

EXECUTIVE SUMMARY RESPONSE
Program Review
Priscilla A. Scotlan Career Services Center

EXTERNAL REVIEWERS
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CAMPUS VISIT:
November 13-14, 2017

The review team read the self-study provided by the department; reviewed the appropriate professional standards in the field; reviewed benchmarking data and a comparison of best practices; interviewed students, faculty, staff, employers, and former students. The reviewers met with the Vice Provost of Student Life and USF staff members representing Alumni Engagement, the Office of Marketing and Communications, Strategic Enrollment Management, University Ministry, Development, the Graduate School of Management Career Services, the McCarthy Center for Public Service and the Common Good, International Student and Scholar Services, the School of Nursing and Health Professions and Information Technology Services. Prior to their visit, the reviewers were provided with USF's Vision, Mission, Values Statement, and other university materials.

- 1. How did the external review committee rate the overall quality of the department- excellent, very good, good, adequate, or poor? How does the department compare with well established/recognized programs nationally? Please provide a brief rationale for the external review committee's rating.**

The reviewers felt that the department's performance was very good stating that staff have demonstrated the potential to become a best-in-class operation and that the current staff are doing their best to reach students through innovative programming. The reviewers believe that the area needs to be better resourced in order to allow the center to continue to operate strategically with substantive long-term goals.

The reviewers felt that the CSC staff and leadership are well-regarded within the career services industry regionally and nationally and are seen as highly competent and innovative. Reviewers identified initiatives and staffing models which would continue to advance the work of the center.

- 2. What are the most important general issues that emerged from the external review process?**

Reviewers suggested three critical areas to address:

- Staffing: Increase staffing in order to provide necessary programs and resources found at comparable benchmark universities.
- Space: Identifying space alternatives on campus to increase visibility and access.
- Data: Engage in more data analysis including first destination data.

3. **What specific recommendations for improving the department’s quality has the external review committee made to the supervisor?**

Staffing

- Hire three additional career specialists to provide generalist support to undergraduate students and graduate non-business students in order to create a structure where targeted outreach to specific communities of students is possible.
- Hire three employer relations officers to allow for signature recruiting initiatives, such as mentorships and treks, and stronger engagement with external partners, such as parents, alumni, and key recruiting partners.
- Hire a data and assessment analyst and marketing and communications professional dedicated to the Career Services Center to provide a narrative and data that communicate the value of the center, track its success, and identify opportunities to endure the support of all student groups.

Response:

Given current budget constraints USF will be adding one position in the spring 2018 and will look at adding additional positions in subsequent years. USF employs a centralized model for data analysis, marketing and communications, and assessment so CSC will collaborate directly with and be supported by CIPE, the Office of Marketing and Communications, and the Assessment Office. Work will need to be done in order to identify a staff member equipped to develop assessment strategies that will allow the Career Services Center to quantitatively and qualitatively measure desired learning outcomes.

Space:

- Relocate the Career Services Center to the third floor of the University Center and reconfigure the space to provide for a lobby, confidential rooms for counseling appointments, administrative and student employee functions, group interaction, private offices for employer on-campus interviews, and hospitality space for visiting employers.
- Create clear, directive signage outside of the building and digital signage in the lobby or waiting space to promote Career Services events, people and resources.

Response:

Student Life leadership is engaging with Facilities to identify creative space solutions.

Data Collection, Analysis and Dissemination

- Create an action plan for First Destination Survey Outcomes and tracking career choices post-graduations communication with university leadership to ensure a sustainable data management process.
- Create a strategy to track student participation in events and all career initiatives.
- Create a gap analysis to track student group usage or non-usage of the CSC and creating a matrix to guide strategic planning for outreach and support.
- Create a narrative that conveys the outcomes and engagement of USF students creating a greater awareness of the center's value.

Response:

The Employment Data Committee's action plan for gathering First Destination Outcomes and sustainable data management is in the works. Student Life is working with ITS on creating a strategy to track student participation in all Student Life-sponsored events. CSC will work with staff in OMC in order to convey the CSC story.

Additional recommendations included:

- Articulating Career Milestones for Specific Student Populations
- Developing a Vocational Discernment Retreat
- Expanding Employer Site Visits
- Collaborative Programming
- Supporting Special Student Populations
- Expanding Employer and Alumni Engagement

4. In the opinion of the external review committee is the department advancing the University's strategic initiatives and the divisional goals and commitments in the programs and services it offers?

The reviewers felt that the CSC has achieved its initial goals and that additional resources are needed to continue to advance the university's strategic initiatives and increase the opportunities presented by USF's proximity to Silicon Valley.

The reviewers felt that the CSC's reputation is seen as positive by many partners at USF. The reviewers observed a clear indication from stakeholders that there was significant interest in greater collaboration and strategic partnerships with the CSC.

5. Is the department in compliance with professionally accepted standards? What best practices have been adopted and implemented?

The reviewers did not have any compliance concerns. The reviewers noted that the career services paradigm has shifted in recent years from a counseling and placement model to one of facilitation, connectivity, and virtual engagement. This new model of networking and collection is in line with the division's mission and vision and CSC's programs.

The reviewers suggested a greater focus on employer and alumni events and networking.

6. Does the department have adequate space, personnel and budget to carry out its programs and services?

A critical recommendation by the reviewers is a reassessment of the department's current operational space. One recommendation is a redesign of the space on the University Center 3rd Floor opposite the Center of Academic Student Achievement (CASA) in order to allow students to more easily integrate their academic learning with career development. The reviewers also suggested co-location with Undergraduate Admission in order to tie the value of the USF degree with career development.

The reviewers recommended increased staffing in order to target all student populations, leverage relationships with alumni and employers, and create a narrative for the department to show its success using data analysis and marketing.

The reviewers recommended that revenue raised by the CSC through employer recruitment be retained by the department, so that excess funds would be retained year-to-year in order to grow the department's ability to increase staffing, expand programming, and scale up its services over time.

7. Has the department identified appropriate learning outcomes and implemented assessment strategies to measure progress in this area?

The reviewers recommended changes around tracking data and metrics in order to create impactful strategies and assure prospective students and their families on the return on investment of the USF education.

8. What is the timetable for the response to the external review committee's recommendations for program improvement? What can the Vice President's Office do to appropriately respond to the review?

A detailed action plan will be in place by Fall 2018.

9. What general comments or issues, if any, are crucial to understanding the reviewer's report?

N/A