



CAL STATE
EAST BAY

Scaling Career Services Report

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**Scaling Career Services
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The Scaling Career Services Task Force was convened on January 26th, 2023 and regular meetings were held throughout the spring semester. The [charge](#) was reviewed and reiterated during the course of this process to ensure that our work remained in concert with established criteria. On April 6th, 2023, the Task Force hosted an open session to share updates and hear feedback from the campus community. A Zoom recording of the session is available [here](#).

Members of this task force explored the following topics and our recommendations are based on those findings:

1. Review career services at peer institutions to identify best practices
2. Survey students to assess their current knowledge of, current use of, perceived need for career services and how those should be provided
3. Make recommendations on how to increase and deepen relationships with key employers in the Bay Area, including our own alumni, to benefit students
4. Make recommendations on where within the university organization this unit might report. (Common reporting structures include Academic Affairs, Student Affairs, or Advancement.)
5. Identify any technology supports/platforms needed to streamline and provide greater access to career services

This report is presented after thorough review of the Career Leadership Collective (CLC) recommendations. The CLC report identified the following top five recommendations:

- 1. Create a Strategic Plan for Implementing High Impact Career Practices**
- 2. Establish a New Career Success Hub**
- 3. Develop a Scalable and Equitable Model of Career Success**
- 4. Develop Career Outcomes Data Collection Processes**
- 5. Develop an Engagement Strategy for External Partnerships**

CLC Recommendation 1: Create a new strategic plan focused on High Impact Career Practices

“Cal State East Bay should pay particular attention to addressing these gaps by ensuring access for historically marginalized groups to three of the High Impact Career Practices:

- Networking with employers
- Career planning
- Understanding career opportunities” (from CLC report)

Task Force Recommendations:

- *Embed career development support and services into major degree requirements and/or 1-unit career “labs” to prepare students for internship placements especially (this would be in addition to GS 101 for first-year students)*
- *Identify key services to be offered in our career services unit throughout the student lifecycle*
- *For sophomores or juniors, we need 1-unit internship preparation/career development classes or modules in major requirements classes*
- *Develop Career Learning Outcomes and embed into curriculum*
- *Develop career pathway maps*

CLC Recommendation 2: Establish a new Career Success Hub

“The Career Success Hub should become the nexus of career related activities which impact all students, Cal State East Bay faculty and staff, and the broader community. Career preparation will be unavoidable, ensuring every Cal State East Bay graduate will achieve future career success, economic mobility, and positive community impact.”

Task Force Recommendations:

- *Establish a robust Faculty & Staff Career Champions Program (Models include: George Mason University’s Career Influencers Network & Ball State University’s Skills Infusion Program)*
- *Develop Career Learning Outcomes and career pathway “map for students”*
- *Integrate career education into the curriculum*
 - *Canvas Course module*
 - *Data collection*
 - *Communication Plan*
- *Establish an Experiential Learning & Internship Success Council*
 - *Propose ideas for coordinating career advice and services offered at the college and departmental level. Departments cannot do this alone, and department faculty and staff lack CalState S4 training to create employer internships. Internship positions can take 3-6 months to create in CalStateS4, and employers need substantial person-power/time to complete required documents (see p. 23 of report)*
- *Establish Employer Engagement Council*

CLC Recommendation 3: Develop a Scalable and Equitable Model of Career Success

The Career Leadership Collective recommended establishing a robust faculty and staff career champions program to help support high-impact programs through collaboration across campus. Integrating learning solutions using existing tools such as Canvas were also outlined.

Task Force Recommendations:

- *Identify key services to be offered in our career services unit throughout the student lifecycle. Focus on collaboration with our students, staff and faculty with an emphasis on amplifying partnerships.*
- *For sophomores or juniors, we need 1-unit internship preparation/career development classes or modules in major requirements classes*
- *Develop Career Learning Outcomes and embed into curriculum*
- *Utilize LinkedIn and LinkedIn Learning to help students:*
 - *Build a network. Start early and build throughout the educational journey, including coursework projects and internships.*
 - *LinkedIn is a great source to connect with CSUEB and CSU system Alumni, Faculty and Staff for networking opportunities.*
 - *Access courses to help students prepare for their careers (i.e. Resume Writing, Interview Prep, How-to's, etc).*
 - *Use LinkedIn Learning to brush up on a skill needed for a job interview.*
 - *Create Canvas learning module that departments can import into their professional development/portfolio classes (p. 18 of consulting report)*
 - *Staff from LinkedIn Learning have offered to conduct workshops - train the trainer approach*
- *Consider adopting Quinnia - a platform that provides dynamic resume analysis and tailored mock interviews using AI. (Used by CBE)*
- *Enable faculty expertise with CalState S4 to actualize internship possibilities at a larger scale. Doing so will create internship opportunities in a more equitable way. Doing so requires additional staffing.*

CLC Recommendation 4: Develop Career Outcomes Data Collection Processes

Collecting alumni career data would serve as an aid in decision-making, planning and brand development. Recommendations were made to outsource data collection with a focus on collecting 1st year or first destination data for graduates followed by broader 5 to 10 year data.

Task Force Recommendations:

- *Utilize technology to*
 - *[Simplify](#) job and internship process for students and employers*

- *Collect first destination survey [data](#)*
- *Conduct alumni outcomes survey at 5 and 10 years post-graduation*
- *Consider accreditation standards and requirements*
- *Consider a career data task force to assess, explore and maintain effective data practices across the campus*

CLC Recommendation 5: Develop an Engagement Strategy for External Partnerships

A coherent and coordinated strategy for external partnerships was recommended to enable our campus to provide broader career development experiences for our students. Doing so also ensures that employers can easily engage with the university at multiple levels.

Task Force Recommendations:

- *Create “Employer Engagement Council” (see report)*
- *Identify successful partnerships and programs existing within the Colleges and departments*
- *Survey students and employers about their experiences*
- *Reach out to existing partners to explore ways to expand programs or new areas of collaboration. Also, identify the top 10 employers for each college, department, or major to expand the network.*
- *Host informal gatherings to connect employers with students, staff, and faculty. Create monthly/weekly digests to share information and promote special events.*
- *Showcase successful alumni by creating profiles and hosting panels. Promote programs through social media and encourage participants to share their experiences. Steps include:*
 - *We have to know who we are? What departments represent our strongest pathways to work and/or are connected to the fastest growing sectors in our region.*
 - *We have to tell the story of who we are AND amplify that*
 - *We then use that story-telling to identify and build partnerships.*
 - *Work with those partners to secure funding to become MORE of who we are!*

Reporting Structure and Organization

There is no standard best place for the career center to be situated. There are examples of successful, innovative career centers that are housed in Student Affairs, Academic Affairs and Advancement. In the CSU system, one of the 23 campus Career Centers currently report to Advancement, 6 report to Academic Affairs, and the remaining 16 report to Student Affairs. The Career Center must work side by side with faculty, academic advisors, student affairs staff,

alumni and employers to promote career readiness. Regardless of the reporting structure and where the office is placed on the organization chart, here are some key considerations:

- To make career education attainable, we must be intentional about making it part of the curriculum by partnering with faculty champions
- To substantially increase the number of internship opportunities and career opportunities after graduation, we must build strong, lasting relationships with employers
- To offer mentoring, guidance, and networking opportunities for students, we need to recruit and organize partnerships with alumni and friends of the university

Task Force Recommendations:

Given the above, the campus might consider elevating both Career Services and Academic Advising separately so that a focus on career education, internship, job opportunities and building social capital through relationships with alumni and friends is prioritized. In order to scale our career education so that every student has access, we must move beyond the 1:1 advising model that is more appropriate for academic advising. We envision career office staff being responsible for developing the tool kit for faculty to incorporate into their curriculum and collaborating with a team of faculty and staff champions who share best practices to get us to scale. In addition, having a team of "business development" professionals who are out in the field building relationships with employers and alumni that create many more pathways to careers in a wide variety of industries as well as a more robust network that our students can tap into.

- *Identify any additional issues to address in implementing a change*
- *University Career Center could report to Advancement to capitalize on building partnerships with employers and alumni*
- *Review accreditation requirements from AACSB ([Standard 9: Engagement & Societal Impact](#)), ABET, WASC*
- *Consider adopting a liaison approach with career advisors assigned to each college*

Appendix 1: Survey Process and findings

- Student, staff and faculty focus groups were established to develop survey questions
- Survey links were shared with staff and faculty via email and were also posted on Canvas/Blackboard to maximize participation
 - Student Survey (291 participants with 65% with senior standing) results indicated
 - 62% of respondents said they used LinkedIn to seek job opportunities
 - 59.4% use Indeed
 - 16.4% use AACE
 - 45% of students report that the best time to seek a job is before their senior year
 - Staff/Faculty Survey (93 participants with 51% faculty and 49% staff) show:
 - 64% reported that they refer students to AACE
 - 67% reported that they provide some level of career development support to students
 - Most respondents would welcome career services information to share with students

Though we see that survey results are indicative that our campus community is aware of services offered, there is a clear opportunity to maximize even more synergy between the services offered, communication about those services and divisions across campus. Utilizing our PR/Marketing and community engagement strategies would be helpful in this regard.

Appendix 2: National Association of Colleges and Employers (NACE)

[NACE Standards for College & University Career Centers \(revised 2019\)](#)

[NACE Competencies for a Career-Ready Workforce \(revised 2020\)](#)

- Career & Self Development
- Communication
- Critical Thinking
- Equity & Inclusion
- Leadership
- Professionalism
- Teamwork
- Technology

[NACE Career Readiness Development and Validation \(2022\)](#)

Appendix 3: Technology & Resources

- CalStateS4
 - We currently use CalStateS4 (version 1) for internship compliance processing (per EO 1064). A new version is being developed at the Chancellor's Office.
- Canvas
- Career Village - nonprofit crowdsourced advice to students
- EAB Navigate (BayAdvisor) - platform used by faculty, advisors, career counselors and students for advising meeting notes, notifications, campaigns, early alerts, etc.
- Handshake - platform for job, internship, and career event postings
 - We currently use [Handshake](#) for job postings, employer interviews and workshops, and some large scale career events.
 - They are responding to [input from students](#), staff, and employers to expand information available.
- Interviewing.com - platform for mock interviews, record self in practice interviews
- LinkedIn Learning
- Live Alumni
- 12 Twenty
 - [Simplify](#) job and internship process for students and employers
 - Provide first destination survey [data](#)
 - [Alumni](#) outreach and networking
- Quincia - platform that provides dynamic resume analysis and tailored mock interviews using AI.
- UConnect - tool that provides one space access for all platforms and resources, sources career information from other platform partners
 - Sample of page at [Fresno State](#) to create a central hub for all career applications/messaging