

# STUDENT AFFAIRS PROGRAM REVIEW

CAREER SERVICES SELF-STUDY 2021-2022

## OVERVIEW OF THE DEPARTMENT AND THE SERVICES OFFERED

Career Services is made up of a team of trained Career Coaches and Employer Engagement Specialists who support students by helping them create individualized career development and exploration plans and connecting them with employers. Our mission is to help students better understand who they are, what they want to do academically and professionally, and what steps they need to take to get there. These steps often include developing career education, providing outreach to employers and students, and implementing clear pathways to professions.

## DEPARTMENT PURPOSE STATEMENT AND DEPARTMENT-LEVEL GOALS

Career Services aims to provide and educate students on career development and exploration. In addition, Career Services connects students with on and off-campus jobs and internships.

## CAREER SERVICES DEPARTMENT-LEVEL GOALS

1. Expand awareness of Career Services resources and increase engagement, participation, and outreach for the following populations: international students, Dreamers, LGBTQI students, first-generation students, Veterans, and Students of Color.
2. Create a campus where all students see a tangible future and cultivate a culture where all students understand and engage in the career planning process – early and often.
3. Develop a premier collegiate recruiting destination for employers in the community who offer quality and equitable job and internship opportunities for all students.
4. Design a career culture at the Salt Lake Community College where every faculty and staff member engage in career development.

## BRIEF DESCRIPTION OF HOW THE DEPARTMENT SUPPORTS SLCC MISSION, VISION, VALUES, AND GOALS

- **Supporting Salt Lake Community College Vision**
  - Career Services develops increased programming and outreach opportunities for increased awareness of and a variety of avenues for students to engage in internships and experiential opportunities.
- **Supporting Salt Lake Community College Mission**
  - Career Services developed a liaison program where we strategically develop partnerships with departments like the Office of Diversity and Multicultural Affairs (ODMA), TRiO, Veterans Affairs, International Students Services (ISS), Thayne Center for Student Life, Leadership & Community Engagement, Disability Resource Center (DRC ), SAT/TS, and Academic Affairs to increase career development knowledge.
- **Supporting Salt Lake Community College Values**
  - Career Services believes in the value and education of career development for all SLCC staff, faculty, and students. Our team members annually develop and present Career development workshops for the SLCC community at large.
    - **Collaboration:** Regular collaboration with several SLCC departments allows Career Services to educate partners on career development.
    - **Community:** Career Services collaborates directly with the SLCC Alumni community and local employers to provide career development, job development, and career programming for students.

- **Inclusivity:** We work to provide opportunities for students to explore their own intersectional identities, and to develop an understanding of the global and intercultural fluency needed for career success.
- **Learning:** Career Services members participate in professional development by attending career conferences, gaining certificate training in career assessments, designing bi-weekly staff meeting opportunities, and leading initiatives at SLCC.
- **Innovation:** Career Services continuously provides new ways to create access for career development. Some examples are digital education, passive programming, workshops, canvas courses, targeted industry fairs, and virtual programming.
- **Integrity:** Career Services is committed to providing the best service to each student while also maintaining proper boundaries and striving to uphold guidelines provided by NACE.
- **Trust:** Career Services is committed to internal and individual annual reviews of practices, policies, and education. Ensuring we are meeting the needs of students and stakeholders.

## ASSESSMENT OF STRENGTHS, AREAS FOR IMPROVEMENT, OPPORTUNITIES, AND CHALLENGES

### STRENGTHS

Career Services’ strengths lie in prioritizing partnerships and developing career communities of learners and networkers that engage students and alumni for a lifetime. We prioritize partnerships with SLCC faculty, staff, students, and the community to align with socio-economic changes, technological advances, and generational trends. Our goal is to create a model of customized connections and communities that fully engage the entire SLCC network of students, alumni, faculty, employers, families, and surrounding communities.

This career network will serve students from the continuum of prospective services to graduation and beyond. We do this by leading initiatives like the Campus Internship Program and Cooperative Education, introducing modern technology like Handshake, and creating individualized employer and community events like industry-specific job fairs, employer check-ins, and academic major career programming.

### AREAS FOR IMPROVEMENT

Currently, there is a disconnect between Career Services, SAT/TS, and academic pursuits. Better integration with Academic Affairs, SAT/TS, and Career Services is a primary need. As job markets remain competitive, it is increasingly important for students to gain experience in their chosen field and have industry coaching advisors readily available. The soft skills that employers are searching for are often gained through real-world experiences and taught by Career Services.

Career Services needs to expand services for specific populations. A “one size fits all” model is outdated and can no longer be sustained. Communicated pathways for career engagement do not exist for all populations nor meet the needs of all students. Research on career services shows that creating a process that combines classroom, co-curricular and experiential learning to promote systematic exploration of career options and inform choices across the student life cycle will maximize retention and post-completion success for students.

Lastly, the Career Services infrastructure could improve. The most critical part of any career services operation is the quality of staff involved and their ability to work with students promptly. With a smaller staff size, Career Services has been able to provide limited quality services to students and employers. To build upon this success and to create a model of customized connections and communities that fully engage the entire SLCC network, expansion in staffing is needed.

## OPPORTUNITIES

- Implement a student satisfaction survey in conjunction with Data Analytics to analyze gaps in best serving under-represented students. Disaggregate the data to learn more.
- Develop a peer educator program to scale career education and curriculum
- Present at department faculty/staff meetings across the College.
- Work with Human Resources (HR) to conduct a market comparability study for staff compensation.
- Expand accessible on-line education (cooperative education, career development education, etc.).
- Develop identity resource pages for the website to address frequent questions of students from varying identities including DACA & Undocumented, international, LGBTQ, adult learners, race & ethnicity, religion, students with disabilities, veterans and service members, and women.
- Host an equity and inclusion retreat for employers by sharing SLCC's mission and values and standards for recruiting SLCC students. In addition, provide training and resources on Career Education Curriculum, hiring and hosting international students, and job description and hiring etiquette.
- Continue working remotely and/or a hybrid schedule, as that has increased programming and student appointments by 60%.

## CHALLENGES

- Staff turnover at SLCC, a decline in mental health, and changing priorities.
- Competing demands of case management, STTS, employer engagement, and exploration.
- Areas for improvement and goals that require collaboration with outside programs.
- In-person staffing: we are spread thin with 8 coaches and 6 campus locations.

## BACKGROUND AND CONTEXT

### SIGNIFICANT INSTITUTIONAL OR EXTERNAL CHANGES THAT HAVE IMPACTED SERVICES

- SLCC's implementation of Pathways: Pathways shifted the focus away from SAT/TS to exploratory students.
- Career Services role with Case Management. In addition to case managing exploring students, general studies students, students who sign up for orientation, the CARES team, and CIP/cooperative education; Career Services was asked to place students (through banner) into exploratory courses that were being held for undecided students (re-designed/ first 5 courses).
- Campus Internship Program: Career Services was asked to grow the program from 35 students to 90 students.
- Covid-19: 90% of students booked either online or phone appointments. Walk-ins and in-person appointments decreased by 80%. Career Services shifted employer programming to either a hybrid or virtual model. Programming went up 50% in attendance and 80% in volume of programs
- Shift in the economy: students are looking for high-paying roles (at least \$15 an hour) and remote roles. Due to this shift, employer outreach has tripled, and it has become increasingly difficult to fill on-campus jobs.

### RECOMMENDATIONS THAT EMERGED FROM PREVIOUS REVIEWS OR ASSESSMENTS

Career Services Spring 2015 program review provided several recommendations to strengthen the program. These recommendations included:

- The Director of Career Services will create a staffing plan to expand Career Services as well as support internal promotions.
- The Director will submit a request for an Assistant Director position to the Vice President of Student Affairs and proceed to search for and hire for the position.
- Director and staff will develop standard content for workshops and student skill-development training. Career Coaches will be instructed to deliver specific content in the workshops they present.
- Career Services will split the Career Services website pages to separately address students, employers, and faculty.
- Career Services and Academic Advising will meet monthly to define the roles of each department.

- Career Services will prioritize data assessment aimed at continual improvement
- Career Services will prioritize moving the CTE (Career & Technical Education) (Career & Technical Education) (Continuing and Technical Education) Career Coach to Westpointe for student support and awareness.
- All coaches need to have designated offices hours and clear information on how to reach a coach.
- Consider having a dedicated advisor for Veterans.
- Career Services will work with SLCC Institutional Marketing to formulate a three-year comprehensive Marketing plan to include signage, marketing of services, and sponsorships. Pieces of the plan will be implemented as the plan is developed and some parts of the plan development will be ongoing as new methods and delivery options become available.

#### SIGNIFICANT DEPARTMENTAL CHANGES OVER THE LAST 5 YEARS

Career Services has experienced multiple changes and implemented many of the above recommendations. In addition, Career Services has experienced several shifts in leadership and staffing since our last review. Some of these changes include:

- 2 Directors and 1 Interim Director.
- Career Services staff turnover.
- Created a new sub-unit of Student Affairs called Student Success which entailed new departments for collaboration.
- Reclassifying positions to better align with current department needs.
- Creation of the Assistant Director of Employer Engagement and Internships.
- Implementation of new software like Focus 2, MySuccess, and Handshake.
- New construction and need for coaches at West Valley, Westpointe, and Jordan Campuses

Other significant changes within Career Services include:

- Aligning Career Coaches with each pathway program.
- Establishing guidelines and policies for recruiting on campus and posting on Handshake.
- Serving on the CARES team: integration of Signal Vine (texting tool), Data Science real-time dashboard, MySuccess Behavioral alerts, and Handshake.
- Moving more services on-line like workshops, appointments, drop-in hours, career resources, and employer programming.
- Revamping Cooperative Education and implementing canvas course.
- Creating more targeted industry fairs that are smaller, intimate, and more tailored for students and employers.
- Creating a cohort model for the Campus Internship Program which includes assessments, programming, speakers, and recognition events.
- Creating a first destination outcomes dashboard for SAT/TS students.

Additional changes due to COVID-19 are listed below. While implemented due to an emergency, Career Services has found these to be effective options for students and plans to continue offering them indefinitely.

- Offering remote and hybrid fairs
- Offering virtual coaching appointments
- Attending virtual professional development
- Virtual staff meetings
- Offering faculty recorded workshops for students

#### PROGRESS REPORT ON CURRENT DEPARTMENTAL GOALS

In addition to the changes mentioned above, Career Services has completed several of the recommended changes from the 2015 Program Review. Some of those changes are:

- Implementation of Career Services Meet and Greet: we presented to staff, faculty, and students who we are and our services (virtually and in-person).
- Developed a career studio space where students receive career support and recognition.
- Creation of the Career Services Campus Internship Program and Recognition Program (Supervisor and Supervisee of the Year, Project of the Year, and Career Development Mentor and Mentee of the Year).
- Implementation of College Central Network and now Handshake.
- Training for faculty and staff on Handshake and virtual job fairs.
- Implemented a faculty and employer breakfast before the job fairs for faculty and employers to mingle.
- Developed semesterly newsletters for staff/faculty, students, and employers.
- Developed an online faculty toolkit and a canvas course for faculty.

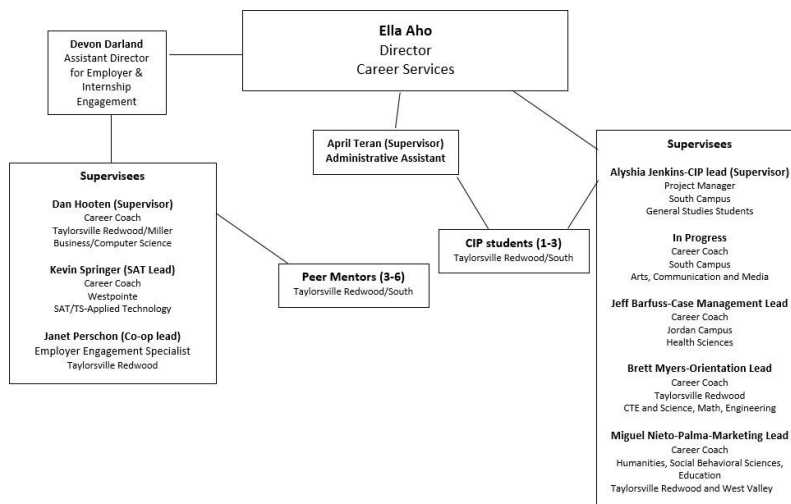
In 2017 Career Services purchased its first-ever on-line job board, College Central Network. In 2020, Career Services upgraded to a platform called Handshake which is used by all USHE (Utah System of Higher Education) and private institutions in Utah. Additionally, community colleges across the country use Handshake. Some of the upgraded features include:

- Students can electronically request appointments (in-person, virtual, phone, and by topic/ location).
- Students can apply for on- and off-campus jobs and internships.
- Students can attend virtual events and workshops from across the country and locally.
- SLCC departments can market career-related events on Handshake.
- Handshake can track student data like event attendance, satisfaction surveys, Handshake usage, and employer engagement.
- Shared coaching appointment notes can be uploaded to and retrieved. Reminders to coaches can be sent.

The goals mentioned at the beginning of this document were created through staff retreats, surveys, and assessment data collected from 2018-2021. Many of these goals are still in progress.

## DESCRIPTION OF PROGRAM AND SERVICES

### DEPARTMENTAL ORGANIZATIONAL STRUCTURE (ORG CHART)





## SPECIFIC FUNCTIONS OF THE DEPARTMENT, AND HOW THAT CONNECTS TO STUDENTS

- **Employer Engagement**
  - Career Services works closely with employers in the community to meet hiring and economy needs, post-employment and internship opportunities, participate in semesterly Job Fairs, host employer information sessions, advertise in print publications, or connect directly with student organizations. Employers are also invited to join our Bruin Sponsorship program which is our signature partner program that helps companies elevate their recruitment and involvement with SLCC.
- **Job Fairs**
  - Career Services oversees two large general job fairs a year and one large Alumni Job fair in collaboration with all Utah schools. In addition, Career Services hosts smaller industry fairs. The fairs are an opportunity for students to speak directly to employers that might have job openings, and to learn more about local employer. They are a great opportunity to connect with multiple employers at one time in a single location of either in-person or virtual. These fairs tie directly with retention and success at Salt Lake Community College.
- **Internship and Employment Database**
  - Career Services oversees Handshake, which is an on-line recruiting platform for higher education students and alumni. Currently, all Utah institutions use Handshake which means all Utah students have the same access to jobs, internships, and employer events. Salt Lake Community College partners with Handshake because it is an excellent platform for students to find everything from their first internship to the job that launches them into their dream careers.
- **Training SLCC Faculty and Staff on Career Development**
  - Career Coaches are skilled and trained in helping students create a personalized plan designed to help every student with their career or major goals. Career Coaches guide students through a series of questions regarding a student's unique situation to make sure they have a strong understanding of why they are unhappy in their current role or why they might be lost on what major to choose. Career Coaches are certified in Gallup Strengths Finder, MBTI, Focus 2 Career, and Design Your Life which all aid in helping students match their skills and Strengths to an internship, job, or program at SLCC.
- **Campus Internship Program**
  - The Campus Internship Program (CIP) provides SLCC students the opportunity to obtain a paid internship opportunity with an on-campus office or department. The goal of CIP is to provide students with professional development, new learning opportunities, and career mentorship. Students develop professional skills and experiences which support their current and future educational and career goals. In addition, Career Services hosts career and major development workshops like Gallup Strengths Finder workshops, job fair prep, and career exploration workshops. All students are funded through a Career Services budget.
- **Cooperative Education Program/ Work for Credit**
  - Cooperative Education (Co-op) is an academic-focused program that allows students to obtain professional work experience while taking courses at Salt Lake Community College. Co-op programs provide students with the opportunity to combine classroom study with periods of paid professional employment related to a student's major and career goals. Co-op credits count towards major or elective requirements.
- **Case Management**
  - Career Services is a member of the CARES team. Our responsibility is to serve students by creating a connection between college resources and CARES professionals to support students in being successful in college.

## BRIEF DESCRIPTION OF DEPARTMENTAL FUNCTIONS —ESPECIALLY THE ONES BEING ASSESSED

### EMPLOYER, FACULTY, & INTERNSHIP ENGAGEMENT

Career Services plays a vital role in enacting Salt Lake Community College's mission and values. Our purpose is to help students establish fulfilling careers, contribute to society, and adapt to the increasing complexity of life and work. We express this mission by establishing a strategic team of Employer Engagement leads and specialists. Their role is to:

- Identify and analyze gaps in student and off-campus employment and recommend recruiting options, strategies, and sponsorship opportunities to fill these gaps.
- Initiate, coordinate, and implement quarterly networking events to facilitate the interaction of students and alumni job seekers with employers and community members seeking to hire.
- Establish relationships with employers to increase the diversity and quality of recruiters at Salt Lake Community College
- Participate in organizations and groups that will enhance the development of employment opportunities.
- Provide consultation for employers regarding branding their organizations on campus.
- Provide program opportunities for staff to learn more about key employers and their opportunities via site visits and employer presentations.
- Manage and continuously update Handshake which has 3,500+employer records.
- Recruit student, alumni, and employer participation in major events.
- Establish measurable criteria for employer development goals, maintain records, and submit monthly reports.

Faculty engagement is a core liaison to the work of Career Services. Our department deeply believes in collaborating with Academia to increase student retention and completion. Below are the roles which the faculty play in Career Services:

- Utilize the faculty member's expertise and connections to boost students' awareness of resources on campus.
- Recognize faculty who are doing excellent work embedding career development in the classroom.
- Promote career education during classroom settings and faculty council.
- Integrate the career readiness competencies into syllabi/classes, including the creation of career-related learning outcomes for their courses.
- Assess career-related additions in classes and provide a report at the end of the semester demonstrating which outcomes were achieved.

## REVIEW OF RESOURCES

### FINANCIAL RESOURCES SUPPORTING THE DEPARTMENTAL BUDGET

Career Services runs on an annual budget of \$1.3 million (Fiscal Year (FY) 21). Funding sources in FY 21 included Education and General (E and G), Servicing, SAT (School of Applied Technology) (School of Applied Technology) (School of Applied Technology) funds, and Triple I fund.

Career Services' annual budget does fluctuate between \$1 million and 1.3 million. Each fiscal year Career Services requests additional funding for the Campus Internship Program and through the Internal Budget Process. The additional funds allocated change each year (within hundreds of thousands) depending on financial security and/or economy during budget requests.

## STAFF

As stated above, Career Services is supported through various budget indexes. In May of 2015 three Career Services Coaches were partially paid through Perkins Grants, SAT funds, and E and G. As of May of 2019, all Career Coaches were paid through either a split of SAT funding and/or E and G funding. For context, before Career Services transitioned to being more than just a placement center, SAT had a coaching team. The SAT coaching team dissolved, and Career Services was initiated. Currently, two coaches are being paid out of SAT funding (50%) and E and G (50%). The understanding is that Career Services will honor the SAT funds and support SAT efforts by collecting student outcomes data, coaching SAT students, and establishing relationships with faculty. One Career Coach is partially paid through Servicing (30%), existing PT funds (30%), and E and G dollars (40%). The goal is to eventually have all staff on either E and G dollars and/or SAT dollars. In addition, Career Services has one .75 individual, meaning they work 29 hours a week and are paid benefits. A .75 exempt position is rare within Salt Lake Community College.

## RESOURCES

Career Services oversees Focus 2 which is an online career and major exploration assessment tool for incoming and prospective students. The assessment results tie directly to SLCC programs and certificates as well as career outcomes. Career Services also oversees Handshake which is a Career Services Management system that oversees employers across the country and locally looking to hire SLCC students. In addition, Handshake is a one-stop shop for career events, job fairs, career resources, jobs and internships, and peer mentoring.

## HUMAN RESOURCES—ASSESSMENT OF CURRENT STAFFING LEVELS AND NEEDS

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### CURRENT POSITIONS:

Career Services is comprised of one Director, one Assistant Director, seven full-time (FT) Career Coaches, one three quarter's time Employer Engagement Specialist, three part-time (PT) student workers, and one Administrative Assistant

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### RECENT CHANGES

- Aligned Career Coaches with campuses: one FT coach at the Jordan Campus, one FT coach at the Westpointe campus, three FT coaches at the Redwood Campus, and two FT coaches at the South City Campus.
- Moved our Assistant Director to South City Campus.
- Reclassified one PT Career Coach to a FT Career Coach position.
- Added coverage by appointment at West Valley Campus.
- Permanently aligned all coaches to oversee one program of study at SLCC in alignment with Pathways.
- The entire Career Services team is allowed to work a Hybrid schedule of in-person and remote.

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### NEEDS

Career Services is currently the only department within the unit of Student Success that has one Assistant Director. The Director and Assistant Director split their time supervising the entire team, the Director has too many direct reports that it detracts from being able to focus on big-picture tasks a director should be engaged in. Also, most directors do not have this many direct reports. Adding another Assistant Director over Career Education and Curriculum will expand our services to students and the SLCC community (We currently have one Assistant Director over Employer Engagement and Internships). This position would improve our ability to reach all students, provide accessible and equitable career education, and add additional mechanisms for career development outside of coaching appointments. Additionally, having a second Assistant Director position would allow us the time, capacity, resources, and expertise needed to expand our current assessment & data collection (including launching a campus wide First Destination Survey) to ensure we are serving our students, meeting departmental and institutional goals, and are continually improving upon our services.



Career Services oversees a 900k budget for Internships and jobs on campus. Right now, we do not have a dedicated position to oversee this initiative. Having two FT internship coordinators would dramatically increase the awareness of Work-Study and on-campus jobs and internships.

Career Services oversees coaching for all students who are receiving a degree as well as SAT/TS students. Each coach has a caseload of 2,000-3,000 depending on the major. Career Services would like dedicated Coaches to oversee all majors as aligned with Pathways as well as dedicated coaches for SAT/TS. Career Services could use an increase of two FT coaches to directly oversee SAT/TS students and completion outcomes.

## TECHNOLOGY RESOURCES

Career Services utilizes a variety of technology to stay connected and provide direction for students, staff, and faculty. Career Services utilizes standard office technology that is updated periodically.

### DATABASES

#### MYSUCCESS

In November of 2018, Career Services began using Starfish (MySuccess) along with Academic Advising. MySuccess is a student success tool, which allows an instructor, staff, or member of the CARES team to notify a student when there is a concern about performance or success in a class. Alerts may identify frequent absences, missed assignments, low scores, or failure in a class. MySuccess also allows instructors to raise kudos to celebrate a student's success in a class or make referrals to support services when needed. Students who receive alerts, kudos, or referrals will receive an email and notification in the MySuccess Student Center. A referral may be for a student to see a Career Coach to discuss major and/or career exploration. Students can also make an appointment with a Career Coach on MySuccess. After referrals and appointments are made, Career Coaches can share notes with other staff members.

#### HANDSHAKE

In July of 2021, Career Services ceased its contract with College Central Network which was only a job board for Salt Lake Community College students. Then we launched Handshake. Handshake is a one-stop-shop for students and includes:

- Personalized job recommendations based on major and interests
- A straightforward way to register for and attend Career Services events, job fairs, and industry highlights
- Ability to apply for jobs & internship opportunities that have been vetted by Career Services staff and meet guidelines established by the National Association of College and Employers
- Student access to on-campus interviews in conjunction with job fair events
- Ability to publicly rate employers and internship experiences
- Shared employer contacts and recruitment efforts with Utah participating Handshake users
- High-level career and internship matching for recruiters and SLCC students (this includes all degree-seeking, early high-school graduates, certificate-seeking students, and new alumni)

## ASSESSMENT OF THE QUALITY/CAPACITY OF STAFF, WORK ENVIRONMENT, PHYSICAL AND TECHNOLOGY RESOURCES

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## STAFF

- Career Coaches have a standard caseload of 3,000 students depending on the size of the program.
- Career Coaches case manages new students who are exploring. The cohort size is 100-200 in total.
- Career Coaches have a CARES MySuccess caseload of 50-100 each.
- Career Services serves all students throughout their entire career at Salt Lake Community College.
- High turnover rate of part-time staff and student staff due to non-competitive wages.
- Staff have a broad variety of experience in the field ranging from entry-level to highly experienced, with the majority in the upper ranges.
- Career Coaches serve more than students; coaches are in the classrooms, visiting employers on-site, attending Design course meetings, attending Program Advisory Committee meetings, creating programming & events for students alongside Student Affairs colleagues, and are attending professional development opportunities to best serve students and employers.

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## WORK ENVIRONMENT

- Staff connections with departmental colleagues across SLCC campuses can be disjointed at times because of the physical distance and different campus cultures.
  - With the transition to on-line meetings because of COVID-19, staff connections have improved because it is easier to attend them without having to go to a different campus.
  - Career Services has also saved \$2000 from needing to reimburse staff for mileage.
  - Virtual meetings have reduced travel time and expenses.
  - Career Services staff's mental health and work life balance has increased due to the flexibility of working a hybrid schedule.
- Recent conversations and collaboration with faculty have shown improvement in Career Services support to faculty in implementing referrals or adding in assignments in their syllabi.
  - Faculty newsletters, canvas page, and on-line faculty toolkit has increased awareness and referrals.
- Moving to a hybrid model has increased student appointments by over 60%.
  - For career services, students prefer on-line appointments over in-person (90% of appointments are on-line).
  - Career services have a walk-in rate of 1-2 per day compared to 20 per day pre-COVID-19.
  - Due to having a smaller staff, staffing every campus every day has been extremely stressful and difficult since Covid-19. Staffing lunch hours has become increasingly difficult as staff often need to remain working during lunch to keep our doors open
  - The South Campus does not have convenient access to their own copy/fax machine. They are forced to use the copy machine behind the main public front desk area. They do not have keys to that area.

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## PHYSICAL RESOURCES

South City Campus, Westpointe, and Jordan campuses have been updated with new paint and furniture. The Taylorsville Redwood Campus is the main campus without modern furniture or a new physical space.

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## AREAS FOR IMPROVEMENT IN EFFICIENCY OR COST EFFECTIVENESS OF SERVICES

- Re-assess feasibility of using MySuccess for scheduling student appointments with Career Coaches
  - The system is great for case management though it is poor for student appointments.
  - Students are always confused how to make an appointment with Career Services. MySuccess does not allow for an easy way to operate as one department with various locations.
  - MySuccess does not have the option to embed post-appointment surveys in the system; they need to be manually emailed to students, which creates inefficiencies.
  - Data collection is poor (for example, we cannot disaggregate appointment data by program/major, which is critical information to have within career services work), and Directors do not have control over this feature.
- Evaluate using Handshake for student appointments
  - What are the options for copying notes over from Handshake to MySuccess
  - How are other institutions using Handshake for appointments?
  - Can Handshake integrate with MySuccess?
- Review Focus 2 Career and apply as a Utah education outcomes system.
  - Update the website for more clear and concise messaging to our various stakeholders.

#### ANALYSIS OF RESOURCE NEEDS FOR FUTURE OPERATIONS (NEXT FIVE YEARS)

- Long term funding for the Campus Internship Program and on/off-campus student jobs (including work-study)
- Implementing new phones or jabber apps where you do not have to use a code for long distances. We are continuously connecting with employers and using a code to call employers back is very tedious.
- Staffing structure: funding for another Assistant Director
- Staffing structure: funding for two SAT/TS Full-time Career Coaches
- Staffing structure: funding for two Campus Internship Coordinators.
- Eventually moving Career Services out of the basement at Taylorsville and/or implementing a more permanent hybrid model to accommodate the lack of space.

#### ANALYSIS OF SOCIAL JUSTICE FRAMEWORKS IN CAREER SERVICES

Social justice is a guiding value of Career Services and co-exists with career development practice. Career Services actively asks colleagues to respond to the recent calls to action to learn and unlearn, to act in co-conspiratorship and advocacy movements, and anti-racism efforts. We condemn racially motivated violence against BIPOC (Black, Indigenous, People of Color) communities. We acknowledge the trauma of racism and oppression at systemic, community, and individual levels. We are working to both increase diversity in our organization and promote social justice in our field. We are doing this by:

- Working with our entire team to ensure the student population accessing our resources continues to mirror the diversity of Salt Lake Community College
- Actively engaging diverse employers and intentionally using a variety of methods to help students connect with employers who value & support equity, diversity, & inclusion in their recruitment and hiring practices (and beyond).
- Taking strides to reflect the diversity of the student population in our Career Services team (including hiring more personnel who are bilingual+)
- Partnering with the Office of Diversity and Multi-Cultural Affairs, Trio, and Community Engagement to organize career-related programs to connect students with employers congruent with their values
- Ensuring that each Career Services programming has a DEI component.
- Developing opportunities within the Gender Sexuality and Resource Center to connect students and engage in conversations around diversity, equity, and inclusion in the workplace
- Reviewing the responsibilities and metrics associated with each Career Coach for working with "protected populations" as defined by the Equal Employment Opportunity Commission.
- Analyzing employment challenges that disproportionately impact Persons of Color, international students, LGBTQ+ students, students with disabilities, and women. Additionally, all of us need to step up and urge change through whatever methods are available to us.

## OVERVIEW OF YOUR RELATIONSHIP WITH OTHER SLCC DEPARTMENTS

Career Services has important relationships with many SLCC departments with the mission of being more inclusive in student participation and achieving equity in student services, especially around student employment and internships.

Historically, each member of Career Services has been tasked with being a member of an SLCC committee. This has been an effective way to get to know the greater Student Affairs population and ensure each department has a liaison with Career Services. The liaison program has been phenomenally successful. Each member of Career Services is asked to meet with their assigned liaison twice a semester to engage in co-programming, training of resources, outreach for events and news, and to better understand how we can serve their population of students. Our goal is to be an active partner and liaison.

## HOW ARE YOU COLLABORATING WITH OTHER DEPARTMENTS TO ADVANCE SLCC STRATEGIC GOALS? PROVIDE SPECIFIC EXAMPLES.

Career Services strive to gain partnerships with Academic Affairs by designing a career culture at the Salt Lake Community College where every faculty and staff member engages in career development. We do that by following our mission of aligning with and responding to workforce needs. Our goals and success with academic affairs are:

- Increase engagement in classrooms and with students.
- Implement an on-line Careers Course (SLCC) to better scale Career education.
- Develop career exploration classes in collaboration with academic pathway partners.
- Collaborate more with Co-op faculty and get in their classes to present to students on career-best practices.
- Engage with faculty who have capstone or career courses to get into their classroom and share best practices and interact with more students.
- Increase amount of data reporting and information sharing to Deans, Academic Leadership, and academic partners.
- Attend Dean's council to share what Career Services does and how we can support them.
- Collaborate with Deans and Associate Deans on re-imagining Co-op.
- Meet with Deans and Associate Deans at least once per semester.
- Create and share reports on how coaches support students in each area of study along with appointment numbers, where their students are going, and who we are engaging with.
- Conduct outreach and formulate a strategy for liaisons.
- Continue to develop and initiate participation in a wide range of on-campus programming.
- Connect and be more proactive with SAT/TS faculty and council.

Career Services strive to create increased awareness of and a variety of avenues for students to engage in internships and experiential opportunities. We do this by partnering with SLCC departments. Below are examples of partnerships:

- Re-design and create an on-line course for Co-op through Canvas.
- Collaborate with Financial Aid and ISS on getting more work-study and international students' internships.
- Track and increase student engagement with student cohorts from Trio, ODMA, Veterans Affairs, Dream Center, and ISS.
- Implemented a workshop and panel in conjunction with the Gender & Sexuality Resource Center for LGBTQI\* students by LGBTQI\* students and alumni regarding "professional dress."
- Improve accessibility by marketing accommodations available through website and marketing materials.
- Infuse discussions on identity-relevant topics, such as networking as an international student, into signature events including career conferences and Career Fair Prep Workshops.
- Campus Internship Program partners with the ISS to make internship credit an option for international students who are using CPT (College Placement Test) to gain experience but need internship credit and are unable to earn it from their home department.

Career Services provides innovative ways to foster inclusivity and equitable access for students in the SLCC community. For example, Career Services often partners with Institutional Marketing to increase access and equity through our website, data, and marketing. Our goal is to partner with departments by creating identity resource pages for the website to address frequent questions of students from varying identities including DACA & Undocumented, international, LGBTQ, adult learners, race & ethnicity, religion, students with disabilities, veterans, and service members, and women. In addition, we collaborate with Data and Analytics and individual pathway Deans, Faculty & Staff to maximize the collection of first destination career and major outcomes data. Displaying this data provides access and knowledge to Utah market knowledge.

#### ORGANIZATIONAL OBSTACLES TO IMPLEMENTING DEPARTMENTAL INITIATIVES

- Many SLCC departments still refer students to us without using technology correctly and it is a disservice to students. There is a lack of buy-in for scaling with technology.
- Career Services' role has expanded exponentially in the last four years and our priorities have shifted. There is still confusion between what Career Services needs to be doing for SAT/TS students - especially since our coaches are receiving partial SAT funds. We are often asked to serve all student credit seeking and certificate, and realistically we do not have the resources currently to devote our time to both. We must split our team and that split is not enough for departments.
- Having another Assistant Director would immensely help the team.

#### OVERVIEW OF YOUR RELATIONSHIP WITH COMMUNITY PARTNERS

##### **Federal Work Study**

Career Services and Salt Lake Community College is part of a federal work-study opportunity called Experiential Site Opportunities. The program allows Salt Lake Community College to offer students who have or qualify for work-study the option to work on-campus or off-campus using their work-study funds. In addition, this program allows companies who are small businesses, or non-profit local companies the opportunity to mentor and develop a student without worrying about competitive pay.

##### **Job Fairs and Showcases**

Each semester Career Services oversees two job fairs, one in the Fall and one in the Spring. The job fairs are an opportunity for local communities to highlight their company and hire SLCC students. In addition, there is a fee for all companies to join the job fair, however, Career Services always offers a discounted fee for non-profit and government companies. Recently, Career Services has offered a free virtual job fair to employers, and based on the feedback, employers were very appreciative as many companies need to hire and may not have the budget for fairs or traveling.

##### **Employer Information Sessions**

Career Services puts on monthly in-person or virtual employer information sessions. In these sessions, local companies (and sometimes big brand companies) speak to students regarding their company, their benefits, how to apply and be a competitive applicant, and why they should think about their company. This allows students to explore companies they may not have heard of before.

##### **Employer Programming**

Career Services works with community members to put on Career Development programming. In the past, we have supported local companies by having an all-women's humanities panel, developed employer quotes from women in STEM, and had local employers who were either first-gen or Employers of Color connect with our students on their experiences in the workforce.



## DESCRIPTION OF DEPARTMENTAL IMPACT ON STUDENTS

The rising cost of college and the increases in student debt are raising questions about the value of a college degree, and that concern is translating into greater demand for evidence of student success after graduation. Students and parents are demanding transparency regarding alumni career outcomes, salaries, and student debt obligations. Parents and students rely on these information sources when applying for admission, and Salt Lake Community College uses them to inform program design and campus funding allocations.

### PROVIDE DATA FROM SURVEYS, ASSESSMENTS, OTHER FEEDBACK FROM STUDENTS

Salt Lake Community College recently adopted using Qualtrics as a means for assessing engagement. Career Services started using Qualtrics in 2021. As a team, we are in the beginning phase of assessing analysis in gaps and satisfaction from our students, employers, faculty, and community stakeholders. Below are direct quotes from previous surveys we initiated.

**Campus Internship student:** "I had the wonderful opportunity to work with the Communications department to further the growth and positive impact of the Presentation Skills Lab. The Presentation Skills Lab, or PSL (Presentation Skills Lab), is a lab devoted to aiding students and staff in the creation and delivery of public presentations. I was able to help on every level, beginning with the creation of our marketing materials and ending with my presence on site, physically tutoring in the lab. I exercised skills such as graphic design, screen writing, communicative writing, public speaking, interpersonal communicating, leadership, social media marketing development, and tutoring. This kind of experience has blessed me extensively in my course work and I'm sure it will play a role in my career."

**Student quote on "Why Humanities" Employer Panel:** "This was a really great panel, and really helped me get more comfortable with what I want to major in, and I'm also really glad I was able to hear from all women! I really like what the last women said, to not wish away this season of your life. I've gone through a lot while in school and that really made me stop and think about everything, it was just great to hear! Thank you for sending this out to us, it was really great information."

**Faculty quote from a Career Development Workshop:**

"Thanks so much for the high-quality presentation. Your presentations are invaluable. I did not realize how many resources Career Services have to help our students in getting ready for job search. "

**Student quote from a Career Coaching appointment:**

"In the career coaching session, I discovered that there are so many different career paths to choose from. My Career Coach helped me prioritize my interests and goals."

## HOW DO YOU INCORPORATE AN [EQUITY AND INCLUSIVITY](#) LENS TO STUDENTS?

Career Services believes that justice, equity, diversity, and inclusion are important values in the world of Career Services. A social justice approach to career development requires the Career Services team to consider the context in which their students navigate the education system and working world. This includes experiences of racism and trauma, among other barriers. It also urges Career Services professionals to reflect critically on their own biases. By becoming informed about a social justice lens to career development, Career Services team members are better equipped to contribute to advocacy and by supporting students more holistically as they navigate their career journey. Several examples of how we do this are included below:

**Training:**

- Using Brain Based Career Coaching, which is a trauma and neurodiversity informed method of providing career education and information to students so that as coaches we are meeting our students where they are at, and our students can understand and retain the information we provide to them.
- On-going discussions about the meaning and historical context of the word "professionalism". By understanding the ways in which our society has historically conceptualized "professionalism" and the racist and classist implications of those conceptions, our team is better equipped to have conversations with students about interview & workplace appropriate behavior without further subjecting our students to forms of oppression. We seek to close the gap between what employers are looking for in candidates & new hires and how our students are prepared to enter those roles, in a way which honors students' unique skills and diverse identities."

- Group readings, and on-going discussions about what It means to be an emerging Hispanic Serving Institution and an Anti-Racist. We use these concepts to inform how we create career programming and how we inform students of options when it comes to majors, careers, jobs, and financial support.

#### **Hiring and Staff:**

- Career Services students and staff are made up of a diverse staff including age, ethnicity/race, religion, sex/sexual orientation, ability/disability, education, and languages spoken.
- When hiring, there is preference on being bi-lingual, actively understanding equity, justice, inclusion, and diversity, and an in-depth understanding of first-gen, low-income, and culture as capital.

#### **Employer Engagement:**

- Coaches help students navigate their identities and the workplace and help them identify employers and opportunities which will align with their personal values and affirm their identities. We are thoughtful and inclusive in how we talk to students about navigating gender expression during hiring processes, or what name they feel comfortable using on their resume, etc.
- In our Employer Engagement efforts, we seek to identify employers who have diversity hiring practices and also have on-going support, resources, and policies to maintain equitable and inclusive workplaces. We are working on utilizing our new platform, Handshake, to help students better identify employers who have a strong focus on JEDI in their workplace and we continue to network with employers who attend diversity related community events, such as the Salt Lake Diversity Career Fair and the LGBT Job Fair.
- In our platform, Handshake, our Employer Engagement team spends a considerable amount of time vetting all employers as well as job & internship postings to ensure that the opportunities students find on the platform are inclusive and do not violate any non-discrimination policies. We ensure employers are following all applicable federal and state laws in their postings, have equitable hiring practices, and we do not approve any posting which discriminates against protected classes. Additionally, we monitor for flags in Handshake of any employers who have been found to discriminate in their hiring practices or create oppressive and hostile workplaces for students.

### SUMMARIZE CONCLUSIONS RESULTING FROM THE SELF-STUDY

While Career Services has many strengths, there are many ways for the department to improve:

- Hiring and retaining staff continues to be a challenge in creating a stable environment for students. The quality of work could be improved with less staff turnover, as less time would be spent training.
- Technology changes at a rapid pace; we will need to continue exploring technology as it becomes available to provide the most effective services and stay on track with the best practices in our field.
- When it comes to employer engagement, it is clear we need to do a better job of defining who our students are and how they may differ from students at a four-year institution.
- Continued collaboration with SLCC departments and community partners could provide a greater sense of awareness of the work Career Services does for students and bring more equity, diversity, and inclusion to SLCC.
- More deliberate acquisition of feedback from students, faculty, and staff can assist Career Services with assessing and developing best practices in approaching and implementing student-focused programs. Additional data collection, analysis, and reporting are needed to continue improving our services and an additional Assistant Director position would allow us to better align our strategic priorities to create capacity and expertise for increased assessment.

### ANALYSIS AND REFLECTION ON CHALLENGES AND AREAS FOR IMPROVEMENT

Providing training for SLCC faculty and staff and collaboration with other SLCC departments would assist Career Services in increasing visibility and knowledge of the department. This will also aid in the completion of Career Services goals that are dependent on support from other SLCC departments.

Compensation rates for staff in Career Services do not match the skills and abilities required by industry standards, resulting in difficulty in hiring and retaining staff. SLCC has the lowest salaries compared to Utah state public institutions and we have the largest, most diverse, and most complex infrastructure in the state.

An increase in staff would help us effectively market and provide our programs to students, staff, faculty, and employers.

## DESCRIBE GOALS AND ACTION STEPS THE DEPARTMENT COULD TAKE TO MAKE IMPROVEMENTS

Career Services staff identified the following potential goals, with plans to create committees within the department for each one.

1. Develop additional training for faculty and staff on Career Services resources
2. Reassess Career Services' name
3. Use Surveys and Assessments to better inform decisions about our goals and direction
4. Make sure there is a clear understanding of what our department does, who we serve, and what the values are (internal branding)
5. Allow for more focus days so staff can effectively plan and execute goals and outcomes
6. Better accountability from outside of leadership to make sure processes are followed through on and team members are held accountable.
7. Hire staff who understand students at a Community College and genuinely believe in diversity, inclusion, equity, and justice.

In addition to these goals, Career Services would like to upgrade programming in general, which means more targeted industry fairs, revamping or getting rid of large fairs, better programming for students in all majors, and more diversity & inclusion processes on our website, in our operations, and within our programming.

## WAYS DEPARTMENT CAN ADVANCE SLCC MISSION, VISION, VALUES, AND GOALS

Since Salt Lake Community College is an Emerging Hispanic Serving Institution, Career Services has a direct role in preparing and serving Hispanic and Latino students. Below are the areas in which Career Services is working on:

- Expanded availability of career development on-line and addition coaching hours to make it easier for students to make use of what the campus has to offer.
- Engaging parents and providing mentorship opportunities is important to creating a sense of community for Latino and Hispanic students. Latinos are more likely than their peers to be the first-generation students. Parents want to be helpful but may not have experience with the college system, so engaging them can help them help their students. Mentors can also play an important role and pass down knowledge to students based on their experiences.
- Allowing students to expand their Spanish and use it in a professional setting helps them see their knowledge as an asset, not a deficit. Professional Spanish can also give students a competitive edge in the workforce.

Career Services knows that the demographic of Utah is changing and so is our student body, thus our resources and strategic plan need to align with who our students are now. Our department is focusing on:

- Engaging and educating families early.
- Meeting students where they are.
- Use student feedback to inform program development.

Career Services have created the goals above in response to perceived deficits in services and day-to-day operations. By working toward implementing these goals and regularly assessing the needs of the College, the department, and students, Career Services will continue to work toward advancing the SLCC Mission, Vision, Values, and Goals.