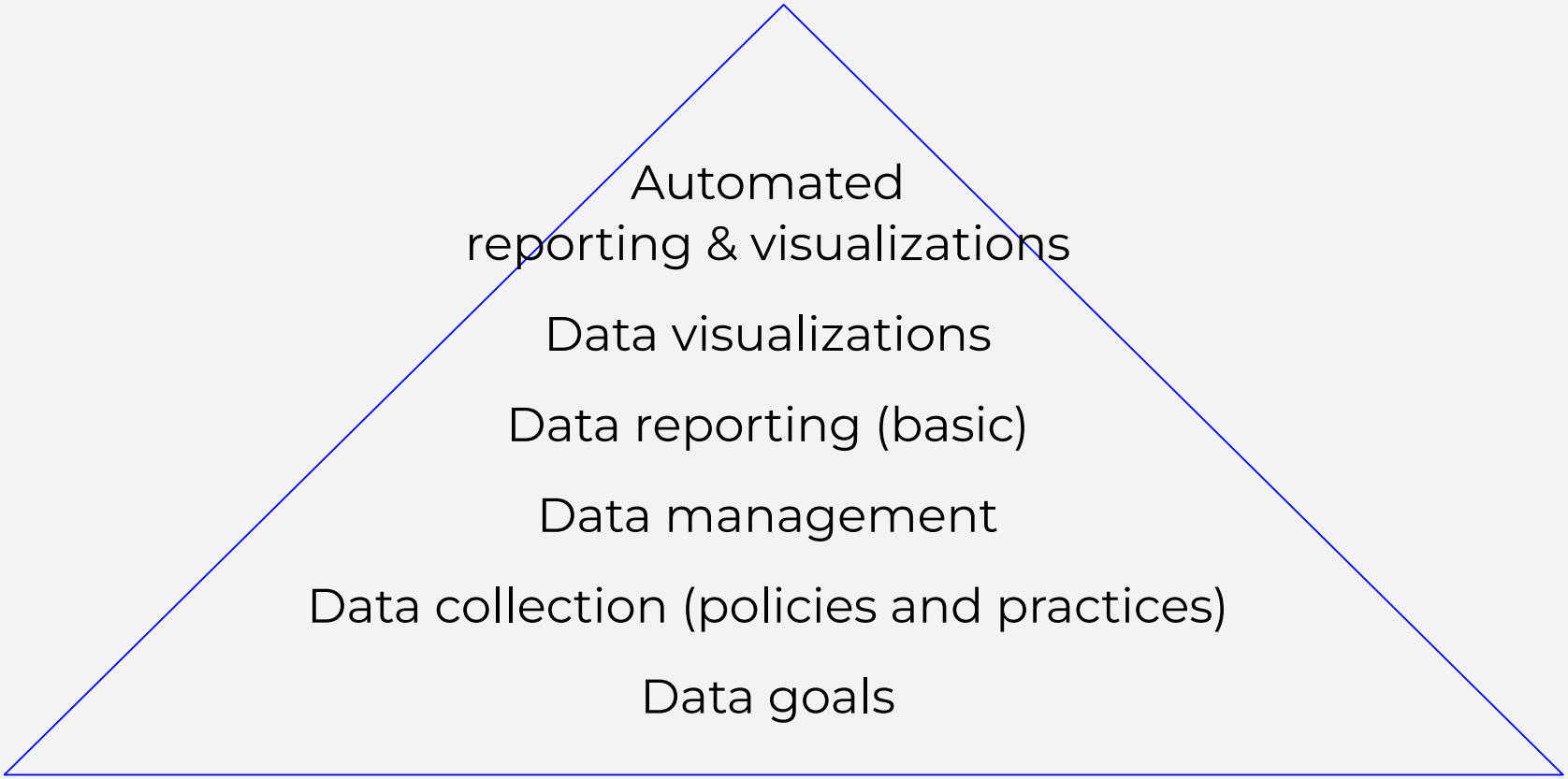
ST. OLAF COLLEGE

Piper Center Goals

	2023-24	2024-25	2025-26 (Goal)
Student Attendees at Career Events with Alumni and Parents	1,180	1,127	1,250
St. Olaf Internship Program Participants	67	69	73
Ole Career Launcher Participants	164	171	170

ST. OLAF COLLEGE

DATA JOURNEY (where are you?)



WHAT DO YOU WANT TO KNOW?

Start with your own wish list and talk to key stakeholders

Who uses your services and how often?

Other information that could be helpful

- Student satisfaction
- Internship data
- Event surveys
- Recruiting and hiring trends
- First Destination Data
- Career readiness (complicated)
- Career interests/goals
- Alumni career volunteers

WHAT DATA DO YOU ALREADY HAVE?

Student Info

- Majors, minors, etc
- Defined groups of students? (based on your institution)
- Career goals/interests?
- Demographic info?
- Data from other offices?

Student Engagement

- Appointments
- Events
- Applications

First Destination/Senior Survey

- Can you add/update questions?

DATA COLLECTION POLICIES & PRACTICES

For any data that you want to collect...

- What counts? (standards)
- How will the data be collected?
- Who is responsible? (need buy in from the team)
- Who will “enforce” policies (buy in from director)
- Use data performance reviews (number of appointments, tracking of events, use of data to make decisions)

APPOINTMENTS

Substantive assistance provided by a career advisor

- Requires at least 10-15 minutes
- Scheduled and/or drop-in conversations
- Medium - in-person, video or email (optional)
- Career Advisors vs Peer Advisors?

Needs to be recorded in Handshake (or other career platform).

- Career advisor is responsible
- “No shows” needed to be recorded as no shows

APPOINTMENT TYPES

Need to define what makes sense for for your institution

Start simple and then consider more types over time

Common Appointment Types:

- Job/Internship Search
- Networking/Alumni Communication
- Resume/C.V. Review
- Cover Letter Review
- Interview Prep/Mock Interview
- Major or Career Exploration
- Essay/Personal Statement/Statement of Purpose Review
- Career Assessment
- Just to Chat

APPOINTMENT SURVEY

Message to Students from Director

Thank you for meeting with a member of the X eam last month. Your input is very important to us, so I invite you to take 2–3 minutes (max) to share feedback about your meeting. What went well? What could have gone better?

Possible Survey Questions

- What brought you to the Piper Center? What type of help or guidance were you seeking?
- What would you like to share about your experience with the Piper Center?
- To make the most of the feedback you've provided, how may Kirsten share this information with other members of the Piper Center staff?
    - You may share my feedback and my name as written (full consent).
    - You may share my feedback anonymously (all identifying information removed).
    - Please do not share my feedback.
- Student name and email address.

REPORTING ON APPOINTMENTS

Quantity of Appointments
# of appointments per month or year
# of appointments per year by type
# of appointments per student (check for frequent flyers)
# of appointments with students in particular majors

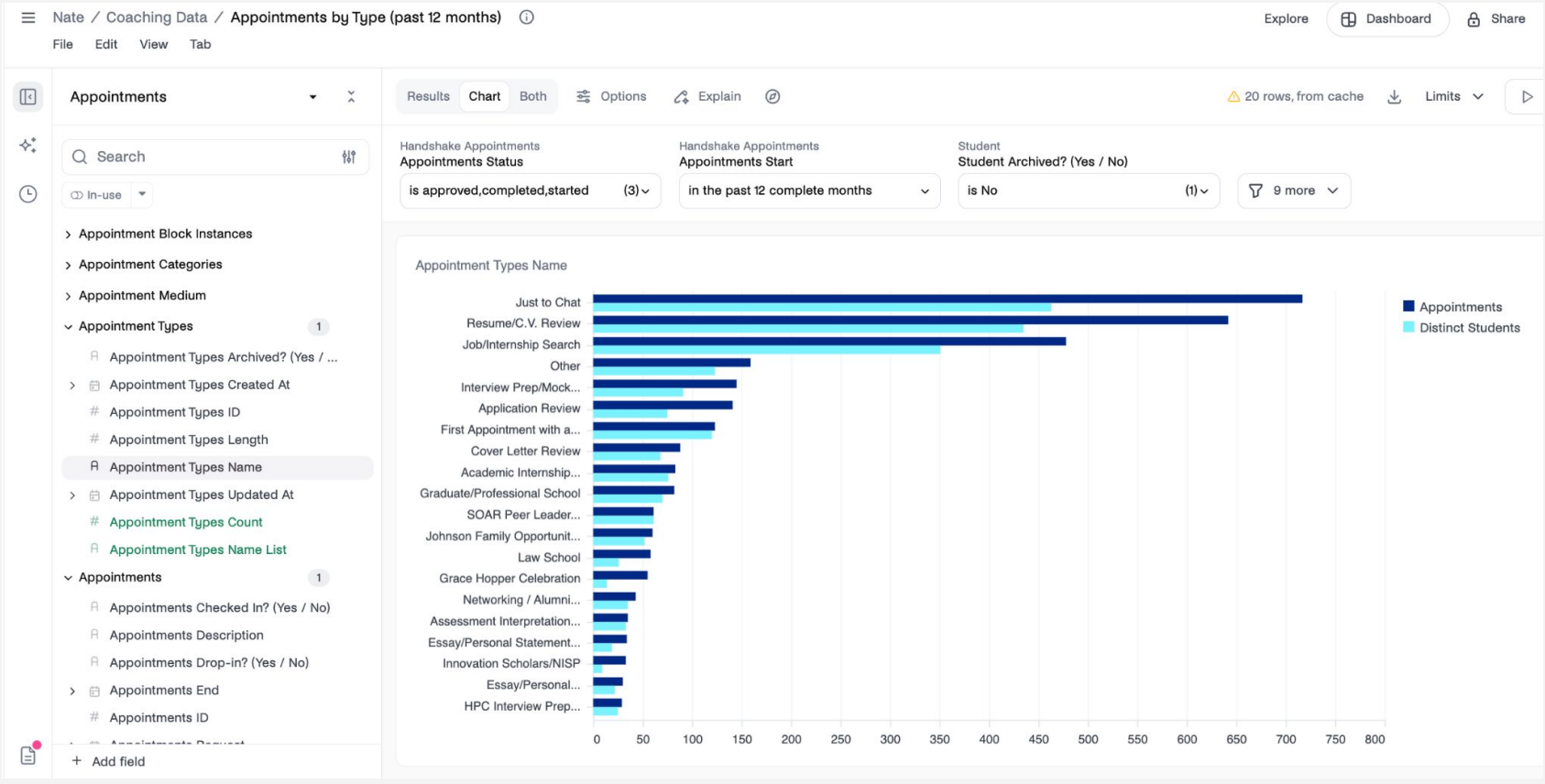
Career Advising Dashboard
# of appointments per career advisor per month or year

Appointment Reach
% of students who completed an appointment
(comparison by class year, major, etc.)

Piper Center Monthly Dashboard

	JAN (25-26)	FEB (19-20)	FEB (20-21)	FEB (21-22)	FEB (22-23)	FEB (23-24)	FEB (24-25)	FEB (25-26)
Student Engagement Index (event or appointment)	61%	70%	60%	69%	68%	75%	77%	78%
Appointments Index (coach or PA)	36%	46%	43%	39%	39%	42%	41%	41%
Appointments: Coaches + Peer Advisors (cumulative)	3634	4818	4634	3936	3714	4556	4549	4263
Total Appointments with Coaches (cumulative)	3166	3927	4057	3364	3171	4015	4078	3662
Total Student Appointments with Coaches (cumulative)	2418	3318	3105	2636	2503	3216	3327	2841
Alumni Appointments with Coaches (cumulative)	748	609	952	728	668	799	751	821
Appointments with Coaches (by month)	506	658	454		376	686	615	496
Event Attendance Index	48%	56%	40%	56%	54%	62%	67%	67%
Event Attendance (cumulative)	2697	3646	2314	3304	3253	3619	4458	4506

APPOINTMENTS



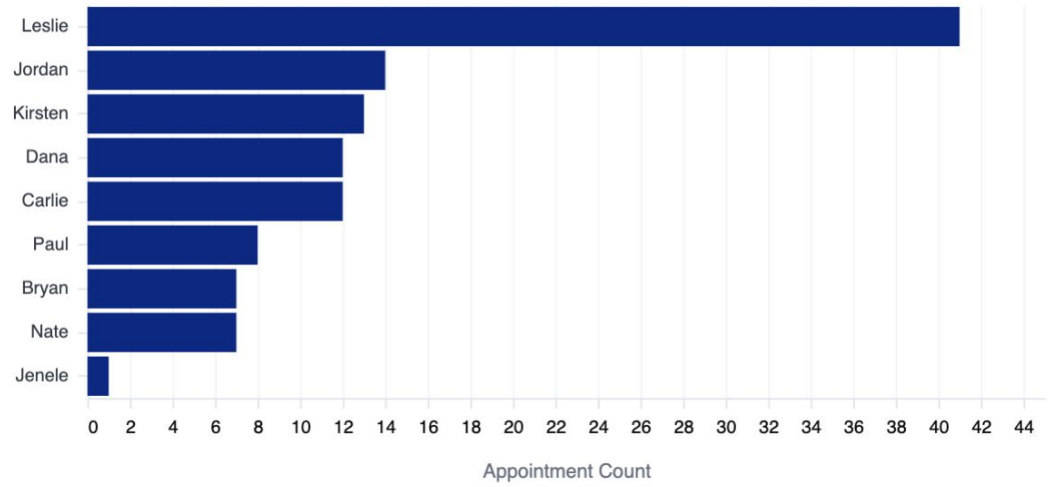
OMNI REPORT - SCHEDULED APPOINTMENTS

Nate / Coaching Data / Scheduled Appointments with Career Coaches (starting tomorrow)

File View

⚡🍣 Query

Staff Member First Name



Generated September 23, 2026 at 09:40 AM CDT

EVENTS

Student participation in a program or event that was facilitated by someone from your team and included substantive career engagement or learning

Workshop, info session, career fair, alumni networking, classroom presentation, facilitated shadowing experience, etc.

Develop your own standards for what counts

- At least 10-15 minutes of career engagement or learning

COLLECTING EVENT DATA

Must be “checked in” in Handshake

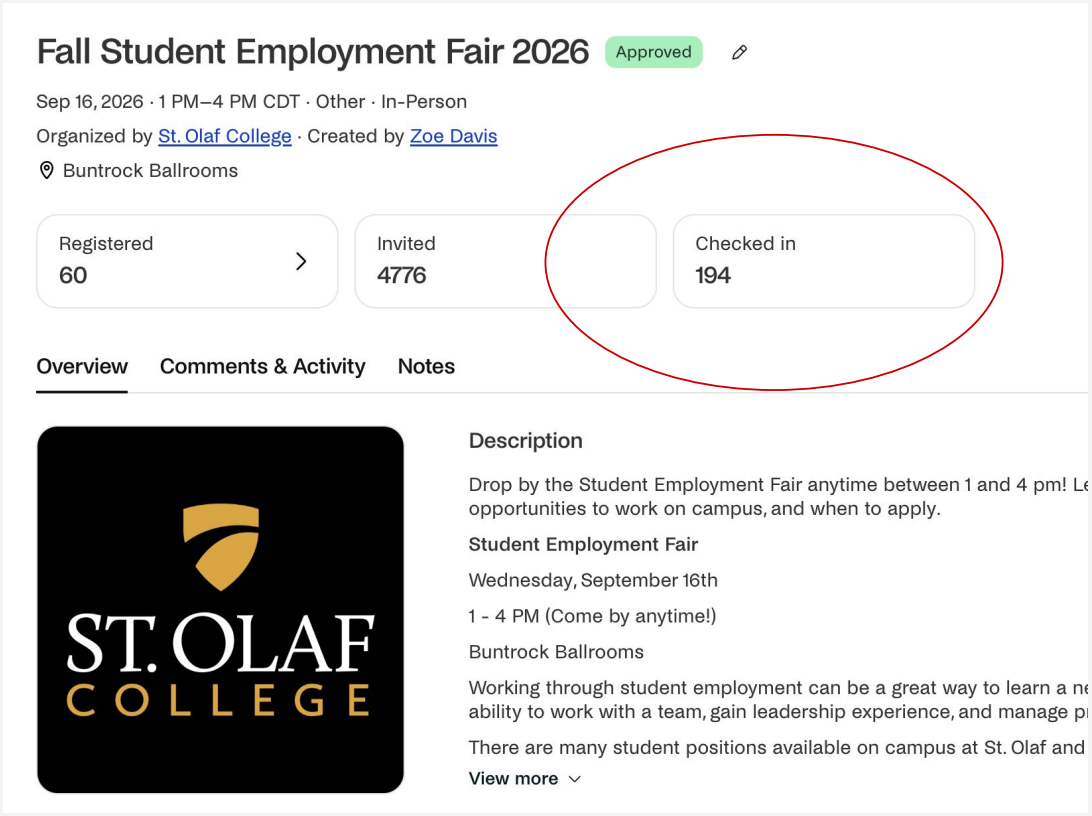
- Career advisor/facilitator is responsible
- Three options for checking:
  1. Use check-in kiosk at the event
  2. Collect email addresses and manually check each student in after the event
  3. Collect email addresses and use importer tool bulk upload

Do you want to be able to categorize by event type?

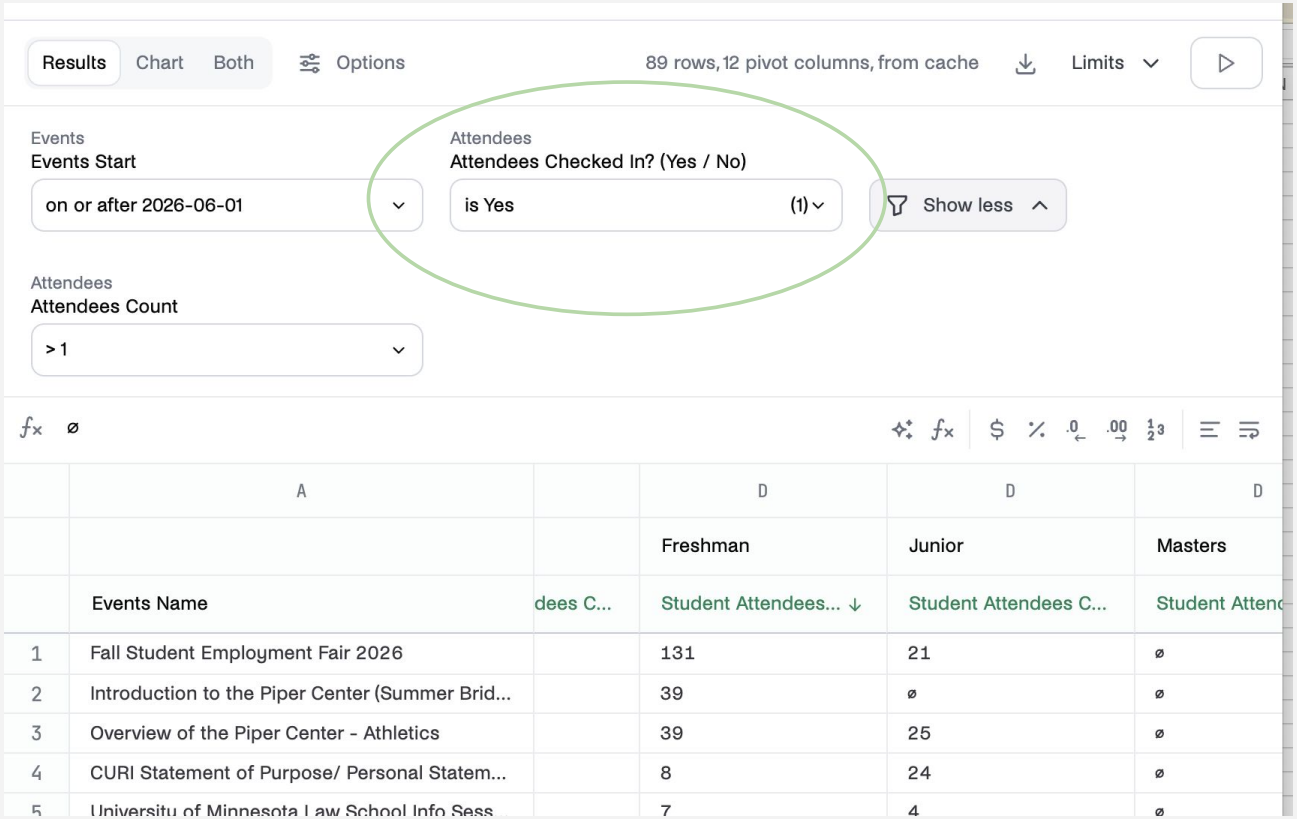
- What are the categories?
  (alumni networking events, career education workshops, etc.)
- Use event labels and share standards with the team

Event Surveys?

EVENTS


Fall Student Employment Fair 2026
Approved
Sep 16, 2026 · 1 PM–4 PM CDT · Other · In-Person
Organized by St. Olaf College · Created by Zoe Davis
Buntrock Ballrooms
Registered
60
Invited
4776
Checked in
194
Overview
Comments & Activity
Notes
ST. OLAF
COLLEGE
Description
Drop by the Student Employment Fair anytime between 1 and 4 pm! Le
opportunities to work on campus, and when to apply.
Student Employment Fair
Wednesday, September 16th
1 - 4 PM (Come by anytime!)
Buntrock Ballrooms
Working through student employment can be a great way to learn a ne
ability to work with a team, gain leadership experience, and manage pr
There are many student positions available on campus at St. Olaf and
View more

EVENT REPORT IN HANDSHAKE



	A		D	D	D
			Freshman	Junior	Masters
	Events Name	dees C...	Student Attendees... ↓	Student Attendees C...	Student Attenc
1	Fall Student Employment Fair 2026		131	21	ø
2	Introduction to the Piper Center (Summer Brid...		39	ø	ø
3	Overview of the Piper Center - Athletics		39	25	ø
4	CURI Statement of Purpose/ Personal Statem...		8	24	ø
5	University of Minnesota Law School Info Sess...		7	4	ø

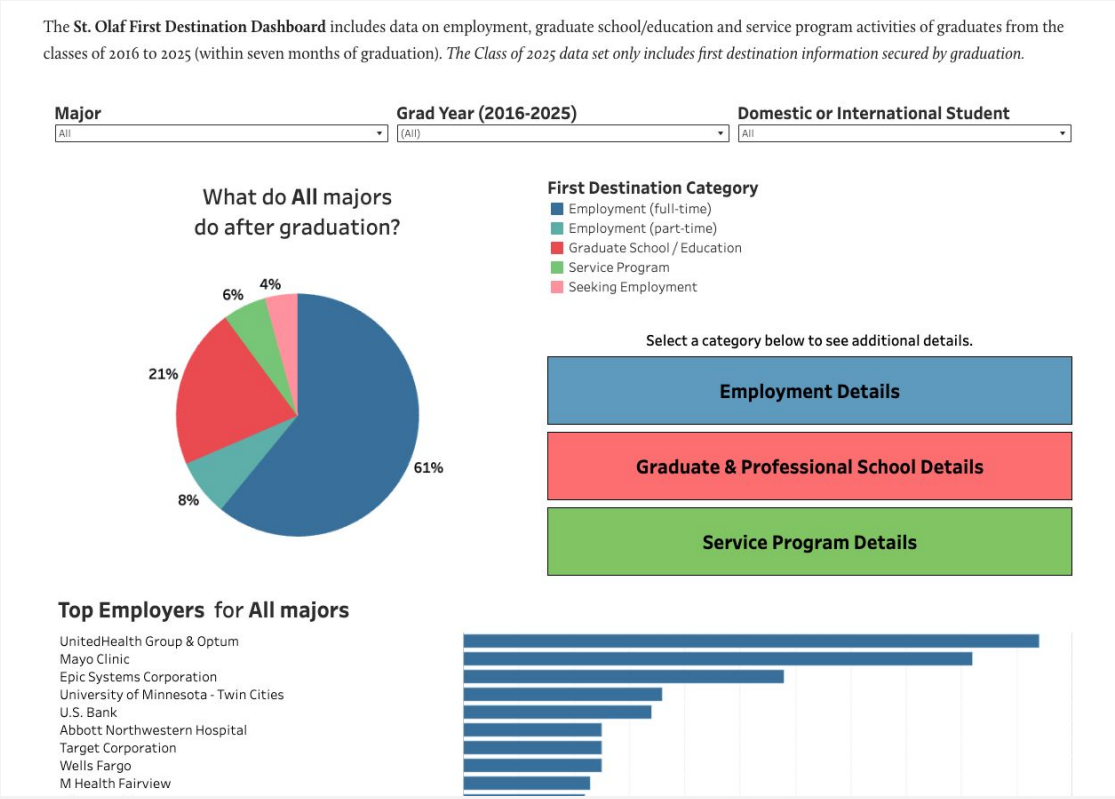
Set up reports in Handshake/ Omni

Check periodically with team to see if everything is being recorded?

EVENT REPORT (cleaned up and shared with team)

Event Category	Event Name	Date	Total	Senior
Recruiting Showcase	Fall Recruiting Showcase 2025	9/22/25	156	47
Connections	UnitedHealth Group Connections Trip - Explore Business/Healthcare Car	1/15/26	71	14
	Twin Cities Connections: Arts Administration	3/14/26	33	10
	MN Vikings Connections Trip: Explore Careers in Sports Management an	10/20/25	30	13
	2026 Medtronic Site Visit (Engineering, CS, Chem/Bio, Stats/Data Scienc	4/20/26	25	5
	Epic Systems Connections Trip: Explore Careers in Tech/Project Manager	10/20/25	24	
	Journalism & Media Connections Trip to TPT and MPR (Rescheduled fror	4/13/26	13	2
1:1 Alumni	Alumni Career Chats	11/3/25	96	32
	CIA 1:1 Coffee Chats	4/9/26	6	1
Alumni Panels	MSCS 2025 Showcase (Panel + Tabling)	9/25/25	155	31
	TRIO Talks Alumni Speakers + Networking	4/8/26	122	24
	Environmental Careers Alumni Panel (Fall 2025)	9/25/25	39	38
	2026 Psychology Alumni Career Panel (Virtual)	3/4/26	31	3

FIRST DESTINATION DASHBOARD



STUDENT DATA ANALYST

Student work or internship

Two (or three) is better than one

What skills do you need? (can do a lot with Excel/Google Sheets)

Partner with faculty (course projects)

OVERALL TIPS

- Complete a data inventory - What do you have? Is it accurate?
- Assess data skills and aptitude of your team (need a leader)
- Talk to key stakeholders about what they want to know
- Learn about the data practices of other departments
- Start small and build as you go
- Foundation of “regular” data work
- Brainstorm possible projects then prioritize
- Share projects with others to build momentum
- Check in with key stakeholders

OTHER IDEAS

Appointment + Event Attendance + Program Participation = Student Engagement

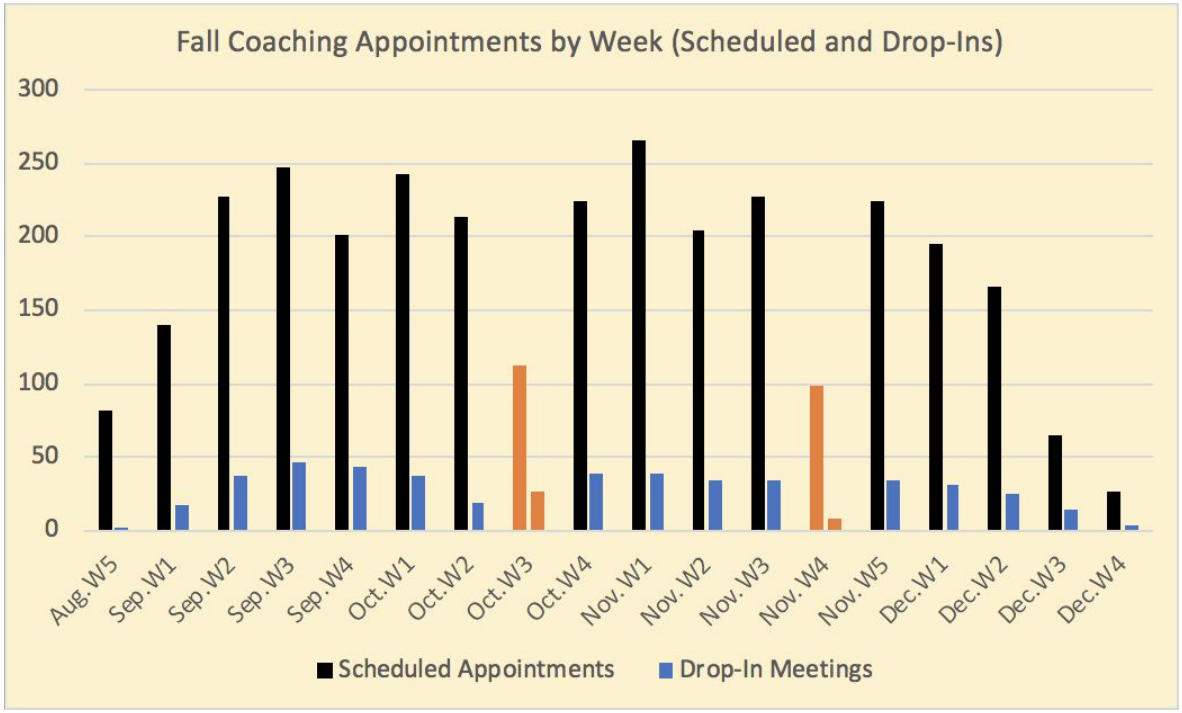
Data Projects at St. Olaf

- Student Engagement Dashboards
  - Monthly
  - Annual
- Questions and Special Projects
  - How many appointments for each coach?
  - What are the career interests of our students?
  - When do students meet with us? (days, weeks, times, etc.)?
  - What are the characteristics of students who engage (or don't engage) with us?

Other Dashboards and Reports

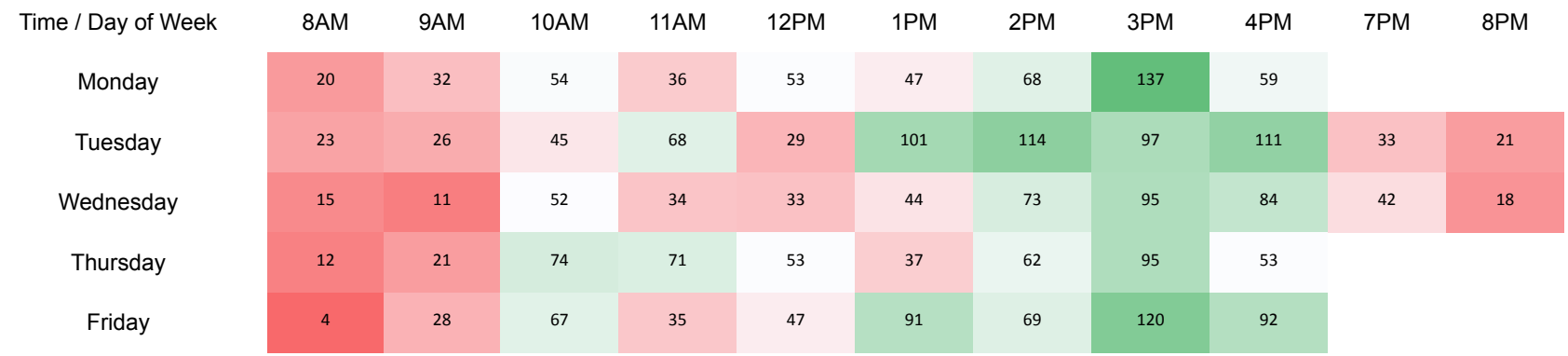
- Monthly Student Engagement Dashboard
- Annual Dashboard
- Event Dashboard
- Internship Funding Dashboard
- First Destination Dashboard
- Appointments by Coach
- Student Engagement (students of color, gender, international, etc.)
- Analysis of Appointments (month, week, time of day, etc.)

Scheduled and Drop-Ins by Week - Fall



Peer Advisor Sessions

(16-17 & 17-18 Academic Years)



Time / Day of Week	8AM	9AM	10AM	11AM	12PM	1PM	2PM	3PM	4PM	7PM	8PM
Monday	20	32	54	36	53	47	68	137	59		
Tuesday	23	26	45	68	29	101	114	97	111	33	21
Wednesday	15	11	52	34	33	44	73	95	84	42	18
Thursday	12	21	74	71	53	37	62	95	53		
Friday	4	28	67	35	47	91	69	120	92		

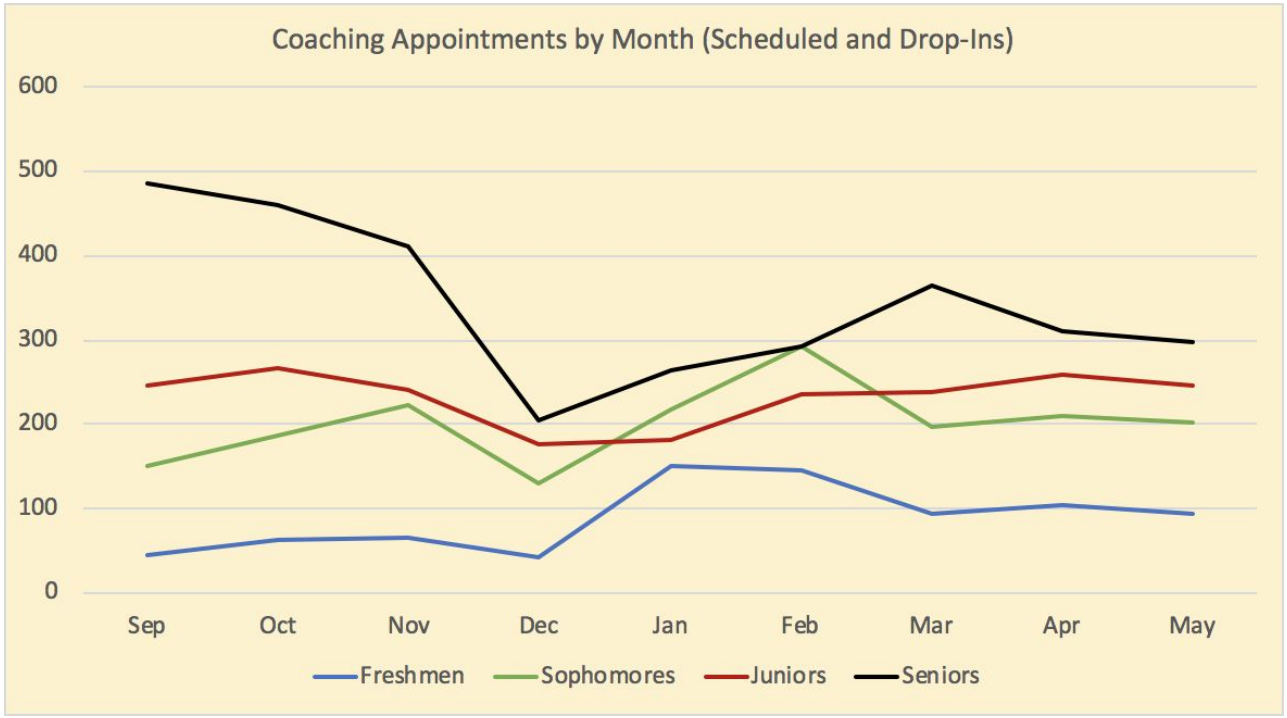
= Least Busy

= Average

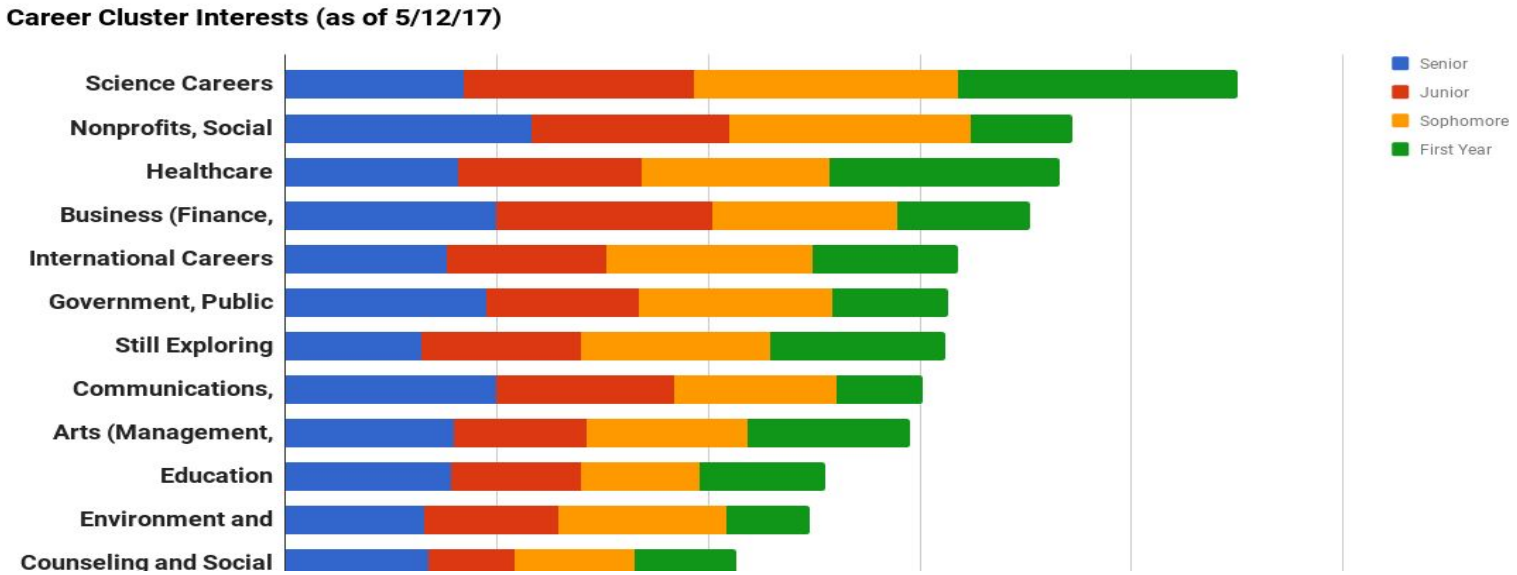
= Most Busy

Total Sessions = 2,867

Coaching Appointments by Class Year and Month



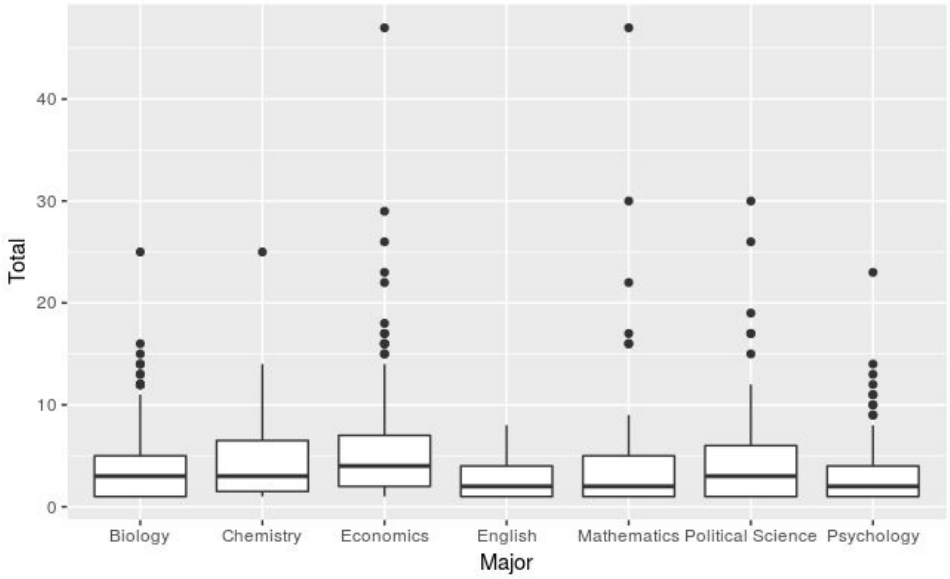
Career Interests of Students by Class Year



Statistical Analysis - Predicting the Likelihood of Different Types of Engagement

Variable	Coaching Appt.	Peer Advisor Appt.	Major Events
Female	1.5	1.2	1.1
JrSr	2.3	1.5	1.4
Athlete	2.0	1.2	1.0
SSS (TRiO)	6.6	1.7	0.9
International	3.5	2.5	2.0
highCGPA	2.4	1.6	1.8
midCGPA	1.7	1.4	1.5

Appointments by Major (2016-17)



Data Projects at Other Institutions?

- Student Satisfaction Surveys?
- Student Reviews of Employers?
- First Destination?

Starting a Student Engagement Dashboard

Start Exploring Data . . .
Insights Dashboards in Handshake

- Student Engagement
- Appointments
- Jobs and On Campus Interviews
- Activity Overview
- Employers

Steps to Create an Engagement Dashboard

1. Collect good data
2. Pull the data from Handshake (Explore Insights)
3. Analyze the data (Excel, Google Sheets, R)
4. Create a dashboard format (Google Sheets)
5. Share the dashboard

Repeat

Define the Need and Collect the Data

- Define appointment categories and appointment types
- What counts as an appointment?
- System for tracking event attendance?
- Customize your Career Interest Survey
- Do you want to survey students?

Pull Data Using Insights Explorer

Engagement Dashboard:

- Students
- Events
- Appointments

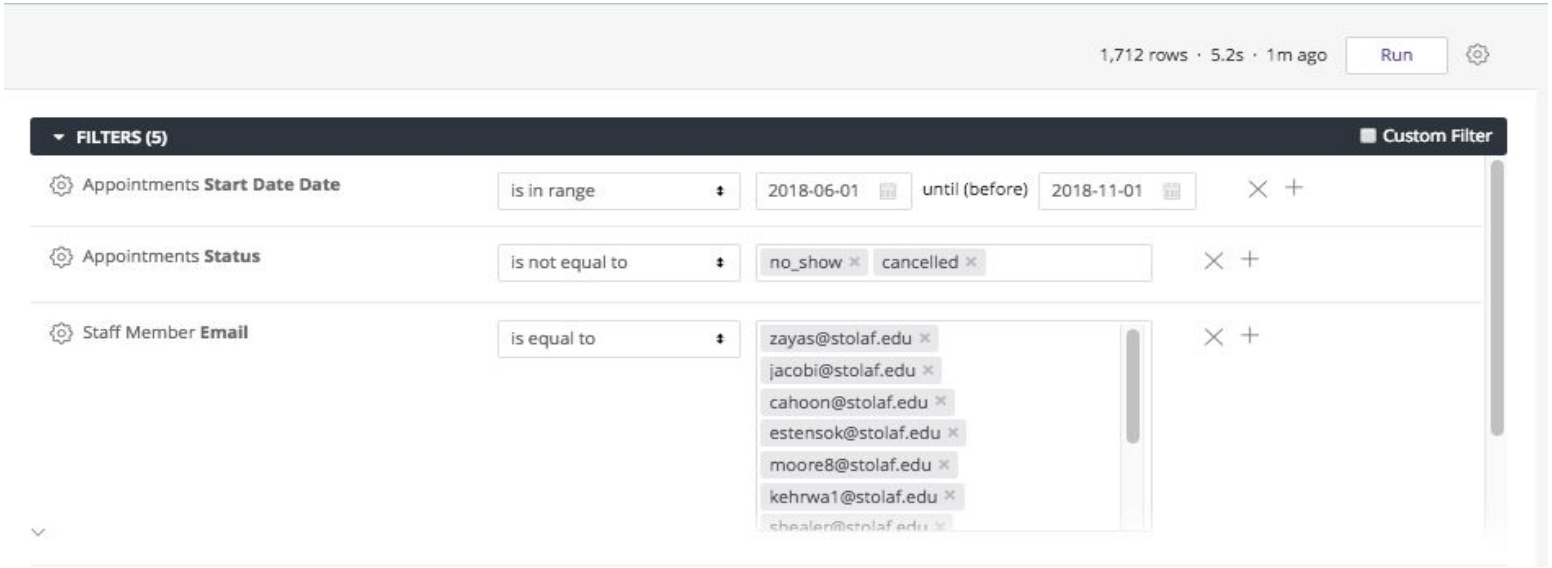
Other Data to Explore:

- Jobs
- Employers
- Interviews
- Experiences (if utilized)

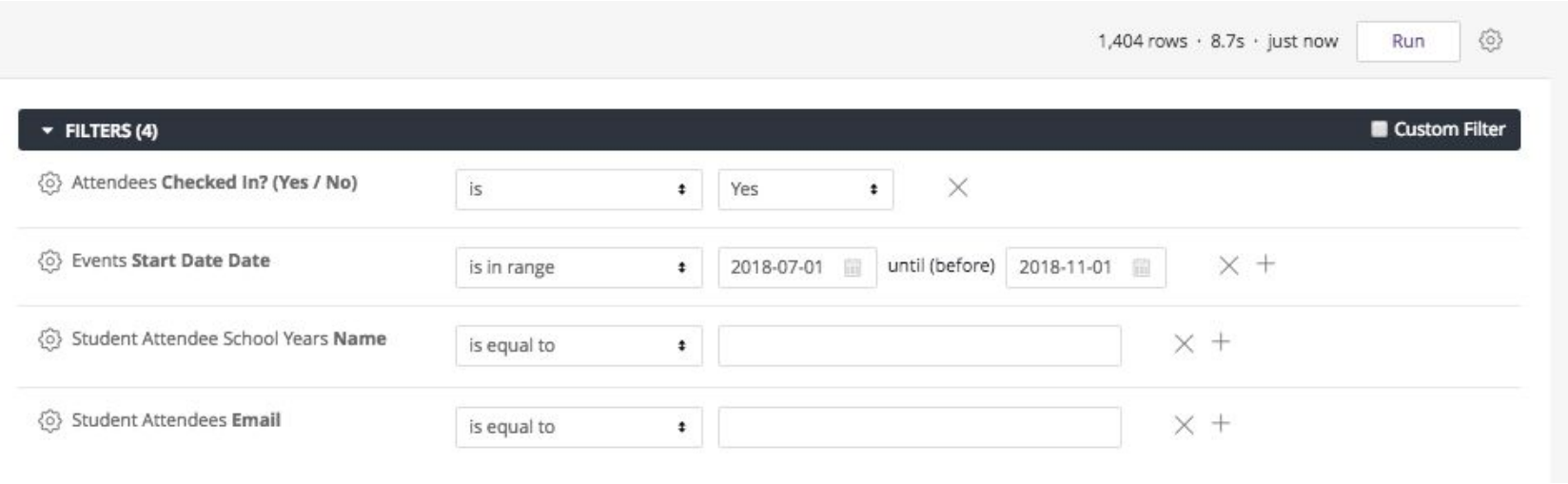
Explore Insights Example - Appointments

- Date
- Student email
- Student school year
- Staff member
- Appointment type
- Appointment medium
- Appointments Drop-in (Yes/No)

Appointment Data (Explore Insights)



Event Data (Explore Insights)



Data Resources

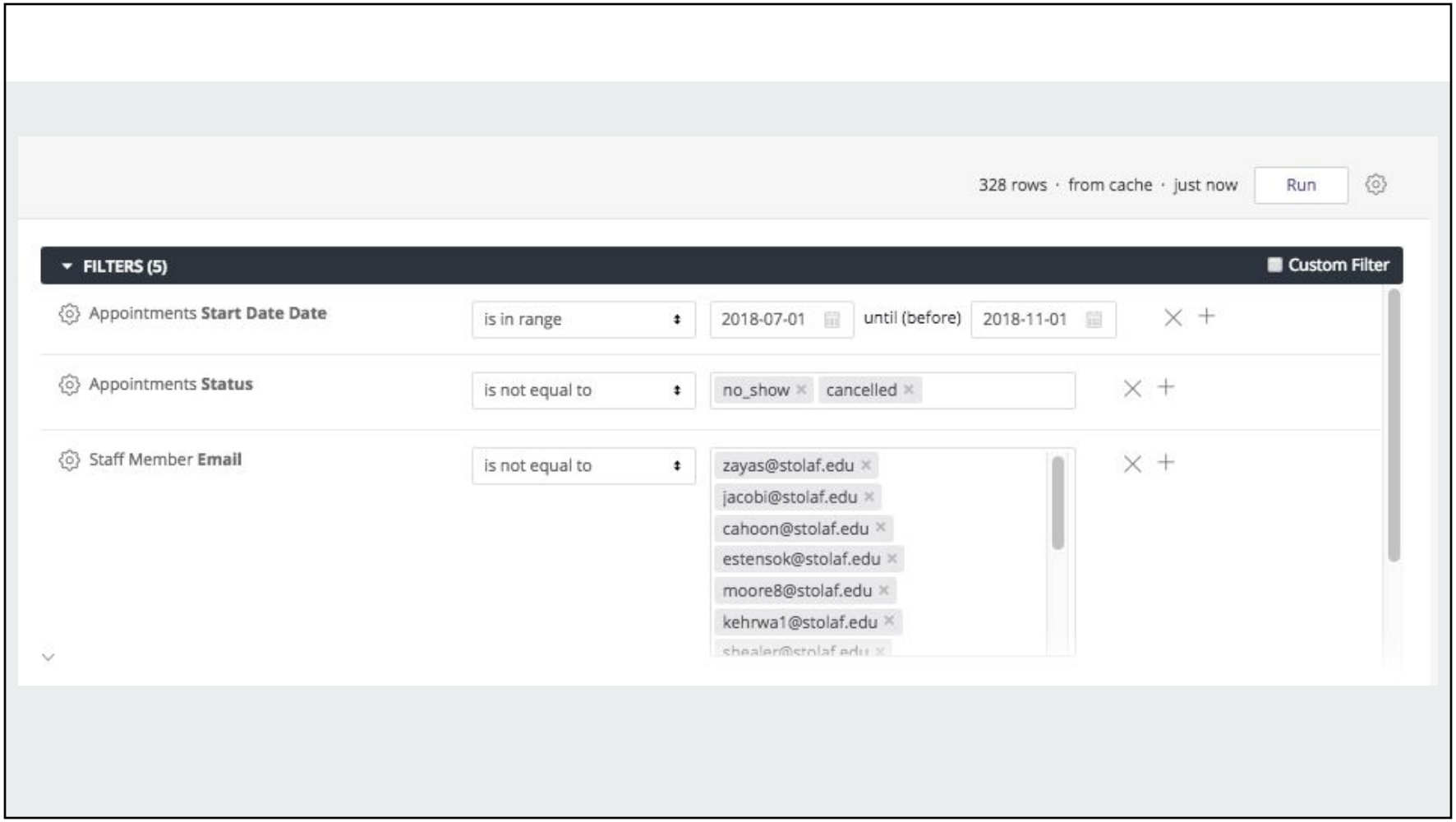
- Students with Data/Statistics Skills
  - Student Workers
  - Research Opportunities
- Data People in Other Departments
- Career Services Colleagues

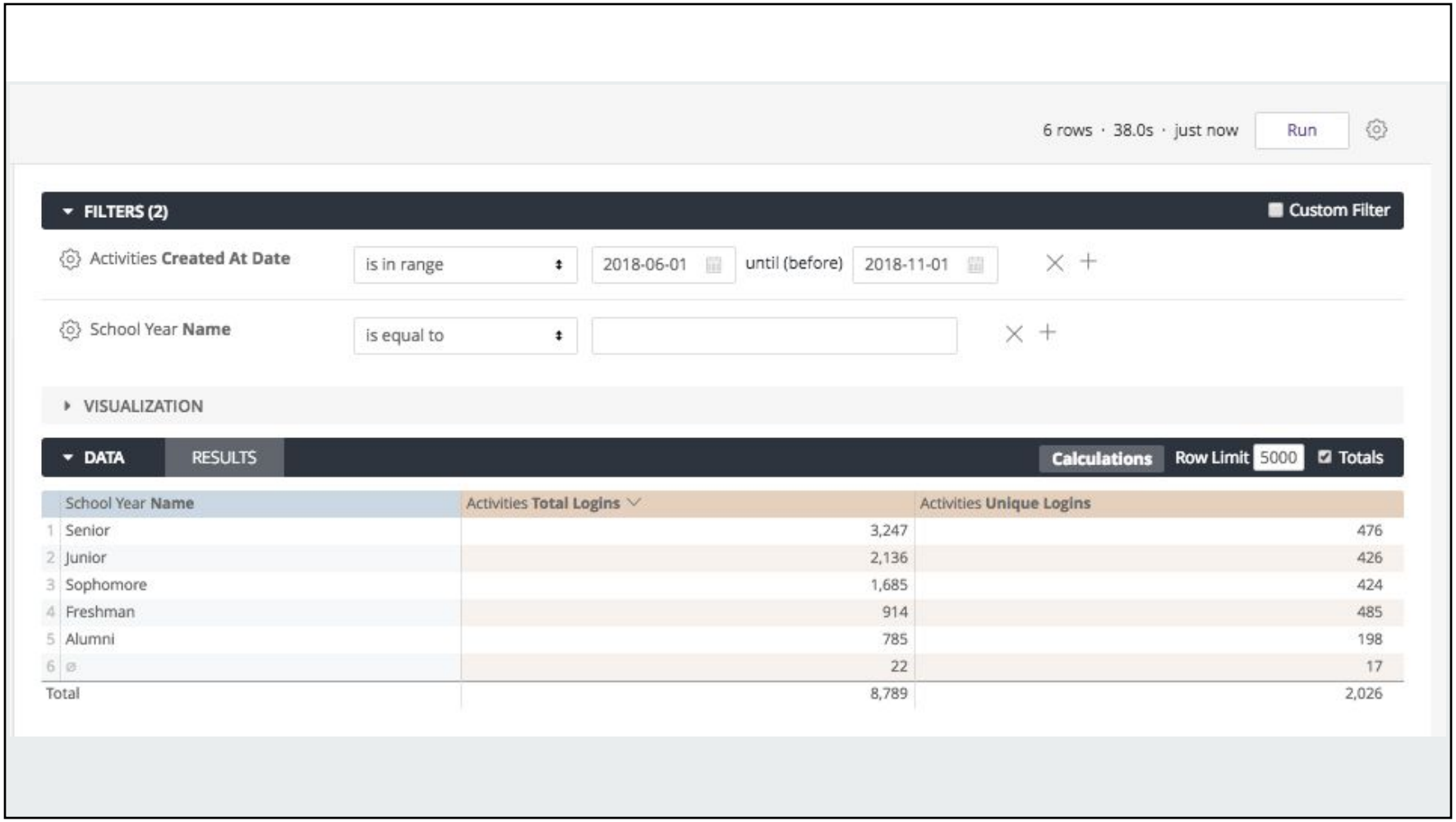
Questions?

Nate Jacobi
Associate Director, Career Development, Data, and Operations
jacobi@stolaf.edu

Statistical Analysis of Student Engagement

-


328 rows · from cache · just now
Run
FILTERS (5)
Custom Filter
Appointments Start Date Date
is in range
2018-07-01
until (before)
2018-11-01
Appointments Status
is not equal to
no_show
cancelled
Staff Member Email
is not equal to
zayas@stolaf.edu
jacobi@stolaf.edu
cahoon@stolaf.edu
estensok@stolaf.edu
moore8@stolaf.edu
kehrwa1@stolaf.edu


6 rows · 38.0s · just now
Run
FILTERS (2)
Custom Filter
Activities Created At Date
is in range
2018-06-01
until (before)
2018-11-01
School Year Name
is equal to
VISUALIZATION
DATA
RESULTS
Calculations
Row Limit 5000
Totals
School Year Name
Activities Total Logins
Activities Unique Logins
1 Senior 3,247 476
2 Junior 2,136 426
3 Sophomore 1,685 424
4 Freshman 914 485
5 Alumni 785 198
6 ∅ 22 17
Total 8,789 2,026

Examples of Metrics

- 79% of students participated in an event or an appointment
- 53% of sophomores had an appointment
- 30% of students attended an event that included alumni networking
-

Engagement Dashboard

- Appointments
- Events
- Student Engagement (Appointments + Events)
- Handshake Utilization (log-ins)
- Jobs and Employers in Handshake

Other possibilities:

- Student Satisfaction?
- On-campus Interviews?
- Employers on Campus?