

**Administrative Activities Review**  
**Division of Student Affairs: Career Services**  
**August 2, 2018**

**I. Basic Facts and Description of the Unit.**

**a) Mission and goals.**

**Career Services Mission:**

Provide career coaching and programming while developing connections with employers and valuable relationships with campus partners to provide students with ample opportunities for experiential learning and career development.

**Near-term Goals:**

- Implement effective programming opportunities as part of Five Star Fridays (i.e. Etiquette Lunch, job shadowing, and Soft Skills Workshops).
- Build on the success of Career Services that is currently embedded in BCAS by replicating the model with the initiation of central Career Services career advisors and programming within CBA, CAST, and COHP. College of Education will have a dedicated career advisor located in Career Services in the SU.
- Implement job shadowing programs for targeted STEM students through the National Science Foundation Grant and Ohio Means Internships and Co-ops (OMIC) Grant.
- Efficiently and thoroughly onboard and train eight new Coordinators (6 Career Advisors and 2 Employer Relations Coordinators) to allow for an immediate positive impact on the service to students and employers.
- Launch E-appointments with a focus on availability during Five Star Fridays and Tuesday and Wednesday evenings.
- Expand employer relations efforts a) by providing strategic opportunities for employers to come to campus and b) educating employers regarding the broad variety of majors available who can meet their talent needs. This will have a positive impact on placement.
- Continue to engage with faculty to increase delivery of classroom and student organization outreaches/presentations which leads to increased student engagement with career advising, programming, experiential learning, and Career Labs (self-guided and assisted work space in Career Services in SU, BCAS and coming soon to CAST).
- Strengthen Career Services collaborative efforts across campus. Provide consistent and comprehensive Career Services to students and employers through the promotion of campus wide usage of Handshake by students, faculty, and employers to broaden placement opportunities for all qualified students.
- Expand career advising and programming to reach additional student populations such as Wayne College, MCUC, Lakewood, Veteran/Military students, International Students, Non-Traditional/Adult students, etc.

**Long-term Goals:**

- Explore the development of a plan to a) provide guaranteed experiential learning opportunities for all students and b) to require all undergraduate students to participate in experiential learning.
- Work with NOCHE and other state and regional partners to develop expanded methods to collect experiential learning and job placement data in order to provide sufficient data to measure the effect of experiential learning on student retention and completion.
- Continue to align with state initiatives to help bridge the workforce gaps in Ohio (i.e. "Connecting UA

Majors to In Demand Jobs in Ohio” initiative developed by Career Services in 2015).

- Improve efficiency and accuracy of collection, analysis and reporting of First Destination Survey/Career Outcomes data to allow UA the ability to better leverage this data in real time through use of new Handshake survey tool beginning with the Spring 2019 graduating class. Currently, the most recent Career Outcomes data available from IR is from Spring 2016 (See Appendix, Figure 2, Career Outcomes Spring 2016).

**b) Services.**

Career Services offers the primary services listed below. Career Services operates on a liaison model in which career advisors are assigned to an academic college to which they become subject matter experts and provide career advising to those students and develop relationships with the faculty.

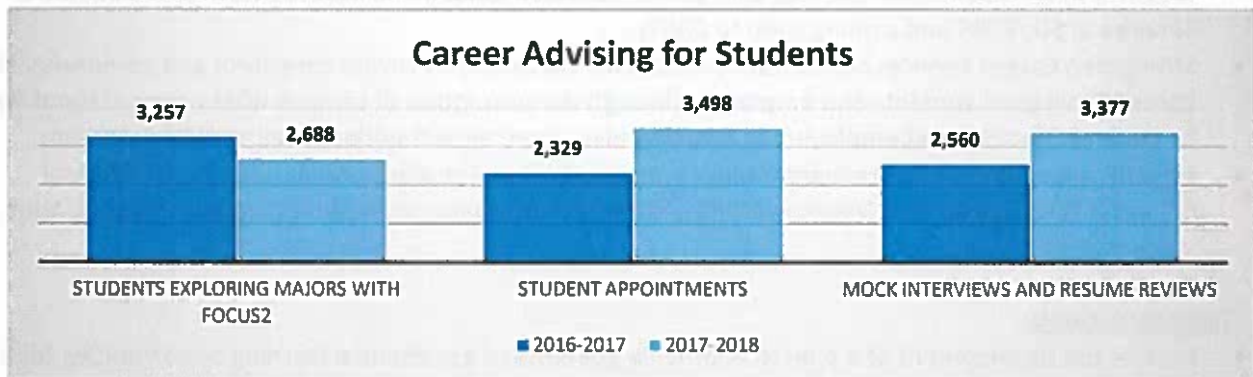
**Career Advising:**

**Description:** Meet with students to discuss 1) Career Exploration: Major and career exploration appointments using Focus 2 assessment discussion of Ohio Means Jobs “In-Demand Occupations” and job shadowing opportunities, 2) Career Development: Resume and cover letter writing skills, interview preparation and mock interviews, soft skills and professionalism in the workforce and 3) Career Opportunities: explore internships/co-ops and other experiential learning opportunities, job search strategies, preparation for graduate school, and part-time jobs while in college.

**Critical Partners:** Key Partners: a) faculty, b) Admissions, c) New Student Orientation, d) Engineering Co-op and Placement Office. Referrals are often received from various departments that have a small overlap of services i.e. Academic Advising, Adult Focus, Counseling Services, The ExL Center, Veteran/Military Services, Community Relations, Engineering Co-op and Placement Office, ZipAssist and some academic units. This overlap presents opportunities for additional training and for sharing best practices to fully utilize Handshake for the benefit of all students and alumni.

**End-users:** Prospective students (limited services), current students (full services) and alumni (limited services).

**Key Performance Analysis and Brief Assessment:** a) Various factors affect the number of students who use the Focus2 assessment tool and this changes each year. b) Career advising appointments have increased due to increased family/student interest in career outcomes, staff expansion, Career Services engagement with faculty and classrooms, evening hours, career lab, increased marketing efforts, and Handshake job board usage.



**Provide Employer Relations and Develop Internships, Co-ops and Job Placement Opportunities:**

**Description:** Career Services provides opportunities for employers to connect and network with students and alumni through programming and events and through a job board that provides a centralized place

*We acknowledge the University of Notre Dame’s administrative unit self-study process, which served as a basis for this document*

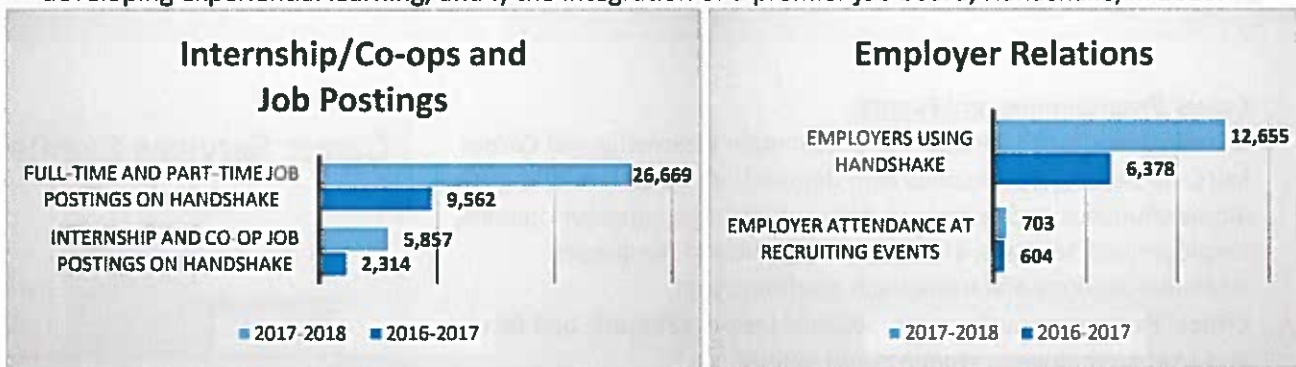
*(<https://ospir.nd.edu/administrative-unit-reviews/tools/>)*

for all opportunities to be listed so that all qualified students and alumni can easily access current and reliable job information. There is a high demand from employers to engage with Career Services through campus visits, site visits, employer events, telephone calls and email inquiries. Employers often need assistance with recruitment best practices and policies, job postings, information on majors and degrees, event registration, etc.

**Critical Partners:** Key Partners: Faculty, Engineering Co-op and Placement Office and employers. There is some overlap of services with The ExL Center which presents opportunities for additional training and for sharing best practices to best utilize Handshake for the benefit of all students, alumni and to leverage relationships with employers.

**End-users:** Employers and community partners.

**Key Performance Analysis and Brief Assessment:** The number of internship/co-op postings and job postings and the number of employers recruiting on campus has seen a dramatic increase due to a) a highly effective employer contact management program (“Come to Campus”) that was developed over the past 4 years to streamline employer communications, b) clearly defined recruitment criteria and guidelines for all events and activities, c) expanded job fair programming to meet various needs (i.e. Start Up, Nursing, Social work, Behavioral health, etc.) and d) the support from UA’s leadership for the development of a Career Services Employer Response Process, e) faculty and campus wide interest in developing experiential learning, and f) the integration of a premier job board, Handshake, in 2016.



**Management of Handshake Job Board:**

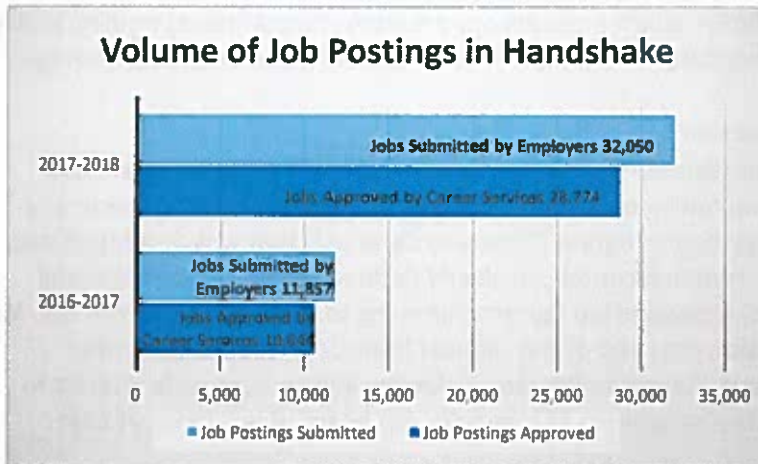
**Description:** Career Services implemented and maintains a campus wide job board, Handshake, beginning in 2016. Handshake is synced with enrollment records so that all students have prearranged accounts and can personalize their profile, upload their resume, cover letters, CV’s, and portfolio documents, search and apply to internships/co-ops and job openings, research employers, register for career events, and access Career Services resource guides. Employers can create an employer account and then post their job openings and recruitment events on Handshake, build interview schedules, register for career events, and search for student and alumni candidates. The Office of Student Employment utilizes Handshake for the posting of all on-campus student employment opportunities.

**Critical Partners:** Key Partners: UA’s IT Departments and Office of Student Employment. There is overlap of services with some units/departments that elect to maintain separate job listings that are used in addition to Handshake or instead of Handshake. This overlap presents opportunities for additional training and for sharing best practices to best utilize Handshake for the benefit of all students, alumni and to leverage relationships with employers.

**End-users:** Students, alumni, employers, Office of Student Employment and all academic colleges and departments (excluding The School of Law which uses a separate job board that they maintain).



**Key Performance Analysis and Brief Assessment:** Prior to Handshake, there were 5,000+ employers using our former job board. This number has grown to almost 13,000 employers. This past year, almost 29,000 positions were posted for our students/alumni. While the magnitude of employers and opportunities available to our students and alumni through Handshake is outstanding, it presents a challenge to Career Services to maintain a quick turnaround on the review and approval of the high volume of employer account requests and job postings as well as the employer inquiries surrounding recruitment activities.



**Career Programming and Events:**

**Description:** Career Services holds two main Internship and Career Fairs, six Part-Time/Seasonal/Non-degreed Job Fairs, two Etiquette dinners/lunches and numerous other workshops, employer panels, employer info sessions, employer “office hours”, employer interview sessions and more each academic year.

**Critical Partners:** Key Partners: Student Union, Aramark, and faculty.

**End-users:** Employers, students and alumni.

**Key Performance Analysis and Brief Assessment:** As events are evaluated, determinations are made regarding which employer and student populations need new targeted events. With the staff expansion and career advisors being embedded within the academic colleges, Career Services will be able to maintain the current trend of creating new events that are geared towards smaller targeted student and employer populations.



**Support of UA Initiatives & Collaboration with Campus Partners:**

**Description:** Career Services delivers presentations and provides tabling for numerous campus initiatives and collaborations such as New Student Orientation, Family Weekend, Adult Focus, Admissions Days, International Student, New Roo Weekend, Senior Week, Honors College, Sophomore Celebration Day, Department of Student Life, Veteran Services events, Major Exploration Fairs, and Engineering Co-op and Placement Office events.

**Critical Partners:** Key Partners: Student Life and Admissions.

**End-users:** Prospective students, current students, and alumni.

**Key Performance Analysis and Brief Assessment:** Collaboration with these initiatives plays a vital role in creating a strong centralized Career Services, promoting enrollment and retention and increasing employer and student engagement with Career Services. In both 2016-17 and 2017-18, Career Services provided 103 campus outreaches/presentations.

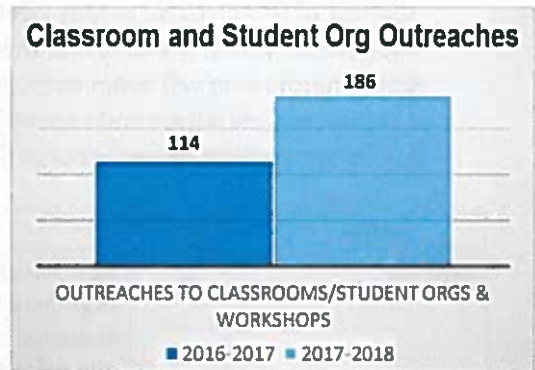
**Faculty Relations:**

**Description:** Career Services collaborates with faculty to provide student organization and classroom outreaches/presentations per faculty requests. Career Services hosted 12 “Faculty LinkUps” during 2017-18 to provide faculty an opportunity to visit Career Services to have a LinkedIn photo taken and to learn about RSS Feeds/Active job links that are available to them through Career Services and Handshake. At the suggestion of John Green, Career Services collaborated with BCAS to open an office in BCAS in 2016. BCAS provides a GA in the PhD program in Psychology to report to Career Services and help provide career advising and programming within BCAS. Career Services collaborates with several faculty on the job shadowing grants.

**Critical Partners:** Key Partners: Faculty from all academic colleges

**End-users:** Current students

**Key Performance Analysis and Brief Assessment:** The Faculty LinkUps and the support from the Dean of BCAS led to increased collaboration between Career Services and the faculty in BCAS. This increased collaboration resulted in an increase in requests from faculty for classroom presentations/outreaches which resulted in increased student engagement and also opportunities to share our expertise and build trust with faculty.



**Achievement of State Goals and Participation in State and Regional Initiatives and Grants:**

**Description:** Career Services has engaged with ODHE as requested to develop and submit a Career Services Operational Plan (January 2015), Career Landscape Survey (January 2017), a presentation on “In-Demand Careers In Ohio” at a grant meeting in Columbus (June 2017), and a High Impact Practices Report (January 2018). Career Services collaborates with academic colleges and representatives from partner institutions in NE Ohio to administer the Ohio Means Internships and Co-ops Grants (OMIC) and provide presentations and reports to ODHE. Career Services assisted with the submission of the NSF I-USE Job Shadowing Grant and collaborates with academic colleges to administer the grant. Career Services partners with Kent State University and JCPenney to put on a Suit Up event at JCPenney for our students. Career Services co-plans the Northeast Ohio Teacher Education Day Job Fair each spring with a team from nine partner institutions.

**Critical Partners:** Key Partners: College of Engineering, College of Education, BCAS, Partner Institutions in NE Ohio, and JCPenney

**End-users:** ODHE, students, alumni and employers.

**Key Performance Analysis and Brief Assessment:** These collaborations and partnerships allow Career Services many opportunities to share resources and Best Practices between other partner institutions. In addition to the great services and programs supported by the grant monies, the OMIC grants allow Career Services an opportunity to develop valuable relationships with ODHE and to stay current with State goals and initiatives.

**c. Resources.**

**Personnel**

In 2015, Career Services reported to Enrollment Management and experienced a layoff of 6 staff members in 2015 which reduced the team to 3 members. The team was able to use available resources such as employer partners/volunteers and student workers to help meet the increasing demand for Career Services. Career Services was placed under the direction of The ExL Center in 2016. In 2017, Career Services

was moved to the Division of Student Affairs and was able to hire 3 additional employees through the support of this division. In May 2018, the Career Services Staffing and Programming Plan was fully supported by John Messina and the university to allow for the hiring of eight new Career Services Coordinators who will begin work on August 13<sup>th</sup>. These new staffing levels will allow Career Services to execute new initiatives and expand Career Services within the academic colleges. See Appendix, Figure 1 for Career Services Organizational Chart.

Title	FTE	Key Functions
Director	1	Develop and implement campus wide Career Services mission, goals and initiatives in alignment with university and state goals. Ongoing assessment of trends and needs of students, employers, faculty/campus partners and state in relation to experiential learning and placement. Engage with employers, lead Employer Relations team, manage grant activities, manage and develop staff.
Sr. Assoc. Director	1	Assist in development, implementation, assessment of goals/initiatives, and Employer Relations in relation to experiential learning and placement. Assist with management of Career Services team. As senior career advisor, leads Career Advising Team that includes Assistant Director, 8 Coordinators and a GA.
Asst. Director	1	Provide career advising for students and alumni as part of Career Advising Team. Assist in developing and administering presentations, workshops and other special outreach programs. Supervise and lead student assistants as a member of the leadership team.
Coordinators	10	Provide career advising for students and alumni with regard to career development, co-ops, internships, part-time and full-time job search and provide employer relations.
Administrative Assistant	1	Provide assistance to Career Services team in the administration of departmental programs, activities, budget, purchasing/expenses, office operations and procedures and front desk management.
Graduate Assistant (provided by BCAS)	1	Provide career advising for students and alumni with regard to career development, co-ops, internships, part-time and full-time job search within the Buchtel College of Arts and Sciences.
Student Assistants	10	Trained as "Career Assistants" to provide fundamental career advising with regards to resume and cover letter reviews and mock interviews. Support the front desk and Career Lab activities. Conduct tabling sessions to market and advertise for Career Services.

**Financials.** Career Services receives funding from the CAN Fee and from the proceeds from the employer fees for the Career Fairs. Career Services has operated grossly under budget for the past 7+ years which has contributed to the growth of carryover funds. The Career Services Staffing and Programming Plan that was approved in May 2018 will allow Career Services to fully utilize the annual CAN Fee budget and will also fully utilize the CAN Fee carryover fees over a period of five years.

Year	Sum of Original Budget	Sum of Balance Forward	Sum of Adjustments	Sum of Total Adj Budget	Sum of (tr-in) exp Incl enc	Sum of Remaining
2014	0	1,108,802	671,173	1,779,975	862,777	917,199
2015	0	917,199	1,028,679	1,945,877	831,307	1,114,571
2016	937,243	1,114,571	(6,178)	2,045,636	457,165	1,588,471
2017	0	1,588,471	968,924	2,557,394	451,532	2,105,862
2018	20,000	2,105,862	876,202	3,002,064	540,918	2,461,145
<b>Grand Total</b>	<b>957,243</b>	<b>6,834,905</b>	<b>3,538,799</b>	<b>11,330,947</b>	<b>3,143,699</b>	

Career Fairs – #309886 Revenue Account				
Fiscal Year	Sum of Beginning Balance	Sum of Revenue	Sum of Expended	Remaining Balance
2014	161406.67	109950.38	40628.8	230728.25
2015	230728.25	66382.5	22687.7	274423.05
2016	274423.05	53988.77	36388.73	292023.09
2017	292023.09	88254.36	316372.66	63904.79
Preliminary 2018	63904.79	67615.23	80175.04	51344.98
<b>Grand Total</b>	<b>1022485.85</b>	<b>386191.24</b>	<b>496252.93</b>	

**Equipment and technology.**

Each staff member has a laptop and docking station and shares an office printer and copier. Employer interview rooms are equipped with Surface Pro’s, which were purchased through the Ohio Means Internship and Co-Op Grant.

**Space**

The Career Services central office is located in the Student Union 211. Being centrally located on campus has provided convenience for students/alumni and employers. For the past two years, career coordinators have also been located in a satellite office within the College of Arts and Sciences. Starting in the Fall 2018 semester, career coordinators will be also be placed in offices located in Polsky for CAST and COHP and in the CBA.

**II. Future Plans.**

**a) Potential changes.**

Challenges/Opportunities: Career Services is often challenged by the seclusion of employers within individual units and the inconsistent career messaging that is sometimes delivered across campus to employers and students. As Career Services embeds Career Advisors within several colleges, this presents a timely opportunity for Career Services to organize meetings and ongoing training and communications to share best practices with departments and units. This could include trends and updates on current recruitment and hiring practices, experiential learning and job opportunities, career development, and information regarding the Career Services Employer Response Plan. These meetings/training sessions could also allow for opportunities to synchronize event calendars and share resources.

**b) Trends.**

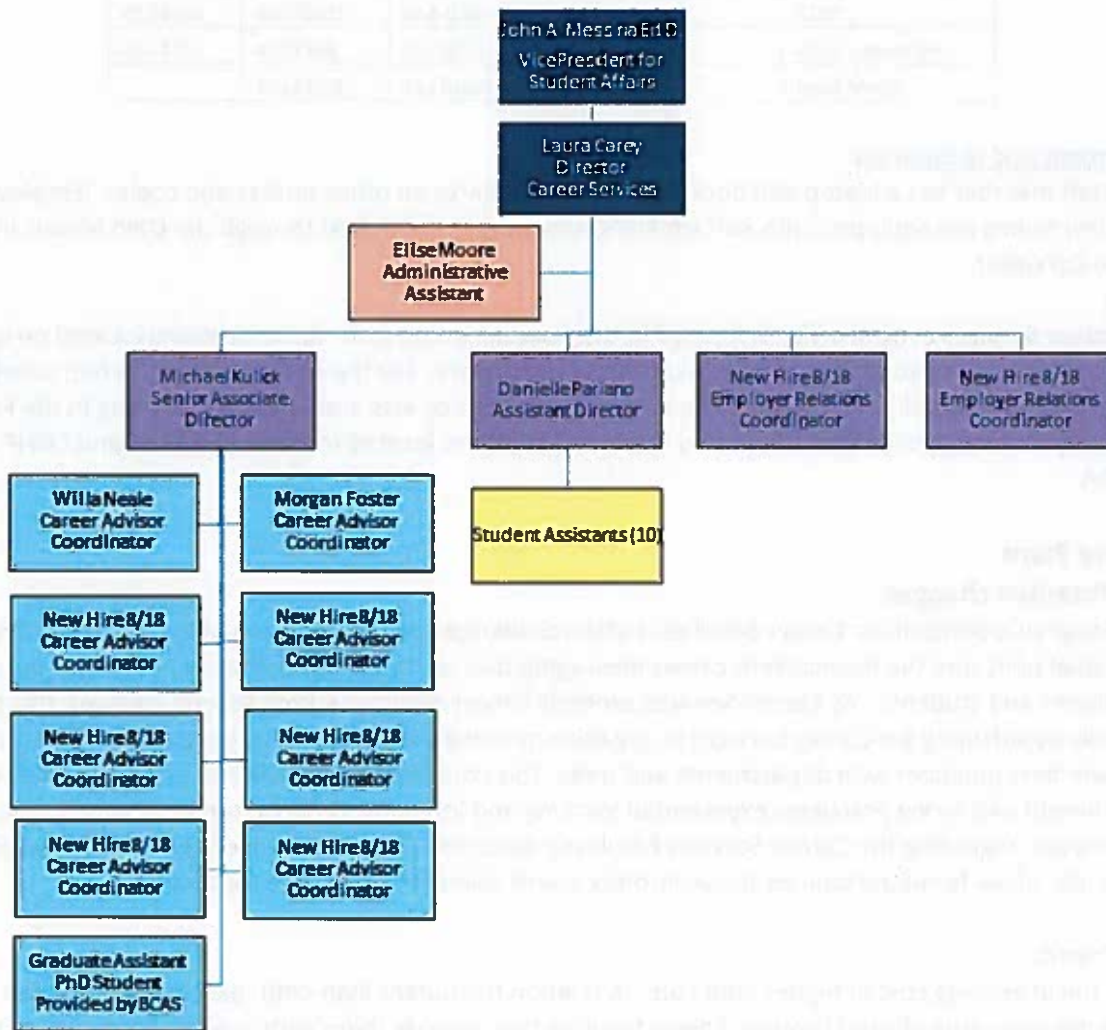
With the increasing cost of higher education in relation to student loan debt, parents and families highly value the resources offered through Career Services that provide them with needed information to evaluate the return on investment. Students and families are placing a high importance upon choosing a major and career path in the early stages of college. Career Services will continue to align with state initiatives to help bridge the workforce gaps that employers are experiencing and to collaborate with partner institutions where appropriate to meet the needs of students and employers.

Since employer demands for engagement with Career Services continue to rise, our expanded team size will allow us to modify our existing contact management plan and communication methods to meet this need growing need. Career Services will continue to expand services and place special focus on majors that may need additional opportunities.



Figure 1: Organizational Chart

# Career Services

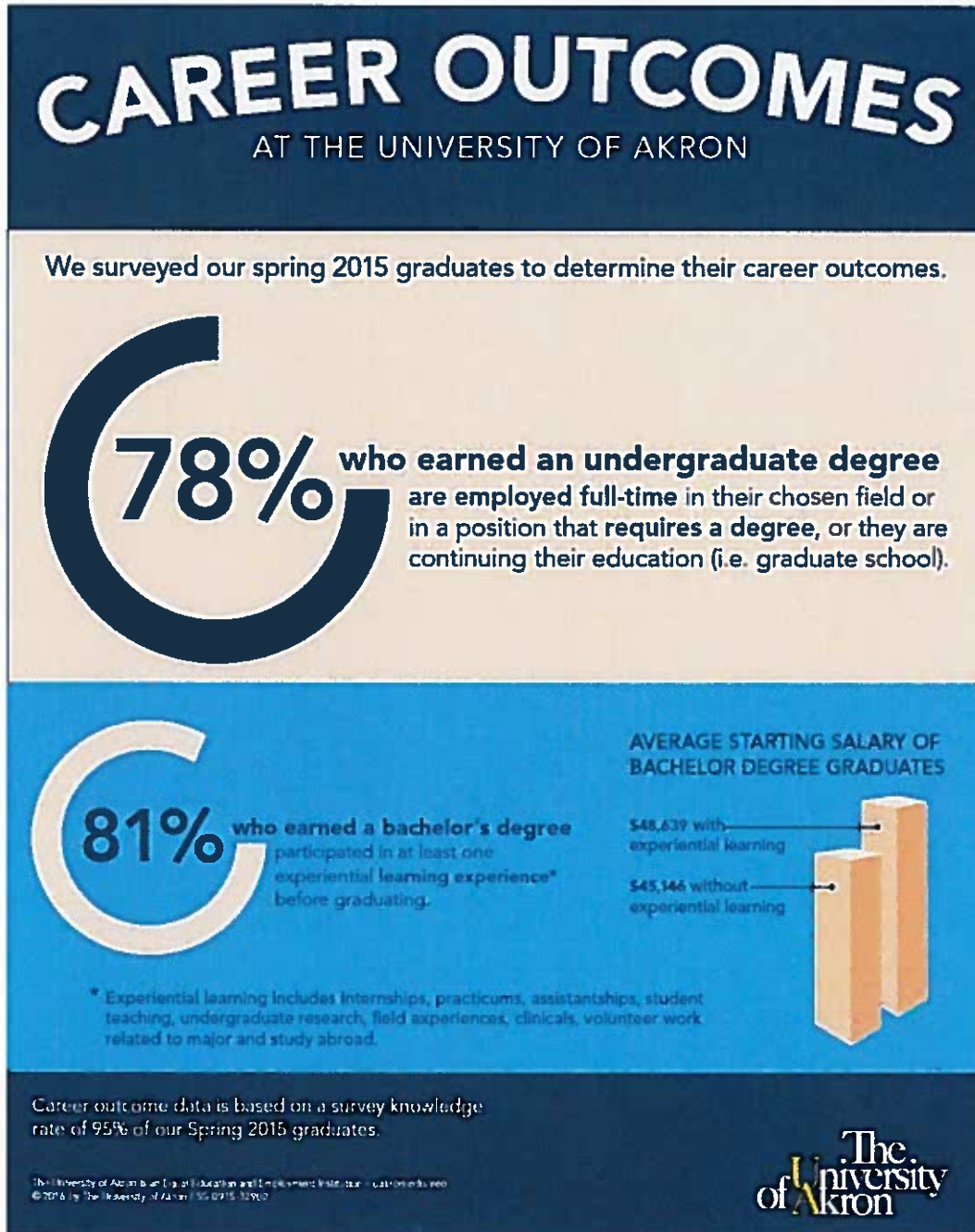


We acknowledge the University of Notre Dame's administrative unit self-study process, which served as a basis for this document

(<https://ospir.nd.edu/administrative-unit-reviews/tools/>)



Figure 2: Career Outcomes 2016



# CAREER OUTCOMES

THE UNIVERSITY OF MICHIGAN CAREER CENTER

THE UNIVERSITY OF MICHIGAN CAREER CENTER  
OFFICE OF CAREER DEVELOPMENT  
1000 UNIVERSITY AVENUE, SUITE 1000  
ANN ARBOR, MI 48106-1000  
(734) 763-2800

