Program/Service Unit Portfolio Management  
SCSU Career Services Center

Functional Areas:

A. Employment Services  
B. Career Development and Outreach  
C. Internship Development

Terminology:  CSC (Career Services Center), GFU (Graduate Follow-Up), PCA (Peer Career Adviser), SCSUcareers.com: electronic recruiting system (not main website), DLW (Dislocated Workers), GSDC (Greater St. Cloud Development Corporation)

Demand Criteria:

1. Program Essentiality and Potential

1.1 Table

1.2 Program Uniqueness

- Regulatory Requirements:
  - Graduate Follow-up (GFU) requirement by MNSCU at 85% - MNSCU has now set goals for each campus and program to meet a minimum level of Related Employment.
  - Career Information Policy required by MNSCU
  - Tax Credit State Policy for Internship expansion with state support
  - MNSCU Memorandum of Agreement between University and company internship sites
  - Department of Labor policies on internship payment and policies
  - Career counselors certified to deliver specialized career assessments
  - The “College Scorecard” affects CSC as efforts to hold colleges accountable for cost, value and quality – highlights key indicators to help students choose a school is consistent with their educational and career goals and employment outcomes

- Impact
  - Enrollment and retention and company partnerships impacted by the work in CSC through outcomes of employment success, recruitment, career events
  - Major selection/decision and first destination outcomes are factors affecting student enrollment, retention and alumni satisfaction. Role of career development is “Making Meaning” of the college experience for students: how what they are doing applies to what they can do in college and for their futures.
  - 3750 students are listed as “undecided,” and SCSU has 1.75 career counselors (with additional duties). National average for professional staff is 1 – 1645 students, SCSU is 1 – 2676. PCA’s and GA completed 1209 appointments this year for resume reviews and job searching.
  - Department Usage: Average 950 guests monthly during the academic year. Previously we averaged over 1,000 monthly and rejected appointments for lack of staff. Students are not required to use CSC, it is their choice. (Note: We have increased our programs provided on-line: students can schedule appointments,
register for job fairs, learn about resume development and observe job fair training videos as well as over 100 clips on career development training.

- **Internship Development:** Integrated “Internship Module” for work flow processing & tracking and reporting; now training all faculty internship coordinators. Created new 2015 Internship Fair with over 65 employers of which 29 are new to job fairs at SCSU!! 80 companies conducted 463 interviews of intern candidates in FY14.

- **Career Prep Program:** Grown from 805 students in 2013 to 1130 in 2015.

- **Job Fairs:** Employer attendance increased at all job fairs and student numbers have increased slightly.

- **Student Recruitment:** Since 7/1/2014 (new system) 19,593 students and alumni are registered using SCSUcareers.com and 2,969 have provided resumes for job searching (2229 are alumni).

- **Faculty partners:** average about 120 faculty/staff yearly to jointly provide support to students.

- **Employer partners:** Achieved 1700 one-to-one individual coaching sessions provided by recruiters and alumni. Since 7/1/14 3,850 employers have registered in our recruiting system.

- **Employer Advisory Board:** 22 companies provide advice and support as a team.

- **Employer On-Campus recruiting:** 720 employment interviews in CSC FY14

- **CSC website:** 31,000 hits on our main page monthly.

- **Diversity Impact:** Coordinate the largest Diversity Job Fair yearly with employer waiting list and over 1200 attendees. Provide support for APP, resume development, interviewing, and support MSS FREE. In FY14 we have had 240 unique international students and 156 unique veteran students.

- **Career/Major Decision:** Career and graduate school development and transition – Job fairs, class presentations, individual counseling, assessment interpretation, career preparation events. Major decision appointments were 476 in 2010 and 454 in 2014 (we were without a career counselor four months)

- **Appointments:** 2,206 in FY10 compared to 2,185 in FY14. CSC was short a career counselor and not all students were able to schedule an appointments.

- **GSDC Talent Corp and the St. Cloud Chamber:** Partner to benefit students, faculty and staff.

1.2 Interdependency

- **Campus partnerships** are crucial for delivery of services since utilizing the services of CSC is considered “optional” for students

- **Faculty partnerships:** Connect faculty to recruiters to discuss employment, academic training, and career development. Support classroom presentations, contributed over 100 to this point. Meet special requests for employers and alumni to speak, and provide coaching sessions, (example: mock interviews for engineering majors)

- **ELOC’s and SRCs:** Partner for internship support and student career transition.
Colleges and schools: Provide data to show employment outcomes, stats for accreditation and student’s use of services. Assist with development of credited internships and projects.

Financial Aid: Manage jointly the student employee e-recruiting job system. Share training of students on use of system.

Institutional Effectiveness: Data collection of employment outcomes and internship stats assimilation provided.

Alumni and Foundation: Provide current information from GFU, and career and DLW support for alumni and program development.

Workforce centers and state rehab services: Provide employment and major outcomes to support tuition for new students for degree completion; exchange referrals.

SOE Bush grant - Teacher Preparation Initiative: Conduct employment outcome assessment for SOE graduates and degree completers.

Technology Services: On-line training programming to service distance learners and 24/7 support.

Graduate Expo: Initiated by CSC with 12 campus and community organizations participating and providing financial support for graduates each semester.

Opportunities for collaboration

College transitions courses and major intro courses: Provide course career integration activities, assessment testing and interpretation, and speakers.

Career Counselor Certification Program partnership with College Counseling and Student Development - will be a great recruitment tool for program.

2. Demand – Current and Future

2.1 Future of Career Centers: 2010 – 2030 termed the Connections and Communities

Charting the Future: Key Findings from Gallery Walks:

Expand CSC: Help students’ transition from school to the working world; career center's need more support and retouching.

Resources for Students to Explore Careers

Internship Opportunities Expanded

Invest in career centers - without that connection there is no connection to jobs.

Key Findings/Observed Themes from Student Focus:

Developing Skills and Gaining Knowledge: Students want to use the college experience to gain a competitive edge in the job market, to find a job and/or enhance their career.

A large majority of participants have long term goals of using the knowledge gained to find a job and enhance their future career.

Changing Major - Participants goals changed while in college, changed their major. Many students want to find their path and choose a career through their college experience.

Finding Oneself - Students have the goal of finding their direction in life and discovering traits about themselves that they never knew before the college experience.
• **Personalized Attention** - Students prefer to get personalized attention and not one-size-fits-all solutions.

**National Trends for CSC:**

• **Customized Connections & Communities.** Build a stronger network that promotes students’ success. Company relations mean enhanced partnerships, and integration and visibility of company’s presence on campuses. SCSU Career Center has moved in this direction by utilizing recruiters and alumni to coach SCSU students. Nationally staffing is being expanded in career centers to engage employers to build connected communities to expand applied experiences.

• **Elevated Career Services.** More colleges are elevating their career centers and giving career services leadership increased institutional influence and the ability to convene internal and external stakeholders.

• **Money, Space, and People.** With greater visibility and accountability, institutions that recognize the value of career services have started to increase the amount of resources allocated; additional positions, increased operational funds, grants or seed money for new initiatives.

• **Ecosystem Rather than Place.** Today, career services must become a presence that permeates the institutional culture and experience across the full university.

• **Purposeful Integrated Career Development:** The new strategy is to develop networks and communities, and encourage students to connect and try new things. Students need more applied experiences, projects that reflect the work world and internships and zero credit internships. DEED reported at the 2015 Economic Summit that in order to affect our community needs for talent we must change behavior of our students with early career planning and more active participation in applied experiences.

• **Outcomes.** The conversation about return on investment (ROI) and value of higher education has never been more prominent. New measures of success for career services will involve first and lifelong destination data, reputation, and engagement of key stakeholders. Assessment is to include better managed internship outcomes and support for faculty.

• **New Technology.** Social media has changed the landscape of service delivery, engagement, and meaning of connectivity among community members. New platforms like CollegeFeed, RecSol, Handshake, MindSumo, Purple Briefcase, and Mounza have emerged to complement the connectivity efforts of career services and extend our reach beyond traditional databases. CSC must have full technology support (1.5 FTE at least). Technology enhancements must include on-line delivery of services.

### 2.2 Opportunities exist for services to adapt to meet future needs and demands

• Career Counselor Certification Program partnership with College Counseling and Student Development

• Expansion of partnership with GSDC to partner to build company relations and internship and employment opportunities
• Assistant Director for Internship Development can impact campus internships. However, the position is not full time and also oversees student employment, Science and Engineering Fair, Government Job and Internship Fair, as well as the new SCSU Internship Fair. The position oversees the State Tax Credit Program for Internships and does company training on development of credited internships. Position is vastly overloaded.
• Meeting the demand from students for individual career counseling can affect major selection and improved retention
• Partner with Advising to provide career decision support for 1800 NEF yearly with requirements which would mean career counselor individual support

2.3 Opportunities we can/are pursuing to meet demands
• Company Partnerships:
  o Developed creative ways to bring new and more employers to campus through creative programming which has resulted in 1700 individual coaching sessions by recruiters for students
  o Reconnoitering methods employers can deliver services to meet student development needs for career decision and transition, especially for NEF
• Created program to “train” employers on how to host a SCSU intern
• Change class presentations (average 125+ yearly) to allow career counselors time for individual counseling
• Student Employees: Student employee development training needed both in person and on-line to enhance student employee experience and understanding of work ethics and transition of core skills and ability to articulate outcomes to recruiters.
• Satellite service in Miller Center to provide evening appointments, especially those on internships or practicums or non-trads.
• Appointments: average 220 monthly. Follow-up and second and third appointments are needed by students but unavailable for many. Students express concern that they cannot get an appointment with a full-time professional. (Especially older and graduate students)
• Transitioned a student position to a GA to support new Internship Fair and strategies
• Company partnerships provide early training for diverse students for transition into college, throughout college and coaching support. Work with employers to develop mentorship programs for specific populations (UHG: Veterans mentorship system)

Strength Criteria:

3. Strategic Alignment
  3.1 Strategic Alignment with SCSU’s mission and strategic plan
  • Engage in issues in the community
    o Career Indecision: 3750 students listed as “undecided.” Staff does presentations in freshman courses on careers and major selection. Integrated a career assessment linked to SCSU majors to assist students to understand how they relate to SCSU majors/programs.
Career/Job Transition: From Employer feedback the CSC developed learning outcomes to guide strategies. The LO’s guide programs and events

Talent Challenges: Work with the GSCD and Talent Corp partnership. Held two Talent Summits and were instrumental on the development of JobSpot. Meet with companies to expand internship and employment opportunities and project development.

Active in St. Cloud Area Chamber
Support the Teacher Preparation Initiative in SOE with GFU.

- Sustainability efforts for services
  - PCA program uses trained students to provide resume reviews job search assistance.
  - Technology systems provide recruiting connections between students, alumni and recruiters, 24/7.
  - Recruiters and alumni coach students and alumni with career preparation

- Participate in world community through internationalized activities
  - Provide training and information at NMU/Africa by Career Counselor and SCSU with ongoing exchange of information and support
  - AD for Internship development will be reviewing and providing resources at NMU 2015 and exploring additional internship opportunities for our students

CSC Active Learning Strategies

Students will understand the importance of early career planning and decision making
- Students need to participate earlier in career development activities
- Students will learn of career stages to move them forward in their college experience

Students will be self-aware and have an understanding of their skills, interests and values
- Students need to be able to connect their interests to the world of work
- Students need to know their strengths
- Students need to be able to identify and prioritize their values and then connect those values to the world of work

Students will have knowledge of career options
- Students will understand career options related to their major
- Students will understand entry-level positions
- Students will understand the range of career opportunities

Students will understand the needs and realities of the workplace
- Students need to develop realistic expectations for salary, hours, schedules, culture, communication, etiquette, etc.
- Students need to understand what it means to be professional
- Students need to understand the importance of how they’re perceived online as well as in person, e.g. online application, Facebook, LinkedIn, etc.
- Students need to understand the transition expectations from college to career

Students will understand the importance of internships and other experiential learning activities
- Students need to understand the term “experience” and how it applies to them
✓ Students need to understand the value of college experiences and how it impacts their career
✓ Students need to be able to identify experiential education opportunities
✓ Students need to be prepared for experiential education
✓ Students need to be able to plan and apply their experience for their personal and professional growth

**Students will be able to articulate/communicate their qualifications and fit**
✓ Students will be able to articulate their qualifications, potential, experiences and “fit”
✓ Students will know how to research employers in order to understand their organization, needs, culture, etc.
✓ Students will be able to communicate their qualifications and fit to employers both verbally and in writing

**Students will be able to establish relationships and build professional networks**
✓ Students need to know what networking is and be able to identify who is in their network
✓ Students need to understand value of relationship building and networking and be able to think “long term”
✓ Students need to understand different modes of networking
✓ Students need to know how to build and effectively utilize their network
✓ Students need to understand value of relationship building all through college as well as throughout their career

3.2 **Align with major unit’s strategic plan/outcomes/action plans**
CSC supports unit and campus through programs designed to impact all students at all levels and throughout their college experience and as alums. Through partnerships with academic and student services the center delivers services to students and creates opportunities for students’ development.

4. **Student experience and success**
- Support student success
- Consultant Report: Recent consultant highlighted that a number of our programs are unique across the nation and should be given awards to their impact on student success and creativity in program development. He referred to three programs: Peer Career Advisors, Feedback Friday and Career Prep Fair. He also acknowledged that the Diversity Job Fair was another achievement.
- Support career counseling (CC) and mentorship directly to students. CC is not prescriptive. Students want one-to-one support. Currently 3750 students listed as undecided. (NACE 1-1645 average, SCSU 1-2676, peer institutions: With one GA and ¾ CC we provide limited career counseling.
- Outreach and training to departments and presentations to classes, (Faculty request tailored presentations on careers related to majors). The current .75 career counselor should concentrate on career counseling. But, we must do more for some departments to connect students to career information, employer relations and specialized programs.
• Service to underserved populations: Support MSS and APP and do focused programs. Bring employers to campus to provide coaching and work with employers on internship development and mentorship programs. PCA are hired with consideration of diversity to engage students.

5. Quality and continuous Improvement though assessment and evaluation

5.1 Assessment and Evaluation
• Conduct yearly MN State Job Outlook Survey with employers and utilize specific outcomes to guide services and developmental programs and CSC LO’s.
• Employer Advisory Board: meets fall and spring to review services and develop strategies.
  o Appointment Surveys conducted
• Event surveys conducted
• Senior surveys conducted every few years to learn of utilization and effectiveness of services and why CSC may not be utilized
• GFU: CSC is responsible for SCSU graduate outcomes and related employment survey

5.2 Changes made as result of assessment
• Employer coaching sessions, brought new companies to campus, developed internship training for employers, created new internship fair, enhanced career prep program, bring alumni and employers into classes on faculty request to speak on careers, increased outreach to NEF and focused classroom presentations on careers. PCA’s more diverse group to meet with students. Bring employers in to coach students during summer PCA program. Conduct training programs for NEF on applying for student jobs.

Cost, Productivity and Resources:

6. Cost and Productivity

6.1 do differently if we had opportunity
• Technology: add new technology systems and assessments, improve website, enhance outcome reports and data analysis, more on-line training for students
• AD for Internship position: needs to be full-time: (also oversees Student Employment, three job fairs, and internship presentations) Employers need direction on how to develop internships. (Students want to meet with an internship expert in the CSC)
• Student Employment: Provide support for student development and on-line training. Campus staff request assistance with support for supervision of students, evaluation and providing students with learning outcomes.
• Graduate Follow-up and reporting: Required by MNSCU to obtain 85% contact but with current staffing we meet only 75%. A detailed outcome report would benefit SCSU.
• Outreach to departments to provide outcome on graduates and students career connections.
• Specialized support for special populations (non-trads (over 6,000) which is growing, veterans, graduate students, honors, athletes, alumni, minority, international.
• Provide evening appointments for student, especially those on internships or practicums
• Appointments: average 220 per month appointments. Need to do follow-up and second and third appointments. Some student frustrated that they cannot get an appointment with a full-time CSC professional, especially non trads and graduate students and alumni.
• Employer recruitment has increased for internships, full-time employment and event student employment, many employers expect individual support, post positions, promote positions, (hand holding) (other colleges do)
• Guest Services Specialist: Currently 940 monthly visitors to CSC, the first contact is the most important. Many new employers first contact is at the front desk or by phone or email. How we respond to students is critical. Their initial question is not usually the reason they come to the center.
• Attend more conferences and do presentations, submit applications for grants and awards

6.2 Strategies for reducing costs
Already streamlined to provide current services, further reductions will result in reducing direct service to students, alumni and employers. (Which is below our demand)
  o MMA position cut in 2011 with duties shifted to AFSME and ASF or dropped
  o GA positions: 4 reduced to 2 – transitioned GA positions to 6 undergrad students on stipend to do student appointments
  o Integrated career coaching program for students utilizing recruiters and alumni to take appointments for resume review, mock interviews, etc. (1700 in FY15)
  o Dropped 3 job fairs, grad school fair, on-line resume reviews, appointments for alumni, K-12 outreach, developmental sessions for campus staff, yearly Job Outlook Survey for Education, dining Etiquette, Huskie Hotline, newsletters for new students

6.3 Opportunities for new revenue
• Website advertise for companies seeking to hire

7. Adequacy of Current Resources
• Budget concerns with technology and staffing.
  Using monies from Foundation & job fairs for student payroll (which is unreliable)
  (Technology costs will continue to increase)
- Assistant Director for Internship Development needs to be full-time to meet demands.
- Assistant Director/Career Counselor needs to be full-time to provide additional support for career counseling demands.
- Employer and company visits have increased. Has added costs to the budget & will increase.
- GFU: required by MNSCU to complete 85% contact rate with graduates, resources allow us to contact 75% yearly which is challenging.
- **What we have stopped doing:** Staff training requests (campus), community training, outreach to K-12 schools, graduate school fair, Campus Education fair, fall student part-time job fair, newsletters to freshmen students, newsletter to sophomores, faculty newsletter, Huskie Hotline (newsletter to parents of NEF), Gear-Up Program to introduce all new freshmen to resources and majors.