

Career Resource Center
Program Planning and Self Study
Committee Response
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The committee would first like to thank the Career Resource Center (CRC) for the comprehensive data presented in the self study. Taking the information and benchmarking it to national norms, the NACE standards, gives a true reflection of points of excellence and national standards. The committee would like to acknowledge the hard work and dedication of Dianne Farrell in this process. She has been an outstanding resource and has worked diligently to respond to the committee's many questions and requests for additional information.

The comments by the committee will respond to the individual sections as outlined in the self study.

Mission

The mission of the CRC is aligned with Pacific's mission as stated in Pacific Rising. To work with students and alumni to continue to support career advancement even after graduation.

- This section of the document uses the words student and client. It is not clear if these terms are meant to be used interchangeably or if they represent different constituents. This clarification, although very minor would be helpful.
- This section discusses one of the challenges of Pacific hybrid central/decentralized model. The challenges are to balance requirements by external accrediting bodies, which require academic experiential learning to be directly overseen by the unit granting the degree when the experience is required within the curriculum. This does present challenges for both students and community partners to understand the complexity of this relationship. The CRC recommendation is to promote good communication between all groups on campus offering experiential learning. The committee would like to recommend one step further with the formalization of communication through a board or committee which would meet at least annually to ensure open communication and support across all units.
- The committee also recommends robust development of the vision for the CRC. A vision statement was developed at the request of the committee and this is an important first step. This will make the CRC's path or next steps much clearer.

Program components

Summary of understanding

The CRC has a very broad scope of services. The comprehensive career guidance and information, facilitating job information and placement, working with community partners and students to build educational experiences, and the overall assistance given to students/alumni are remarkable.

Career Advising/Counseling

- It would be helpful to the CRC to do a comprehensive review of the data as to what drives the “busy” times and analyze these patterns to determine when these times occur and why this cyclic pattern happens and is there a way to minimize the impact on services during these times.
- Regarding the notes section of NACELink, are the four staff members with access also counselors? Do students have access to the notes that counselors make, to refer to for follow-up or next steps? This work sounds time consuming and evaluating the benefit to students/community partners and the CRC is very important. What is the nature of this notes section and how does it help the CRC staff and students?

Self Assessment Assistance

- The committee would like to recommend that the CRC look closely at the assessment tools that are administered. It is not clear to the committee how many assessment tools are completed by a student or even how they are selected, how they are administered and how the feedback is given to the students. There may be an opportunity to streamline the tools used here. It could also be beneficial to have a dialog with Institutional Research to determine if any data collected by IR might be useful to the CRC.

Career and Occupational Research Assistance

- Can you expand on the process by which counselors will “refer students to individual professional contacts?” How do you access alumni contacts? How do you find the employer/community partner contacts? Are you able to refer a student from any major to an alumnus(ae), employer, or community partner?

- **Recommendations**

- The Committee supports both recommendations made for Career Advising/Counseling.
- It is important to have data showing the demand and/or effectiveness of assessment tools as a part of this funding request. Consider including items on the evaluation (Appendix 16B) about the need and effectiveness of various assessment tools, or perhaps effectiveness feedback can be obtained following a counselor’s debrief of each assessment.
- An additional counselor will alleviate the office congestion and will allow them to keep the current number of services they challenge to keep up with, plus an additional counselor will help the CRC plan for an even more robust future.
- The committee recommends that prior to adding staff, a work load study should be conducted, determining what the needs are and where the growth in the CRC has been and how best to serve these clients. It will be important to incorporate the vision plan of the CRC when considering this document.

Career Information

The committee acknowledges the importance of materials to distribute and other mechanisms to disseminate information. The question is how best to address this need and how best to augment current practices. The committee feels additional data should be gathered in this area to determine how best to utilize funds. It will be necessary to determine which populations should be targeted initially and support will be expanded. Things to think about with the increase in the undergraduate class size at Pacific is this a good time to consider focusing efforts and what the changing needs of this population may be. Is it time to look at how best to support the graduate students without being a direct point of contact? Supporting undergraduates applying to graduate programs may continue to be a vital role but communication with campus partners may streamline or clarify the CRC's role.

Employment Services Recommendations

There are many opportunities here for Pacific clients. It has been challenging to maintain the face to face contact during these economic times. Does this challenge also afford opportunity? There are professional sites (eg LinkedIn) that support the professional network and these should be explored. Supporting students thru these types of media may be a good opportunity for Pacific. The challenges faced to attempt to keep the traditional formats in place should be seriously evaluated at this juncture to find the balance that will maintain successful programs and yet allow flexibility as new ideas come forward. Are there programs that can be delivered in nontraditional format, for instance in a virtual setting such as Second Life? Understanding the time and commitment it will take to develop these types of services the committee does support addition of staff to the CRC. The skill set of the individual should be closely evaluated.

Experiential Education

Summary of Understanding

Experiential Education is discussed on pages 23-27 of the Career Resource Center (CRC) Program Review, undated self-study. This section of the CRC's self-study report provides background, including the University's commitment to experiential education, the principal forms of it within the University, and recommendations relative to the CRC. The committee interviewed key individuals responsible for curricular oversight of experiential learning within the school or college and would like to share the following recommendations. The CRC self-study makes three principal recommendations for future directions regarding experiential education. The committee will respond individually to each recommendation based on the data gathered.

Recommendation 1

- Use COOP 92/192 as the course for students wishing credit for on-campus work experiences (students also would have to identify a faculty mentor/supervisor)

Committee response

- Stringent guidelines would need to be developed and adhered to. At Pacific we do not give academic credit for life experience so in order for this to be successful it would have to be carefully crafted. Work experience does not necessarily equate to a credit bearing educational experience. Next steps for this recommendations; Develop a proposal to be vetted by the ELOC and presented to Academic Affairs for discussion and approval.

Recommendation 2

- Adopt Tiger Jobs for posting all co-op and experiential learning job opportunities.

Committee Response

- **Voluntary Use of Experiential Learning Module Within Tiger Jobs.** Mandatory use of the experiential learning module within Tiger Jobs is not recommended without further examination and acceptance by the academic units. Although the “ease of counting and recording experiences” (p. 26, CRC Program Review document) is a clear benefit from universal use by all Pacific units, there must be widespread buy-in from all constituencies, prior to imposing mandatory adoption of Tiger Jobs.

Recommendation 3

- “Hope that experiential learning will be housed within the CRC,” contingent on adequate additional funding to adequately meet any increased load on CRC staff and resources

Committee response

- **Retain Status Quo Relative to Housing Experiential Learning Within Academic Units.** All individuals interviewed expressed general satisfaction with the help received from the CRC and with the existing structural framework (wherein the specific experiential learning programs are administered within the respective academic units).

It does not seem appropriate, in the short-term, to move toward consolidating all experiential learning within the CRC – the academic units do not support this move and the CRC lacks the sufficient resources (number and specific expertise of staff) to adequately meet this additional responsibility. The existing decentralized framework for managing

experiential learning at Pacific should be retained, with focus on improvement and not fundamental change.

- **Continued Development of Complementary Relationships With Academic Units.** There seems to be a natural division of responsibilities between the CRC and the academic units: the CRC has a general perspective of experiential learning, whereas the respective academic units focus on program-specific needs. The challenge is for each to meet student, employer and University needs, without being at cross-purposes or duplicating efforts.

The CRC is commended for its great efforts, working collaboratively with academic units, to jointly meet student and employer needs. The CRC is encouraged to continue clarifying working relationships with the academic units.

Graduate School Planning Services

Collaboration with other partners on campus such as the Fellowship Advisor would be beneficial. Reinforcing the importance of graduate school opportunities prior to the senior year is very important. Discussion of partnering with Graduate School to support funding.

Program Management

Summary of Understanding

Marketing/Promotion/Outreach

The Committee did survey students freshman through senior to determine awareness of the services provided by the CRC.

Committee Recommendations:

Career Resource Center marketing, promotion and outreach efforts should be focused on the following:

1. Although the CRC Program Review states that “surveys are sent to students and employers to assess need and impact,” only the Career Resource Center 2006 student survey instrument was provided, but not

- the results of this research. An up-dated survey should be conducted, to provide more current useful data.
2. Continued marketing, promotion and outreach should focus on the preferred means of contact: email. Students state this is how they primarily have heard about CRC, and also that it is the best way to reach them, by a wide margin.
 3. While it is good for CRC to have a Facebook page, where students can access information, our theory as to why it was not a strongly preferred means of receiving information is that students consider it “personal space,” useful for communicating with friends and family, regarding non-academic information. The Facebook page should remain important in the public relations toolbox, but should be supplementary to email contact.
 4. Since Faculty Advisers and Professors rank at the top for career guidance, efforts should be made to contact them, to increase awareness of the services provided by CRC. The Appendix of CRC’s self-study includes the Stockton Campus 2006 Faculty Survey instrument and results, which indicate one-fourth of faculty are not at all familiar with the services provided. While 58.2% of those responding agree or strongly agree that the services provided to students through CRC are valuable, over 40% are uncertain. This is an audience that needs to be addressed. The Career Resource Center’s academic department liaisons are effective in bridging the gap between CRC and the faculty, and should be encouraged to increase contact on a regular basis. (CRC’s Kaye Mooney, for example, was assigned to the Communication Department, and met regularly with the faculty, to increase awareness, answer questions, and provide assistance as needed. She was extremely effective, welcomed at faculty meetings, and accessible as needed.)
 5. The *Career Central* Newsletter should be re-evaluated. While CRC reports that “budget constraints make it impossible to print and distribute it directly to student mailboxes,” our informal research indicates, it is apparent that budget need not be allocated to printing, since the electronic version may be sufficient.
 6. Tiger Jobs and Resume Workshops are recognized as CRC services, by students responding to the informal survey. However, CRC should continue to place emphasis on publicizing and presenting events, such as Career & Internship Faire, the Etiquette Dinner and Meet Your Future, that could be equally valuable to students.
 7. Classroom Presentations, New Student Orientations and Preview Days should continue to be utilized for marketing, promotion and outreach to students, as CRC’s visibility on campus is vital.

Financial resources

Based on the summary of understanding it is recommended that the CRC consider the following

- Identify and prioritize its core programs and services and allocated resources accordingly. Even in the best of scenarios, a unit may not have enough resources to support all its programs and services. Units may continuously face resource constraints and such prioritization will lead to the appropriate investments in key areas.
- Track expenses of core programs and services by activity codes.
- Ensure there is a commitment to provide adequate funding for a new program or service before planning for and implementing it. With current constraints now, it would be important to secure appropriate support before launching a new program and services. Otherwise, undue burden will be placed on current human and financial resources.

Responses to CRC's Recommendations

Recommendation 1

- Provide adequate funding.

Committee response

- Consider prioritizing the key events and then submit requests for resources based on those priorities.

Recommendation 2

- Provide funding to support career counseling assessment resources.

Committee response

- Consider developing a fee structure to charge alumni for career counseling assessment tools. Currently, alumni are not required to pay for these services and are probably in a better position to pay for assessment services when compared to students.

Recommendation 3

- Provide funding to Tiger Jobs, the online job resource tool.

Committee response

- If Tiger Jobs is a core program/service, funding should be allocated to ensure that this service is continued.

Recommendation 4

- Provide funding to launch and support the Alumni Mentor Program and experiential education

Committee response

- Unless funding is allocated to support these programs, CRC should consider holding off on launching the program or consider partnering with other interested departments to share in the cost. However, even in partnering to share the cost, CRC should secure additional funding before moving forward.

Recommendation 5

- Establish a separate account to support the position and activities associated with the Assistant Vice President for Diversity and Community Engagement.

Committee response

- It is evident that the implementing of this recommendation could help alleviate the constraints on CRC's budget.

Recommendation 6

- Provide adequate funding to support staff professional development and pre-professional student staff monthly meetings.

Committee response

- See human resource section.

Recommendation 7

- Providing annual increases to the budget to account for inflation and increase in student demand for services.

Committee response

- A budget should not remain stagnant as costs of general operating expenses do tend to increase year to year. But more importantly as the student population at Pacific grows the needs for services will grow so this evaluation of increased need for funding based on increased student demand for service should be evaluated annually. The actual cost of CRC programs/services per student/alumni is marginal.

Human Resources

Summary of Understanding

Based on the information provided, it appears that the CRC has talented, dedicated, and qualified staff to meet the needs of its stakeholders. The staff has the appropriate educational background, along with the level and years of experience. Also, because staff members are expected and supported in their efforts to continuously learn and improve, they have the necessary skills to be successful in the positions. This is evident by the number of training programs and conferences attended and the resource commitment. For instance, on average, the staff learning and development makes up 18 percent of the operating budget, with a high of 32 percent in FY07. Finally, for technical support, the staff draws upon its division's resources.

Even with the strength of its current staff, CRC continues to experience challenges in staffing. Due to limited resources, priority changes, and loss of funding, the CRC has experienced a decrease in the number of staff members and the ability to attract talented and capable individuals. Such challenges have placed additional constraint on the staff members and limited the ability for CRC to offer specific services.

Since FY05, CRC has lost a full-time career counseling position, unable to attract a graduate student intern due to lack of funding to provide a stipend, and experience reorganization due to the Assistant Vice President for Diversity & Community Engagement position.

General Feedback

Based on the documents provided, it appears that the Career Resource Center is facing challenges in the level and numbers of staff members it needs to deliver critical programs and services. Over the past five years, it is evident that due to the lack of funding and unit reorganization, CRC lost or has been unable to fill positions. At the same time, CRC is experiencing increase in the demand for counseling sessions. Unless positions are restored, CRC will continue to face limitations in the number and quality of programs and services that it delivers, especially as it relates to career counseling

Responses to CRC's Recommendations

- Offer a stipend for career counseling interns to improve the prospect of identifying and hiring suitable candidates each semester
 - *Restore funding to support the attraction of a qualified graduate student intern.*
 - Replace the career counselor position.

Replace the career counselor position.

- *In fact, this should be given a priority over the graduate student intern as this position will be full-time and experience less turn over.*

Technology, Facilities and Equipment

Summary of Understanding

Based on the information provided, it appears that the CRC is leveraging technology, has adequate space and sufficient equipment to deliver its programs and services. It appears that CRC has taken advantage of technology by offering online services such as Tiger Jobs, assessments, and even career preparation programs. Also, CRC has utilized its website to communicate key information and offer services. Additionally, it works closely with the division's technical resource person for technical needs, often utilizing thin-clients, a cost-effective and secured equipment for student computing needs. And while storage space is a bit challenging, for the most part, CRC is managing with its current space.

General Feedback

Based on the documents provided, it appears that CRC could benefit from a computer replacement program so that students' and staff computing needs are met.

Responses to CRC's Recommendations

- Upgrade CRC's library thin stations
 - *Develop a computer replacement schedule and budget to ensure that staff and students are provided with adequate technology equipment*
- Upgrade two computers for the pre-professional student staff
 - See above recommendation.
- Expand storage space and create an employer lounge to be built into the McCaffrey Center plans for the CRC space.
 - *This should be explored in the design of the McCaffrey space and there may be opportunities to share the space with other departments.*
- Hire a part-time technical support position to support technology
 - This may not be necessary due to the support already provided by the division. Consider discussing with the technology staff before hiring an additional support staff

Campus and External Relations

The review of the material submitted by the Career Resource Center for program review of the Campus and External Relations section reveals the work and

dedication of the staff to develop collaborative programs is extensive. Especially the outreach efforts and the development of programs within faculty in the College of the Pacific have produced excellent results. While the outreach to faculty is excellent there are challenges communicating CRC goals and objectives to employers, alumni and students.

Recommendations for CRC staff to consider adopting:

- Strategic goals for alumni and employer participation in events, jobs posted, internships that are communicated to various stakeholders
- Striving for a “central-point-of-contact” model for employers is an important goal. Employers often get confused if there are several entry points to a college campus. Often times they are interested in advertising many different positions and without clear channels to promote these opportunities, both employers and students are disadvantaged.
 - CRC should explore the possibility of having the various schools share the same on-line system that allows multiple organizations, within a campus, to utilize the same online employer system but retain their unique identity. Currently, the CRC has a system that allows for multiple environments to be created under one infrastructure.
 - Some departments will not feel comfortable sharing their contacts with the CRC. They may have long-term relationships with the organizations and may wish to ensure that students from their department benefit from these contacts. The CRC should negotiate and coordinate with these departments offering marketing materials that the department can share with their employers providing options if they wish to recruit a broader range of students.
 - The CRC should coordinate a centralized marketing campaign to employers. A partnership with the alumni association should also be created to increase job/internship/co-op postings from alumni.
- The membership of the Career Resource Center Advisory Board should take an active role in promoting Pacific to employers. The membership should include key stakeholders, employers, alumni and students. Request the various alumni groups, associations, school and college deans to submit nominees for the advisory board.
- The CRC should create a Career Services Council that would include University wide meetings of all career related services on-campus. The duplication of resources and services could be reduced and that increased coordination and collaboration could yield many benefits for employers and students.

- CRC and Alumni Relations must coordinate efforts to support collaborative programming, communication and training for current and potential volunteers.
- CRC should examine the use of all possible University media outlets that communicates to potential employers:
 - Pacific Review – a quarterly publication distributed to 55,000 alumni and donors
 - Alumni e-newsletter – “What’s Up Pacific?” a weekly newsletter delivered to 18,000 alumni addresses
 - School and College magazines

Link Career Central newsletter to the various School, College and alumni website

Committee Summary Recommendations

1. Creation of a steering/advisory/council body to continue to facilitate communication among groups across campus and serve a “sounding board” for the CRC.
2. The committee feels that the budget requests in the self study are quite modest and the concern is that even with the requested increases the CRC will not be able to continue the level of services offered. As compared to CRCs at peer institutions Pacific’s CRC offers a competitive range of services with less staff and a very modest budget.
3. Move out the Assistant VP to separate cost center. The current funding model is a significant drain on the limited CRC resources. Important to retain adequate funding for the CRC with this transition
4. Staffing needs are evident and the committee supports additional staff. Either graduate student staff (philosophically great but practically often challenging due to frequent transitions) or a permanent full time staff line (this has the advantage of less turn over) is recommended.
5. Continue working to develop a robust vision for the CRC.

Thank you for the opportunity to work with the CRC on this Program Planning.