

Priscilla A. Scotlan Career Services Center
Self-Study
October 20, 2017

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MISSION & SERVICES PROVIDED

Mission:

The Priscilla A. Scotlan Career Services Center (CSC) acts as the University of San Francisco's (USF) primary career center, serving all of its students on the main "Hilltop" campus as well as students at four branch campuses. CSC does not serve the School of Law or the Graduate School of Management, each which has its own career services operation.

Our main goal is to assist our students in preparing for and finding excellent internships and jobs as well as helping them figure out their career interests and goals. We also work closely with employers to produce a multitude of both hiring and career education events throughout the school year. Please find a list of services provided and events below.

Our mission statement, not updated since at least 2005 and not published, is as follows:

The primary mission of the Career Services Center (CSC) is to assist USF students and alumni in developing, evaluating, and effectively implementing their career plans. CSC programs promote a greater awareness within the university community of the world of work and the need for career development over the life span. To effectively fulfill its mission, Career Services Center seeks:

To assist clients in the clarification of their Values, Interests, Skills, & Personality to develop their career plan.

To continue to build and expand intentional collaborative efforts with faculty, staff, colleagues, student organizations, and employers to provide more opportunities for clients.

To provide career development services, resources, and programs supportive of an integrated student learning experience.

The core mission of USF as a whole is to promote learning in the Jesuit Catholic tradition. The university offers undergraduate, graduate, and professional students the knowledge and skills needed to succeed as persons and professionals, and the values and sensitivity necessary to be men and women for others.

The university will distinguish itself as a diverse, socially responsible learning community of high quality scholarship and academic rigor sustained by a faith that does justice. The university will draw from the cultural, intellectual, and economic resources of the San Francisco Bay Area and its location on the Pacific Rim to enrich and strengthen its educational programs.

CSC is aligned with the university's mission obviously in that we help students to "succeed as persons and professionals" and that in our employer and alumni outreach efforts, we too "draw from the cultural, intellectual and economic resources" of our highly advantageous geographical position in the Bay Area. Additionally, CSC also distinguishes ourselves as diverse and socially responsible in both our programming and in our employers who we bring to campus.

Services Provided:

The Priscilla A. Scotlan Career Services Center offers the following services to students:

1:1 Career Counseling

Students can meet 1:1 with a career counselor via an appointment for a 30 minute meeting or via a drop-in, offered Monday-Friday from 11-2, for a 15 minute meeting.

Mock Interviews

Students have the opportunity to participate in 60 minute mock interviews either with local employers who volunteer their time on campus or with CSC staff members. Students can choose whether or not to have their mock interviews digitally filmed.

Career Education Workshops

CSC produces career education workshops (8 in 2016-17) to inform students on a wide range of topics related to career preparation. We often partner with employers on these workshops. For example, what used to be referred to as “The Job Search Workshop” is now titled “7 Ways To Get The Job And Be A Boss At It” with HR reps from Pandora, LinkedIn, Salesforce and Tesla offering advice on job and internship search rather than a single “talking head” from CSC. Additional workshops include “MAstering the Job Search” (for graduate students,) “First Chance for Internships,” Last Chance for Internships,” and “Rock the Jobfest.”

Career Fairs

Every year, we host two large signature events in the fall and spring which allow students to connect with a large variety of employers interested in hiring across all majors. The Fall Career Premiere took place on September 19, 2017 and the JOB FEST Career & Internship Festival will take place on March 2, 2018.

Online Job and Internship Boards: Handshake & Internship Exchanges

USF has adopted a new, modern platform for college recruiting called Handshake. Students can able easily upload their resumes and search and apply for full-time jobs and internships. In addition, our two Internship Exchange databases, UCAN and I-Net, provide internship listings across the nation. These are internships USF shares with 30+ participating universities including Boston College, Notre Dame, Duke, MIT, Yale, USC, and Harvard University.

On-Campus Interviews

Recruiters from companies such as Wells Fargo Bank, JPMorgan Chase, Bank of America Merrill Lynch, Dolby Laboratories, Deloitte, Ernst & Young, KPMG, and PricewaterhouseCoopers visit USF to conduct on-campus interviews to recruit students directly for jobs and internships. We host on-campus interviews in both the Fall (September to November) and Spring (February to April) semesters.

Employer “Meet thes”

“Meet thes” are targeted recruiting events in which 6-10 organizations meet in a round table setting with typically fewer than one hundred students, invited by either or all: area of study, level of academic and professional achievement, and faculty recommendation. This Fall, we produced three of these such events: Meet the Firms (for Accounting and Finance and co-hosted by Beta Alpha Psi,) Meet the Healthcare Pros (for Nursing students,) and Meet the BFFs (Big, First and Foremost.) This is a signature event in which “top” bay area organizations who may not otherwise recruit on campus come to meet a select group of students only from majors that these organizations are interested in meeting. For example, Pixar and Tesla were among the ten employers at this year’s BFF event and requested Design and Computer Science seniors only.

Company Treks and Open Houses

Every semester we plan multiple student treks which involve visiting up to three organizations in the Bay Area over the course of one day. The treks are focused on specific majors and change each year. This Fall, we will be participating in treks focusing on the Media, Technology (for both tech and non-tech students), Biotech, and Marketing/Communications industries.

Information Tables & Sessions

Employers commonly host recruitment tables or information sessions during peak hours of student activity in our University Center. Students can log into their Handshake account to review dates employers will be visiting USF.

Special Events/Diversity Recruiting Programming

The Career Center periodically organizes a larger diversity recruitment focused event, often in partnership with the Cultural Centers.

HISTORY

1. What is the recent history of the department and what are the most noteworthy issues faced and changes made over the last 5 years?

a. Recent History

- In 2011 the department staff met with then Director James Catigay for an intervention because the staff felt that he wasn't doing his job, was concerned about his well-being, and had a sincere desire to help him. Despite their follow up meetings over the next few years, nothing changed.
- In the Spring of 2013 this situation was brought to the attention of the Vice Provost of Student Life.
- In the Fall of 2013, then Provost Jennifer Turpin announced at the Fall Convocation that Alex Hochman would chair a Jobs Initiative Task Force (JITF) during the '13-'14 academic year whose purpose was to conduct a 360 degree evaluation of the Career Services Center. The task force was comprised of 20 members, both faculty and staff, from a wide array of university divisions. Alex and his faculty co-chair, Frank O'Hara, presented the findings and recommendations to the Board of Trustees in May 2014.
- In July of 2014, it was announced that Alex Hochman would be the department's Senior Director and James Catigay, the former Senior Director, would be the Director of Planning, with an emphasis on First Generation and Underrepresented Students within the department.
- In Fall of 2014, Alex announced a new organizational structure in which:
 - Ellen Kelly Daley was promoted from Associate Director to Director of Student Success
 - Julia Hing was promoted from Assistant Director of Employer Relations to Associate Director of Employer Relations
 - A search was conducted for a new position, Director of Employer Relations, and Alicia Montesa was hired. Alicia was in the role from Dec. '14 - Dec. '15. Miriam Karpilow was hired as the new Director of Employer Relations in June 2016.
- The department is now divided into 2 teams: Career Success and Employer Relations, with one Program/Administrative Assistant supporting the entire office.

b. Noteworthy Issues/Changes

- To be frank, except for 1:1 counseling, a large percentage of our services, processes and engagement has changed. Obviously, there has been a micro focus on increasing the number of employers that students can interact with and the types of ways students and employers can connect.
- Some of the highlights of the increased employer outreach include:
 - All CSC staff involved in targeted outreach to employers
 - Employer Relations Specialized Event Planning includes:
 - Meet the BFF's (Big, First & Foremost) with organizations including Apple, JP Morgan, PlayStation, Yelp, Levi

Strauss, Dolby, FBI, Pixar, SFMOMA, Uber & VA Hospital

- Navigating a Career Fair Workshop
- LinkedIn Workshop Presented By LinkedIn
- Steppin' Up in STEM with AppDynamics, Bayer Healthcare, FBI & Pixar
- Pathways to Health Careers with Health Promotion Services
- Treks: Tech, Marketing/Communication, Finance, BioTech, Tech for Non-Tech, Media
- Diversity Recruitment Event sponsored by Lyft
- Sales in Tech Meet-Up with Adobe, Cisco, Tesla & Yelp
- Meet the Finance Professionals with First Republic, Goldman Sachs & Travelers
- LGBTQ Out in the Workplace with Apple, Schwab, Marines & Yelp
- Resumania
- Fall/Spring Career Fairs
- Despite the vast number of improvements, numerous challenges still remain:
 - **USF vs. the other side of Masonic (Academia vs. Industry/Reality)**
 - No School of Engineering, small Computer Science department in an area with high demand for these disciplines
 - Employer perceptions of USF (US News and World Report Ranking: 110 of National Universities, admittance rate of 71%, confusion with other SF schools {UCSF, SFSU})
 - Students: Sometimes poor writing and communication skills
 - 16% international students (OPT myths vs. realities)
 - Lack of “real world” learning (coding, Salesforce, current events)
 - Some, not all, faculty have misguided notions of “hot” companies and industries and are ill-informed regarding current career development trends.
 - Academic credit for internships is or isn't inconsistently offered not just by School but sometimes even by major or by faculty member.
 - **Resources**
 - Little synergy with other Student Life departments
 - Budget (\$78,879)
 - Revenue requirement (\$30,000) drives non-effective events
 - Minuscule staff size (we do this with smoke and mirrors!)

2. Does the department form collaborative partnerships with other units within the University (e.g. academic, co-curricular/non-academic, administrative, etc.)? If so, what are the collaborations and how is the work coordinated within and across the various units?

NOTE: All collaborations are coordinated by CSC staff, via relationship building, outreach and committee participation.

Collaborative Partnerships

- a. Counseling And Psychological Services (CAPS)
 1. Department has collaborated with CAPS for many years on Client Case Review, a monthly meeting with the Career Success team and Staff Psychologist to discuss the clients who present with mental health concerns that are intersecting with their career development.
 2. When deemed necessary, a release of confidentiality is gained by the student/client so that CSC and CAPS staff can discuss the presenting issues and strategize a success plan for student.
- b. CASA (Center for Academic & Student Achievement)
 1. CASA staff regularly request CSC staff to present in their College Success classes.
 2. CSC presents annually to the Muscat Scholars, a 2 week summer bridge intensive academic program for first generation students.
- c. University Ministry
 1. A CSC staff member co-teaches, with a University Ministry staff member, a class titled “Listen To Your Life: Discovering Your Passion and Purpose.” Class is a seminar style class for non-freshmen undergraduates which combines career development with Ignatian spirituality.
 2. Same CSC staff member serves as a spiritual director for 2 key University Ministry ministries: Spring Break Silent Retreat and 19th Annotation Spiritual Exercises.
 3. CSC has partnered with employers to participate in October Outreach/April Action community events sponsored by University Ministry.
- d. Cultural Centers
 1. Targeted programming has been done, including two Out in the Workplace events, two Cool Careers by First Gens, and a TBD event for Fall 2017.
- e. Faculty
 1. The Career Success Team oversees the “Don’t Cancel Class” (DCC) program, presenting to classes if a faculty member has to be away for the classroom or often as part of the course syllabus. This program has existed for 14+ years and is very successful, with an average of over 100 class presentations/year.
 2. Faculty are often invited to attend employer treks to give them an insider perspective on needs of industry employers.

- f. Admissions
 - 1. 35+ presentations to prospective families/high school counselors
 - 2. Staff participates in admitted students “Road trips” to Southern California and Hawaii.
- g. Development
 - 1. Alumni Relations
 - Coordination of upcoming First Destination Survey.
 - Alumni employer referrals.
 - 2. Women in Leadership & Philanthropy (WILP)
 - CSC staff member sits on Staff Advisory Board, as well as on Spring Symposium Planning Committee.
- h. International Student & Scholar Services (ISSS)
 - 1. CSC has collaborated with ISSS for many years on a variety of programming, aimed mainly at preparing international students for the job and internship search, given the additional challenges they face with OPT/CPT and possible sponsorship. Event(s) usually take place during International Education Week every Fall.

3. What were the main recommendations of the previous program review? How did the department and institutional administration respond to the earlier findings and recommendations? What changed after the last program review?

Note: The following responses are in regards to the Jobs Initiative Task Force of ‘13-’14.

Main Recommendations

- i. Redesigned staff structure including new Director of Employer Relations
- ii. Targeted signature programming working in conjunction with Alumni Relations, Corporate Relations, Cultural Center
- iii. New branding including hireusf.com website for employers
- iv. Increased presence at orientation and admissions events
- v. Employer sponsorship program
- vi. Portable and virtual counseling for all student populations
- vii. First destination survey

How did department and institutional administration respond to the earlier findings and recommendations?

- Though the initial changes in staff were definitely an adjustment, Alex, James, Julia and Ellen made the best of an initially very uncomfortable and unsettling reorganization. With the addition of 3 new staff members (Career Counselor, Director of Employer Relations and Program Assistant) the staff began to find their way.
- The overwhelming majority of the staff readily embraced the findings and recommendations of the program review and were excited/relieved/encouraged that our department was finally getting attention and support from the Vice Provost and Provost to make long needed changes within the department.

- The proverbial spotlight had finally shined upon Career Services and as changes were embraced and instituted, there was renewed enthusiasm for the work of the office and the impact we were having on our constituents.
- Three years later the office continues to stretch itself, try new initiatives and to disrupt what needs to be disrupted in delivering career development and employer relations.

What changed after Jobs Initiative Task Force?

- i. Redesigned staff structure including new Director of Employer Relations
 - a. New organization chart is included in current program review file. The new structure is working very well, with 2 full time Career Counselors reporting to the Director of Career Success, and a dotted reporting line for the Career Counselor Intern.
 - b. Despite the turnover after 1 year in the Director of Employer Relations role, the new 2 person Employer Relations team is quite innovative and productive, as evidenced by the creative programming and sheer number of events and employers.
- ii. Targeted signature programming working in conjunction with:
 - a. Alumni Relations, Corporate Relations
 - i. Alumni employer referrals
 - ii. Sponsorship package created in collaboration with Corporate Relations
 - b. Cultural Center
 - i. Targeted programming including two Out in the Workplace events, two Cool Careers by First Gens, and a TBD event for Fall 2017.
- iii. New branding including hireusf.com website for employers
 - a. HireUSF.com was launched with great success and makes it very easy for employers to find the office online and access our services. The collateral material of calling cards for the staff and employer brochures presents a consistent branding to external constituents and stakeholders.
- iv. Increased presence at orientation and admissions events
 - a. Orientation
 - i. 11 - 14 presentations, including Senior Director speaking to entire 1,000+ incoming class for 10 minutes.
 - ii. "Dons Fest" tabling
 - b. Admissions
 - i. 35+ presentations to prospective families/high school counselors
 - ii. Staff participates in admitted students "Road trips" to Southern California, Hawaii
 - c. Employer sponsorship program
 - i. 8 Partners in inaugural year, including 3 Trustees (Pamela Hamel, Stephen Hamill, Thomas Malloy)
 - ii. Partners include(d) Bloomberg, Enterprise, Greystar, Marines, Northwestern Mutual, PwC, Stanford Children's Health
 - iii. \$18,000 raised for discretionary account

- v. Portable and virtual counseling for all student populations
 - a. Counseling is now at various locations on main campus, including the student study lounge near the bookstore and cafe, in a central academic building and in the School of Nursing and Health Professions.
 - b. Online virtual chat was introduced and is live 2 - 5 hours/day.
- vi. First destination survey
 - a. With purchase of Handshake, first destination survey will be soft launched to December 2017 grads, and then to May 2018 grads. Additionally, a general post-graduation survey was sent out by USF's office of Institutional Assessment to the classes of 2012 & 2015 that will also garner some information.
 - b. Senior Director chairs newly formed and First Destination Committee, instituted by Senior Vice Provost of Academic Affairs.

Note: The following responses are in regards to the Program Review of Fall 2006.

Main Recommendations

- i. Enhancing Permanent Staffing (Short term)
- ii. Expanding the Staff with Graduate Interns and Undergraduate Peers (Medium term)
- iii. Building the CSC Brand (Medium term)
- iv. Strengthening Academic Connections (Medium term)
- v. Strengthening Service Delivery to Underserved Populations (Medium term)
- vi. Broadening Employer Connections (Medium term)
- vii. Streamlining Reporting and Providing 24/7 Service through
- viii. Technology (Medium term)
- ix. Gathering Alumni Information (Long term)
- x. Collecting Assessment and Outcomes Data (Long term)
- xi. Expanding the Undergraduate Curriculum with a Career
- xii. Development Course (Long term)
- xiii. Investing in Facility Upgrades (Long term)

How did department and institutional administration respond to the earlier findings and recommendations?

Overall, the Career Services staff was disappointed that very few of the recommendations were implemented.

What changed after the Program Review?

- i. Enhancing Permanent Staffing (Short term)
 - a. The recommendation of another career counselor to for special populations, such as graduate students and students on regional USF campuses, still has not happened. While a Director of Employer Relations was hired in 2014, the counseling staff has not received any staffing budget in 11 years, while the enrollment numbers have risen steadily.
- ii. Expanding the Staff with Graduate Interns and Undergraduate Peers (Medium term)

- a. The Career Planning Peer (CPP) program was launched in 2008, and consists of 2-4 undergraduate student paraprofessionals trained to conduct drop-in counseling.
 - b. For 2 years a second graduate intern from USF's Higher Education & Student Affairs program was hired. The office found it a challenge to provide meaningful, non-counseling work for the second intern.
- iii. Building the CSC Brand (Medium term)
 - a. This has been partially done with the creation of HireUSF.com for the employer community, as well as the strengthening of the overall University of San Francisco brand. The office still discusses changing the name of the office. It does not currently have a tag line.
- iv. Strengthening Academic Connections (Medium term)
 - a. This has partially occurred with the multitude of faculty connections through the Don't Cancel Class program, as well as sporadic targeted faculty outreach.
- v. Strengthening Service Delivery to Underserved Populations (Medium term)
 - a. This is still an outstanding need for the office.
- vi. Broadening Employer Connections (Medium term)
 - a. The area of employer connections has seen tremendous growth in the past 11 years, most notable since 2014.
- vii. Streamlining Reporting and Providing 24/7 Service through Technology (Medium term)
 - a. With the recent launch of Handshake, reporting potential has increased exponentially.
- viii. Gathering Alumni Information (Long term)
 - a. The creation of LinkedIn has had a direct impact on alumni connections and thus the office's use of alumni in its programs and outreach.
- ix. Collecting Assessment and Outcomes Data (Long term)
 - a. This is still a high area of need for the office, with momentum occurring with the First Destination Committee.
- x. Expanding the Undergraduate Curriculum with a Career Development Course (Long term)
 - a. USF 101 was launched in 2015, with one week of the curriculum consisting of career related topics. Originally it was to be a required course for all incoming freshman and the decision was then made to have the class be an elective.
 - b. In 2012, the office began its collaboration with University Ministry to offer a 2 unit elective titled "Listen To Your Life: Discovering Your Passion and Purpose" which is taught seminar style every Fall to a maximum of 16 students, sophomores - seniors.
- xi. Investing in Facility Upgrades (Long term)
 - a. The facilities have actually decreased since 2006, with the move of the office to UC 5th floor in 2010, consisting of an open office plan with no clearly delineated Career Services space.

DEPARTMENT GOALS

1) What are the current goals of the department?

- To educate students on the essential tools to create and launch their futures.
- To empower students to continuously explore opportunities, and define and implement professional goals.
- To expose students to the “world of work” via treks, employer informational interviews, alumni mentoring, etc.
- To connect students directly to jobs and internships that align with their values and career goals.
- To engage and educate employers regarding USF students, academic and non-academic programs, and recruiting opportunities and mechanisms.

2) For each goal, list measurable performance objectives and/or student learning outcomes. (What students should know, value and be able to do as a result of engaging in department programs and/or utilizing department services.)

To educate students on the essential tools to create and launch their futures.

- Provide one-on-one coaching to students to confidently design and navigate their job/internship search.
- Invite students to workshops that teach professional skills, such as networking, searching for internships, preparing for career fairs and negotiating salary and benefits.
- Partner with faculty members to schedule in-class presentations .
- Promote drop-in appointments, First-Year Best Resume Contest and resume review events (aka Resumania) to teach students how to write professional resumes and cover letters.
- Teach and share resources to students and alumni to utilize LinkedIn as a job searching and networking tool through programs such as Best Senior LinkedIn Contest and LinkedIn Alumni Tool.

To empower students to continuously explore opportunities, and define and implement professional goals.

- Conduct workshops that enlighten students on the tools and strategies necessary for creating and pursuing professional goals. Examples of workshops include: Get the Job, 1st/Last Chance for Internships, Salary & Benefit Negotiation, Career and Major Exploration.
- Invite employers to engage with students on campus through Employer meetups, Information tables and sessions, and Employer of the Day, and share new and exciting opportunities for students to explore for their future.
- Partner with Student Organizations to engage students with similar interests and missions to speak with them about different opportunities in their field.

To expose students to the “world of work.”

- Introduce students to various industries and environments by coordinating Company Treks and Open Houses, which also promotes networking skills between students and employers.
- Create opportunities for employers and students to meet each other through On-Campus Interviews and Resumania.
- Share resources and tools for job and internship searches to practice navigating their career path, and conduct mock interviews, through one-on-one appointments.
- Promoting Dons Helping Dons Mentoring Program and LinkedIn Alumni Tool so students can have a community of staff, faculty, alumni and peers to support them through their career journey and learn of new opportunities. Additionally, students would build networking skills by communicating with alumni through these online resources.

To connect students directly to jobs and internships that align with their values and career goals.

- Utilize and direct students to Handshake, which includes a job board and employer profiles for students to access job or internship opportunities.
- Plan and coordinate career fairs, “Meet thes” events, and employer information sessions to connect students to employment opportunities.
- Set a goal to have staff reach out to specific employers that students have requested in order to strategically engage employers for outreach.

To engage and educate employers regarding USF students, academic and non-academic programs, and recruiting opportunities and mechanisms.

- Research and connect with employers through various tools, such as LinkedIn Premium, NACE conferences and Employer Handout, to schedule meetings and build relationships resulting in increased employer engagement with students on-and off-campus.
- Direct employers to HireUSF.com and Handshake to learn more about USF’s student body and to promote employment opportunities, creating a positive recruiting experience.

3) How do these goals facilitate the department’s overarching mission geared toward supporting student learning, development, and/or academic success?

These goals are fundamental to facilitating CSC’s overarching mission in that holistic student development and career success always remain at the forefront. We engage in careful planning, and concise outreach efforts, to integrate compassion and cura personalis with a multitude of on and off-campus partners that ultimately support our students and their career exploration and goals. By working towards our goals and objectives, we are able to deliver a cohesive student experience that is strongly aligned with our mission.

QUALITY ASSURANCE

1) What programs and/or services does the department provide? Whom (specifically) do they serve?

| Services | Clients |
|---|---------------------------|
| 1-1 counseling via appointment or drop-in (phone, Zoom optional) | Students/Alumni |
| Workshops: Career Fair Prep, LinkedIn, How to... | Students/Alumni/Employers |
| Class Presentations-CSC Overviews, LinkedIn, Resume/Cover letter, etc. | Students |
| Resume Rushes | Students |
| Contests: First-year Resume and Senior LinkedIn | Students |
| Job Search for Master's students | Students |
| Workshops: Get the Job, 1st/Last Chance for Internships, Salary/Benefit Negotiation, Career and Major Exploration | Students |
| Employer meetups, Information tables and sessions, Employer of the Day | Employers |
| Company Treks and Open Houses | Students/Employers |
| On-Campus Interviews | Students/Employers |
| Employer Resumania | Students |
| Promoting Dons Helping Dons Mentoring Program | Students/Alumni |
| Recommend LinkedIn Alumni Tool | Students/Alumni |
| Handshake | Students/Alumni/Employers |
| Career Fairs | Students/Alumni/Employers |
| "Meet the" events | Students/Employers |
| Target Employers List/Outreach | Employers |

2) How does the department learn about the needs of those served and obtain feedback regarding programs or services delivered?

- Career Counselors send out post-appointment anonymous surveys through Handshake to the students we have seen to obtain feedback on their satisfaction with the appointment and services using a rating system and open-ended questions.
- We surveyed students during appointments and drop-ins on their top 5 employers they would like to see recruit on-campus and used that information to create a target list for CSC staff to reach out to their HR departments and find ways to get them on campus, have them host treks, and/or find out the opportunities they offer.
- We partner with other departments on workshops and with faculty on in-class presentations and through meetings with departments and the in-class request form we learn about their specific students needs.
- We developed a faculty target list over the past two years and asked them about their students needs.
- We give out evaluations after our workshops asking students for their feedback on the presentation, the presenter, and ask them if they would like any additional topics covered in future workshops.

3) How does the department know it is meeting the stakeholder's needs?

- **Students:** We send a post-appointment survey to students Career Counselors meet with asking them to rate their most recent appointment with the career counselor, What the most valuable information they gained during the appointment that they will use now, if they would recommend the CSC to others, and if they have any additional comments. We ask students to fill out evaluations after attending our workshops, career fairs, treks, and other events. We surveyed students during our appointments (past 2 years) with them on who their top 5 employers are.
- **Employers:** We give employers evaluations after participating in our career fairs. We do target outreach to employers that students are interested in (top 5 employers) asking them about their hiring goals, majors/minors that they are interested in, if they sponsor H1-B visas, if they are interested in participating in our recruitment events, and who their ideal candidates are.
- **Staff/Faculty:** We developed a faculty target list based and CSC met with faculty over the past two years to ask about their students needs and how best we could serve them and reminded them about our in-class presentations. We partnered

with department staff on developing workshops serving their students unique needs for example, the Cultural Centers (LGBTQ Out in the Workplace, List of Employer Resource Groups for students at the Career Fairs), ISSS (developing a website and handout of joint resources/services for international students).

4) What are the department's planning, decision-making, and evaluation processes?

Planning

Before the start of each semester, the Career Services team convenes a planning meeting devoted to planning activities for the next semester. We review highlights from the just-completed semester, and each group (counseling and employer relations) presents their proposed plans and events for the next semester.

Decision-Making

Following each group's presentation, we will open the floor for discussion and during the last portion of the day, we will calendar all our events.

If a group has a particular idea that needs expansion, they can utilize this meeting for the entire team to discuss, clarify and finalize it.

Evaluation

After each event, the organizing team member should enter the event in an Event Tracking spreadsheet. The spreadsheet details the following:

- Event name
- Date
- Number of attendees
- Identify attending employers
- Major takeaways
- Plans to repeat event the next year
- Hits/Misses

5) How do stakeholders learn about and access the programs and/or services provided by the department?

There are several methods for stakeholders to learn about and access programs/services, including:

- CSC Website
- Handshake
- Appointments
- Front desk staff (student assistants)
- Career Planning Peers (student assistants)
- Social Media Platforms:
 - Facebook

- Twitter
 - Instagram
 - Snapchat
- Presentations/Workshops
- Printed materials:
 - Postcard for Handshake
 - ¼ sheet for Drop-Ins
 - CSC Overview Handout
 - Employer Brochure
- In-person/Phone meetings with employers

6) How does the department compare with peer institutions in terms of structure, responsibilities, size and budget? Specify the criteria by which these institutions were selected for comparison.

We consider peer institutions to be Jesuit universities with a comparable student population size.

| Institution | Dept. Name | Staff Size | Students Served | Reporting Structure/ Responsibilities | Annual Operating Budget |
|-----------------------------|---|---|---|---|--------------------------------|
| University of San Francisco | Priscilla A. Scotlan Career Services Center | 8 full-time staff: 1 Senior Director 1 Director of Career Success 1 Director of Employer Relations 1 Associate Director of Employer Relations 3 Career Counselors 1 Program Assistant | 6,330 Undergraduates 2,758 Graduate students 1136:1 Student:Staff Ratio | Reports to the Vice Provost of Student Life. A department in Student Life, the USF Career Services Center provides support for students and alumni on writing resumes and cover letters, interview practice, finding a job or internship, exploring careers and applying to graduate school. | \$78,879 |
| University of San Francisco | Graduate School of Management Career Services Center | 4 full-time staff: 1 Director 1 Associate Director of Career Management 1 Manager of Operations and Employer Relations 1 Assistant Director | 779 Graduate Students 195:1 Student: Staff Ratio (Please note that this doesn't include external consultants hired to work 1-1 with the students) | Reports to the Dean of the School of Management | \$100,000 |

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| University of San Francisco | School of Law Career Services | 4 full-time staff: 1 Assistant Dean for Career Planning and Legal Community Engagement 1 Assistant Director of Career Planning 1 Recruitment Coordinator 1 Office Manager | 606 Law Students 152:1 Student:Staff Ratio | Reports to Dean of School of Law | \$93,000 |
| Loyola Marymount University | Career and Professional Development | 13 Staff: 1 Associate Provost 1 Director of Industry Partnerships 1 Director of Campus Partnerships 1 Director of Professional Development 5 Assistant Directors (split by industry/major) 1 Operations Manager 1 Communication and Event Coordinator 1 Concierge 1 Application System Analyst | 6,000 Undergraduate Students 2,000 Graduate Students 615:1 Student:Staff Ratio | Reports to Vice Provost of Enrollment Management | \$250,000 |

| | | | | | |
|--------------------|-----------------------------------|--|---|--|-----------|
| Gonzaga University | Career & Professional Development | <p>11 Staff: 1 Assistant Vice President for Career & Professional Development</p> <p>1 Director, Academic Engagement</p> <p>1 Associate Director, Alumni & Employer Engagement (FUNDED BY UNIVERSITY ADVANCEMENT/ALUMNI)</p> <p>1 Associate Director, Career Education, Experiential Engagement, & Professional Development</p> <p>1 Recruiting & Research Specialist</p> <p>1 Manager, School of Engineering & Applied Science</p> <p>1 Manager, Career Education & Experiential Engagement</p> <p>1 Manager, Employer Engagement</p> <p>1 Marketing & Event Coordinator</p> <p>1 Program Assistant III</p> <p>1 Office Assistant</p> | <p>5,210 Undergraduate Students</p> <p>1,975 Master's Students/ Doctoral Students</p> <p>216 Non-Credit Students</p> <p>673:1 Student:Staff Ratio</p> | Reports to Vice President of Student Development | \$150,000 |
|--------------------|-----------------------------------|--|---|--|-----------|

| | | | | | |
|------------------------|--------------------------------------|---|--|--|-----------|
| Santa Clara University | Santa Clara University Career Center | <p>7 full time staff, 2 part- time staff:</p> <p>1 Director</p> <p>1 Associate Director</p> <p>1 Associate Director of Employer Relations and Experiential Learning</p> <p>2 Career Development Specialists</p> <p>2 Career Consultants</p> <p>1 Assistant Director Employer Relations,</p> <p>1 Administrative Associate</p> | <p>5438 Undergraduates</p> <p>2836 Graduate students</p> <p>1034:1 Student:Staff Ratio</p> | <p>Reports to the Vice Provost of Student Life</p> <p>The Career Center is dedicated to transforming education into application for the common good. We provide support for students and alumni on vocational discernment, exploring careers/assessment, the job/internship search process, resume cover letter assistance, as well as interview practice.</p> | \$160,000 |
|------------------------|--------------------------------------|---|--|--|-----------|

BUDGET AND EXPENDITURES

1) Provide a budget allocation and expenditure summary for the past 3 fiscal years.

| Expenditure Category | FY 17 | FY 16 | FY 15 |
|--|---------|---------|--------|
| TOTAL OPERATING BUDGET (General Operating and Student Staff) | 107,129 | 115,833 | 88,062 |
| Workshops and Programming | 18,228 | 24,024 | 17,080 |
| Printing/Copying/Marketing | 6,162 | 12,809 | 10,021 |
| Staff Professional Development | 10,164 | 8,139 | 5,457 |
| Employer Relations | 23,498 | 18,502 | 13,103 |
| Student Staff | 24,167 | 26,320 | 21,058 |
| Subscriptions/Student Resources | 17,601 | 20,559 | 19,468 |
| Operational Costs/Office Supplies | 6,164 | 6,094 | 6,367 |
| Temp Agencies | 15,470 | 250 | N/A |

2) To what extent does the allocation of resources allow the department to meet its goals and objectives? Is there a close alignment between the costs of running the department and budgeted resources?

The allocation of budgetary resources allows the department to offer high-quality programming and resources to the students we serve, foster high-quality employer relationships, and allow for

continued professional development of both our student and full-time staff. Our three largest operating budget categories of workshops and programming, subscriptions and student resources, and employer relations reflect the most vital aspects of our mission.

A) Workshops and Programming

Workshops and programming are incredibly vital to achieving our mission as a career center, in that they provide students the opportunity to network with employers, build their professional skills, and increase their knowledge of what to expect in an interview process or in the workforce. There are 4 main aspects of our student centered programming:

- i) *Fall and Spring Career Fairs*: The most costly events in the category are our Fall and Spring career fairs, which average 75 employer and 450 student attendees. These events provide students the opportunity to network with many employers in an afternoon, and generates many candidate leads for employers.
- ii) *Workshops*: Workshops cover topics including strategies to find internships, how to negotiate salary and benefits, and LGBT issues in the workplace, among others. Many take place in the evening to accommodate student's class schedules. Additionally, CSC frequently presents during classes on the services we offer.
- iii) *"Meet thes"*: "Meet the" events are held in the evenings and provide an opportunity for students to network with employers on-campus. Each "Meet the" event focuses on a different industry, allowing students from multiple programs of study to take advantage of network opportunities in their chosen fields. Examples of past "Meet the" events include Meet the Start-ups, Meet the Healthcare Professionals, and Meet the Companies Who Care (B-Corps).
- iv) *Treks*: Started in 2015, the trek program allows student to apply for 1 of 15 spots on a trek to 1-3 companies to meet with current employees at the organization's offices and hear about their experiences working in the field and with the company. Treks are centered around a theme, such as the Finance trek, or Tech of non-techies Trek. Typically 4 treks are hosted per semester. Companies that have participated in treks include Edelman, Sungevity, Sony (Playstation), and JPMorgan Chase.

B) Subscriptions and Student Resources

Many online and in-person resources are offered to students. Resources include access to 2 internship consortiums, UCAN and iNET, which allow students to access internship opportunities across partner schools, including Harvard University, Rice University, Duke University, Princeton University, and University of Southern California. Other student resources include Handshake, our online career management platform, and a variety of career assessments and inventories.

C) Employer Relations

Expenditures on employer relations are vital to the mission of the Career Services Center. Through conferences and employer visits our team is able to foster positive relationships with companies of all sizes and industries, both within the Bay Area and throughout the country. This positive outreach has allowed us to create and maintain a partner program since the fall of 2015, which results in cash flow for the division. Additionally, over 120 new employers have come to campus since 2014, a direct result of the outreach and networking efforts of the employer relations team. Since so much of our student programming, including treks, “Meet thes” and career fairs is contingent on positive employer relationships, employer relations remains a vital part of our mission.

While CSC achieves many of its goals and keeps current programming aligned with our missions, there are many programs and opportunities we are not able to offer due to limited financial and human resources.

3) What changes could be made to produce greater efficiencies or economies of scale (eg., reduction, modification, elimination of paperwork, reorganization, etc.)? What constraints must the department address to achieve these?

The department has done an excellent job of responding to budget fluctuations without needing to decrease our programming or appointment availability to students. Such steps included the elimination of technologies such as Interviewstream in favor of in-person mock interviews, shifting to a cost-sharing model for our online career management platform, and creating a partner program for employers to increase revenue being brought in by the department. Additionally, CSC has shifted the majority of our surveys and forms to be digital, eliminating the need for sign-in forms, printed out surveys, and paper reports for our programming and drop-in appointments. This improvement was made over the summer of 2017 and should be reflected in our FY 18 expenditures. One area where expenses could possibly continue to be cut is printing and copying. Many of the department’s resources are now available exclusively online, however marketing of workshops and materials for Career Fairs still account for large portions of our printing budget. More consideration can be given to how many paper resources we are providing for these events and if it would be cost effective to switch to a digital platform.

4) What improvements are possible through reallocating existing resources?

After looking at our budget and annual expenditures over the past 3 years, there is no significant area where we would be able to reallocate budget while maintaining necessary services.

5) What improvements can only be addressed through additional resources?

The Career Services Center has a great need for an additional counselor as well as an employer relations coordinator. Due to the demand of the current counseling staff's time, it is often difficult to meet demand for appointments and presentations. Additionally, having another counselor could allow staff to meet with alumni off-campus and students at branch campuses, something that is not currently feasible given the workload of our current counseling staff.

The addition of an employer relations coordinator would shift the workload of the team so that the Assistant Director and Director of Employer Relations would be able to focus exclusively on employer outreach and networking instead of on logistics, leading to greater employment and networking opportunities for students and stronger relationships between hiring organizations and the University.

Additionally, more financial and human resources would allow the department to offer more meaningful, immersive experiences to students, such as additional treks even beyond the Bay Area. However, this would require funds for the day of the trek as well as funds for employer outreach.

ASSESSMENT

1) Provide a summary of how critical administrative processes and programs and/or the services are assessed or evaluated in the department, and the results of those evaluations.

This year, we are sending post counseling satisfaction surveys via Handshake to all students who had scheduled appointments. To date, with a response rate of 17%, 88% of students report having had an “excellent” experience. Only 12% of respondents report having had an “above average” or less experience.

During the 2016-17 academic year, we utilized Qualtrics to produce a survey to measure student satisfaction with one to one counseling appointments. Roughly 15% of students surveyed replied with 76% reporting that they’d had an “excellent” experience, 16% reporting that they’d had an “above average” experience and 7% reporting that they’d had a “satisfactory” experience. Just 1% of students reported a “below average/poor” experience.

A newly formed First Destination committee, chaired by our Senior Director Alex Hochman, is meeting regularly to develop a best strategy for an inaugural first destination survey for graduating seniors. The committee is comprised of professionals from Alumni Engagement and the Office of Assessment and hopes to have a “trial run” with the December ‘17 graduates utilizing Handshake’s first destination tool. Additionally, the Office of Assessment currently has a Qualtrics survey “in the field” to alumni from the classes of 2012 and 2015 (5 and 2 years out) with questions about employment and/or graduate school status.

Via a Qualtrics survey, offered at the exit, we conducted a survey of students who attended our Fall 2017 Career Premier (Career Fair.) 27% reported being “extremely satisfied,” 48% reported being “somewhat satisfied,” 12% reported being “neither satisfied nor dissatisfied,” 11% reported being “somewhat dissatisfied” and 2% reported being “extremely dissatisfied.” Most comments from dissatisfied students centered on the lack of desirable employers for their specific majors, a common issue with large, general career fairs.

We also surveyed employers at the Fall 2017 Career Premier. 77% rated their experience as “above average” (top rating) and 23% rated their experience as “average.” No employers rated their experience as “below average.”

Additional student feedback is gathered via Google Survey for our employer treks and we collected paper evaluations for our Fall 17 Career Fair Prep workshop as the evals were tied to a prize and thus needed to be on paper. Finally, evening workshops prior to 2016 were assessed via SurveyMonkey surveys but CSC no longer has the account and thus we don’t have the information.

2) List the number of students served during the most recent academic year, and the department's role in tracking their success upon completion of programs and/or services.

Career services conducted a total of 2115 1-1 counseling appointments and drop-ins in 2016-17. Per the above information, we've not tracked student success in the past. Please note that there have been two efforts (in 2013 and 2015) to partner with the Office of Assessment to develop first destination surveys that were ultimately "squashed" by the Office of Assessment for various reasons. With new leadership and staff in the Office of Assessment, CSC feels confident that current efforts will succeed.

3. To what degree have you achieved department goals and outcomes?

Looking at the big picture, we've achieved most of what we set out to do as a result of the 2013-14 Jobs Initiative Task Force. Of the seven main recommendations, six have been fulfilled with only "required career development education for new students" still not developed.

Our staff holds bi-annual planning retreats to set semester and year-long goals and also to review the prior semester. We generally accomplish 90% of our goals with the unaccomplished events or ideas generally going by the wayside to lack of resources/staffing or a re-evaluation mid-semester.

a. Describe how data gleaned from meaningful assessments have helped the department improve critical processes, key functions, stakeholder needs, delivery of programs and/or services and identification of best practices (continuous improvement).

CSC's use of assessments is too new (currently ongoing) to have had a real impact yet and we also await the results of our inaugural first-destination surveys (see above) to utilize for our future strategic planning. Surveys for treks and workshops are reviewed immediately and we look to the general themes among the student and employer comments to make incremental changes. For example, our first treks typically consisted of visits to three organizations in a single day but student feedback indicated that two was preferable.

b. Describe how data collected are used to inform and support other units (academic and/or non-academic/co-curricular) in the Institution.

Primarily, we share industry and job trend data gathered at conferences, talks and via online media with students and faculty to offer a "real world" view to compliment what's being taught in the classroom. Data that we collect for our own assessment need not be shared with other units.

c. Describe how staff/administrators of the department analyzes trends of department productivity (e.g., students serviced, student needs, student success, etc.)

With the addition of Handshake, CSC staff now easily regularly monitors all student and employer activity and periodically reviews this information during weekly staff meetings. This was also done when CSC was on the Symplicity platform but with far less frequency due to the complexity of retrieving the data.

d. Describe changes made to the department using evaluation/assessment Data.

See “a.”

4. What factors have facilitated or impeded the department’s ability to meet its goals and outcomes?

Our partnerships with faculty and other departments have facilitated our ability to meet our goals. Faculty take advantage of our “Don’t Cancel Class” program giving CSC valuable dedicated time in front of small groups of students to inform them of our services and to provide on the spot targeted workshops, resulting in many of these students coming in for 1-1 counseling and/or attending our career development workshops and recruiting events. Those faculty that we partner with are our best advocates! Additionally, our partnerships with Admissions, Development and Orientation (detailed elsewhere in this report) help to raise the profile of CSC in the campus community and keep us in the spotlight outside of our traditional avenues.

Compared to similar schools/career centers (see comparative analysis,) CSC is woefully underfunded and understaffed, putting us in an awkward position of now sometimes having to turn down requests for events and presentations. For example, the School of Nursing would like for our office to conduct a “Meet the Healthcare Pros” event for an audience of roughly fifty students each semester but we’ve let them know that we can only produce this event once annually. Branch campuses request visits from our staff members and we’re unable to accommodate these requests. From the Jobs Initiative Task Force, it was suggested and encouraged that CSC expand its recruiting energies to Southern California and New York but we don’t have the budget or staff to do so. It was also suggested that we run career treks for students outside of the bay area (ie a tech trek in Los Angeles) but, again, we don’t have the budget to do so.

Additionally, CSC’s placement in the Division of Student Life isn’t a natural fit as the bulk of our divisional leaderships’ energy is devoted (rightfully) to student conduct, student safety and student housing issues. These areas of focus have basically zero synergy with CSC’s efforts.

Finally, our one unaccomplished large goal from the Jobs Initiative Taskforce, mandatory career education for new students, never got off the ground primarily due to the current culture of the academic side of USF. While certain majors (History, Communication, Hospitality Management etc.) offer academic credit for internships, the prevailing philosophy at USF is that co-curricular experience shouldn’t be tied into academia. Northeastern University and Tulane University are examples of institutions that have raised their public profiles, rankings, and job placement rates via these sorts of programs. From CSC’s vantage point, we’d like to mimic these successful efforts.

5. How do staff roles support the department’s delivery of programs and/or services? How do staff roles bridge gaps in programs and/or services?

As a very small staff, we regularly support each other and pitch in on all major events (ie Career Fairs, treks, recruiting events.) Our roles are defined in that the three counselors plus the intern handle the bulk of 1-1 counseling and career education workshops while the two employer relations professionals organize and manage all recruiting related events, large and small. The

Senior Director works regularly in both areas. All CSC staff are responsible for a portion of the employer target list, ensuring that certain organizations are, at the bare minimum, being reached out to.

6. What are identified strengths, weaknesses, opportunities, and threats for the department?

Strengths

- 1-1 student counseling
- Career education workshops
- Local employer relations
- Large-scale and targeted recruiting events
- Local career treks
- Local, national and global internship opportunities via two internship consortiums
- Branding
- Marketing
- Staff camaraderie
- Use of technology (Handshake, Slack etc.)
- Campus partnerships
- Faculty partnerships
- Utilization of student staff and graduate intern

Weaknesses

- Physical office space
- Small budget
- Small staff size
- Lack of synergy with other departments within our division
- No School of Engineering in an engineering heavy location
- Disconnect between classroom learning/academic outcomes and desired employer skills
- New academic programs with low career success probability
- Lack of first-destination data
- Lack of traditional assessment instruments
- Services for alumni and non-traditional students

Opportunities

- New School of Engineering could ignite new employer relationships
- Mandatory career education class for all new undergraduate students
- Physical move to a new “Welcome Center” with Admissions and Alumni Engagement
- Faculty education on the importance of career development
- More buy in from higher-ups (i.e. President, Provost)
- Initial first destination survey

Threats

- Pending further budget cuts
- The potential of re-merging CSC Center with SOM Graduate Career Services as a cost-cutting measure

- A continued shift away from traditional four-year degrees to more more specific, skills-based programs, both on the employer and student side (ie coding bootcamps)

GUIDE FOR THE FUTURE

1. What are the department's strengths? What examples of long-term excellence, recent accomplishment, or improvement characterize the department's recent history? In what ways could the department be considered a leader in its field?

CSC strengths: Counseling, Employer Engagement, Branding/Marketing, On-Campus Partnerships

We manage much of the following utilizing Handshake, our newly deployed career management and events portal.

Counseling

Career Planning Peers (CPP) Program: CPPs are student assistant para-professionals with a focus on first-line career counseling via drop-in hours. They also manage programs including Best Freshman Resume Contest & Best Senior LinkedIn Contest

Masters in Counseling Intern Program, with an emphasis in Career Counseling: CSC has a different Masters student intern every academic year. Intern is trained and supervised by CSC counselors

Appointments & Drop-Ins (DI's): Daily drop-ins take place in a variety of locations on campus and are lead by CPPs

Client Case Review: regular meetings with CSC and Counseling and Psychological Services staff to discuss client cases and determine strategic actionable steps

Employer Engagement

Company Treks: 5 student visits planned per semester for major/thematically-based company excursions; visiting approximately 20 companies annually

Employer of the Day: 3 per semester, employers hold all-day sessions where students can register for 30 minute slots to have conversations with recruiters about resume, interview practice, career exploration, etc.

Employer Meet-Ups: 2 per semester. Including: BFFs (Big First & Foremost), Finance Professionals, Healthcare Professionals, Startups, VCs, Founders, Companies Who Care (B Corporations)

Career fairs: 1 per semester, 75 employers, ~500 student attendance

Participation in 2 Internship consortiums: UCAN and iNET with schools including Harvard, Yale, Duke, USC, Brown

Branding/Marketing

CSC fun events on campus: Handshake Ice Cream Day, Dress for Success, Halloween Dress Up as your Future Career

Newsletters: Monthly to students, quarterly to employers; include relevant content and marketing material, as well as lighter material for students to build brand loyalty

Marketing collateral: workshop and event posters, flyers, UC bulletin board, visibility on campus digital boards, business cards, [video](#)

Websites (three): Hireusf.com, MyUSF - internal facing, Admissions outfacing

Handshake: marketing and registrations for events, workshops, career fairs, info sessions

On-Campus Partnerships

DCC: Don't Cancel Class. CSC team member gives presentations in classes when Faculty cannot attend, or when faculty would like CSC expertise

Admissions: CSC regularly participates in presentations (36 in '16-'17) to admitted students and their parents, locally in the Bay Area, as well as other locations across the country

Orientation: CSC participates in orientation and holds presentations to all incoming students; as well as College- and program-specific orientations (Muscat Scholars Program, School of Management, etc.) CSC presented 12 times during 2017 Fall Orientation and tabled at Donsfest.

Engagement (CSC staff participate in these campus wide endeavors)

Women in Leadership & Philanthropy – Ellen Kelly Daley has served 3 years on planning committee

2 Magis Project Committees: External and International Relations; Academic Portfolio

“Listen To Your Life” College Success class taught by Ellen Kelly Daley in collaboration with Father Donal in University Ministry

University Council on Community Engagement

First Destination Committee

Muscat Scholars Program Mentors

Women in Tech (WITS) advising

Campus Marketing Committee

Jobs Initiative Task Force (ongoing)

Athletic Department Strategic Plan committee

2. What are the department's weaknesses? Where could the department improve most? What challenges or obstacles make it difficult to overcome these weaknesses? What further challenges does the department foresee in the coming years?

Physical Space: CSC doesn't actually have its own center. Rather, it is housed among 8 different offices (i.e. Student Conduct, Public Safety) in a homogenized, open-seating format. Private spaces for student counseling sessions and staff meetings are shared between the entire floor and need to be reserved months in advance. These spaces are generic, cold and not conducive to making a student feel comfortable. There is a common front-desk for all of these offices. Thus, students who are checking in for appointments for or drop-ins are utilizing the same front desk as students who are being disciplined by the university or senior citizens renewing their parking passes at the Koret Recreation Center.

Budget: Our operating budget was reduced by 10% during the past two years to \$78,879 and we've already been notified that more budget cuts are on the way. This, combined with our small staff size, greatly inhibits us from producing more employer events on campus as well as leading more employer treks off campus. Additionally, it limits networking and professional development opportunities for our staff. Please note that CSC is also responsible for an annual \$30,000 revenue requirement, meaning that we owe the university a minimum of \$30,000 every year and don't get to keep any of our earned revenue (Career Fair registration fees, etc.) We are, to our knowledge, the only career center that gets taxed by its university.

Staff size: CSC's small staff at work-load capacity presents a major challenge in addressing the growing needs and asks of the university community. Our current staff to student ratio is 1298:1. As an easy comparison to a "like" school, Loyola Marymount University's staff to student ratio sits at 615:1. More information can be found in section four.

Lack of Synergy Within the Student Life Division: CSC has little to do strategically with many of the departments within our division including Student Conduct, Public Safety, Health Promotion Services and Student Housing. CSC occasionally partners with CASA (Academic Advising) and The Cultural Centers to produce career themed programming. Additionally, CSC works monthly with a psychologist from CAPS to discuss our most challenging student issues. However, the energy and main attention of Student Life leadership (Vice Provost, Associate Vice Provost) leans toward student safety, mental well-being and discipline issues (totally appropriate) and not in Career Services. To be clear, CSC fully understands that student safety and mental well-being should always be of the highest priorities. However it often but not always leaves us as an afterthought.

First Destination Data: There is a lack of post-graduation placement data. USF's Office of Assessment is currently surveying alumni from the classes of '12 and '15 and asking basic questions regarding employment, graduate school, etc. A very basic post-graduation survey was distributed via CSC this summer via Handshake. Per the findings of the currently operating First Destination Committee, CSC hopes to send out Handshake's first destination survey to all December '17 graduates and then continue on each semester from there.

Services for Alumni and Non-Traditional Students: CSC lacks the personnel and resources to provide adequate services to alumni and non-traditional students, primarily at USF's 4 branch campuses in Sacramento, Pleasanton, Santa Rosa and Orange County.

New Academic Programs With Low Career Success Probability: New niche programs (i.e. migration studies, professional communication) are regularly launched without career outcomes considered. CSC is ill equipped to work with students in many of these areas due to lack of expertise and limited time for learning (as CSC is not informed of or consulted with on new programs.) There are no studies done on these programs as to potential career options. Students and faculty often ask CSC what career options are but not until after the program has launched.

3. What changes have occurred in administrative processes and/or services provided over the past five years that have influenced the department's view of its role in the University and the field?

2013-14 Jobs Initiative Task Force Final Recommendations

- Redesigned staff structure including new Director of Employer Relations
- Targeted signature programming working in conjunction with Alumni Relations, Corporate Relations, Cultural Center
- New branding including hireusf.com website for employers
- Increased presence at orientation and admissions events
- Employer sponsorship program
- Portable and virtual counseling for all student populations
- First destination survey

Since the completion of the 2013-2014 Jobs Initiative Task Force, CSC climbed out from under the shadows and greatly increased its significance and exposure to the USF Community as a whole. Alex Hochman, Senior Director, has presented three times to the Board of Trustees and also has presented at numerous conferences and professional development gatherings regarding CSC's new strategies and marketing. He has met 1:1 with both the President and the Provost and meets regularly with USF senior leadership (Deans, Associate Deans) to keep them informed of CSC's strategies, successes, challenges and events.

As mentioned above, CSC is now a centerpiece of USF's Admission efforts, presenting 36 times last year both on campus and in Southern California and Hawaii. We have gone from having zero exposure at Fall Orientation to 12 different presentations this past August, including ten minutes in front of all 1,000+ new undergraduate students.

The addition of a Director of Employer Relations position, as well as the addition of employer relations to the Senior Director's responsibilities, has resulted in a concerted employer engagement strategy resulting in 150+ new employers recruiting at USF over the past three academic years. The addition of Treks and "Meet the" events have allowed for CSC to engage employers (i.e. Pixar, Apple) who wouldn't come to traditional events (i.e. Career Fair.) Events

such as Meet the BFF's (Big, First and Foremost) have drawn employers such as Yelp, Bloomberg and Dolby who now recruit broader student audiences.

In partnership with the Office of Marketing and Communication (OMC) CSC has created a brand by utilizing a host of new websites (three) and marketing collateral including square, color business cards, an array of catchy slogans, and bright employer marketing pieces. CSC is proud that www.hireusf.com is one of the only non .edu urls on campus!

CSC's Corporate Partner Program has helped to raise money to supplement our operating budget as well as created excellent, targeted recruiting opportunities for a number of for-profit and non-profit organizations.

Considering CSC's non-optimal location (described above,) we've moved our drop-in counseling twice each week to heavily trafficked locations including the lobby of one of USF's busiest classroom buildings and the coffee shop in the Student Union. This exposes CSC's offerings to "passers by" who may not feel comfortable coming to our office for a variety of reasons, as addressed above.

PLANS FOR THE FUTURE

1. Describe where the staff would like the department to go in terms of services, performance standards, collaboration with other departments, synergies, etc.

- Services (in collaboration with faculty)
 - Required career class for all incoming undergraduate students (budget and headcount need)
 - Twice annual requirement that CSC rep visits a faculty meeting within every academic department. Content would be educational and informative
 - “Career Counseling for All” - mandatory career counseling for every undergraduate student
- Performance Standards
 - Establish performance standard of Net Promoter Score (NPS) 6 or above from students who use our services
- Collaboration with other Departments
 - Co-sponsorship of required career class
 - Share a Welcome Center (a dedicated space and/or a brand new facility) with Admissions and Alumni Engagement, thus enhancing an already strong yet unofficial alliance
- Other
 - Direct reporting line to President and/or exploration of moving CSC out of Student Life to different departments
 - Supplemental budget to take students on career exploration “treks” to LA and NY
 - Local Industry Advisory Board - comprised of recruiters and experts from key industries, meeting with CSC staff quarterly to discuss current sought after skills etc. in internship and new grad candidates

2. Describe where is the field going based on the literature, professional association meetings, etc. and how the department is ready to address those challenges and improvements.

1. More “intrusive” career development; e.g. mandatory career development workshops or 1:1 meetings for all undergraduate students
2. More virtual counseling via Skype, Zoom, etc.
3. More national recruiting exposure, i.e. treks outside of university locality, nationwide visits for Employer Relations staff
4. Better academic/curriculum alignment with industry talent needs
5. Stipends for students participating in unpaid non-profit internships, tied into a development campaign

The abovementioned goals and improvements, as well as other goals detailed throughout CSC’s self-study, are natural next steps as our office is now three years post-Jobs Initiative Task Force. However, it should be boldly noted that our future direction very much depends on unwavering support from the university’s leadership on both a financial and staffing level as well as buy-in

from the academic community. In order for career development to truly be “for all,” our resources need to be dramatically increased, even for what may seem to be moderate changes.