

**STUDENT AFFAIRS DEPARTMENT ANNUAL REPORTS: Career & Professional Development Center
August 2022**

1. Primary Purpose

The Career & Professional Development's Center's (CPDC) mission is to support well-being and success by empowering students and recent grads to continually explore and pursue a rewarding career through accessible career education, events, resources, and network connections.

Our student-facing model is built upon national best practices and the high-impact career services that are proven to prepare students for early career success, including:

- Delivering in-person and virtual career education programming and resources on everything from resumes and job search strategies to networking, interviewing, and negotiating offers
- Empowering students to explore career options and engage in internships the single best indicator of their early career success
- Creating opportunities for students to network with employers and alums to explore career opportunities
- Activating our campus ecosystem and working with faculty to embed career conversations and advice in the classroom, where students spend the bulk of their time

While focused primarily on student success, CPDC recognizes that its work has far-reaching implications for the broader University community. The vast majority of students attend university to gain the skills and knowledge needed to launch and grow a successful career. These students are investing in their future with the expectation that they will gain lifelong economic and social benefits - they are also seeking a level of career mobility that is simply not possible for most people without degrees. The U's ability to meet these expectations and deliver on the goal of a better future is our foundational promise to students. It is also central to how our alumni regard the institution years after they graduate and how they choose to be involved with and support its success moving forward. In short, no other office has such a central and outsized role in the sustained prosperity of our students, institution, and community, and it's with this lens that CPDC works to deliver on its mission daily and unceasingly looks for ways to innovate, improve, and grow forward.

2. Departmental Outcomes:

For the first time this academic year, we are looking at goals through a lens of departmental outcomes for overall success for our students. Each of these outcomes highlights our high-impact practices and services, providing students a better understanding of the many career possibilities available to them. It also empowers students to have one or more internships as it is the best predictor of early career success. We are looking at the following:

- Continue to serve and develop career readiness practices for students through workshops, appointments, and programming
- Career Outcomes through increasing the overall knowledge rate in our Frist Destination Survey (FDS). FDS reports of what students are doing post-graduation. Such as their employment or continued education
- Increasing students understanding and participation in internship
- Developing more student-on-campus employment

3. Programs, Services, and Resources

CPDC's suite of programs, services, and resources fall into two broad categories – Career Readiness Education and Employer & Student Engagement:

CAREER READINESS EDUCATION

- Career Coaching: CPDC has 12 career coaches who each liaise with 1-2 colleges and meet 1:1 with students, in-person and virtually, for in-depth conversations. Most appointments are between 30 and 45 minutes long, scheduled ahead of time by students, who choose from the following options:
 - Career Exploration
 - Job & Internship Search Tips & Strategies
 - Interviewing Tips & Strategies
 - Career Assessment Interest & Intake
 - Career Assessment Debrief & Interpretation
 - Interview Prep
 - Interview Practice
 - Career Fair Prep
 - Grad School Search & Application Process
 - Negotiating & Considering Offers
 - LinkedIn Profile Review
 - Developing Your Online Presence
 - Federal Government Job Applications

In 2021 – 2022, CPDC's coaches held approx. 2,042 of these appointments, which are detailed further in section 4.

While a staple of career services offices across the country and a cornerstone of success for Utah students who engage in the service, 1:1 career coaching is time-intensive and difficult to scale, especially considering the U's large and growing student body. To account for this constraint, and ensure the accessibility and effectiveness of CPDC's career education services, we have developed additional in-person and virtual services – detailed below – to bring career readiness education to all students who don't pursue the 1:1 coaching route.

- Career Studio: The Career Studio provides students with access to unscheduled drop-in support through our office. The Career Studio is staff by ~8 Career Development Interns (CDIs), who are themselves students and highly trained in resume development, cover letter writing and formatting, and job search strategies. These are all basic components of career education that, while critical, are too time-intensive to be efficiently delivered by our coaching team. The CDIs are there to manage unscheduled drop-in appointments for in-person support, live chat with students via our website, and deliver same-day resume/cover letter reviews for students who email their materials to the career studio. The CDIs, formerly called Career Ambassadors, are managed by a full-time staff member who ensures that they – in addition to being an irreplaceable component of our model – have a high-value internship experience in our office, complete with direct supervision, mentorship, and learning objectives that can be tied back to their course of study.

In 2021 – 2022, CPDC’s CDIs held approx. 300 of these appointments, which are detailed further in section 4.

- Workshops: Career education workshops represent one of the primary ways CPDC is infusing career learning into classrooms and addressing a growing demand for our services across campus. Whether requested specifically by a faculty member through our website, or coordinated by CPDC’s programming and event staff, workshops deliver foundational career education to medium and large groups of students in an in-person or virtual presentation format. Topics include:

- Getting Started
 - Intro to CPDC
 - Career Exploration
 - StrengthsFinder Assessment
 - Personal Image
 - Job & Internship Search
- Making Progress
 - Networking
 - Resumes
 - Cover Letters
 - Career Fair Prep
- Finishing Up
 - Interviewing
 - Negotiating
 - Applying to Graduate Schools

In 2021 – 2022, CPDC’s CDIs delivered approx. 126 workshops to approx. 1,731 students, which are detailed further in section 4.

- Career Fest: Launched in the Fall of 2021, Career Fest is a first-of-its-kind career conference designed to bring together the broader campus ecosystem to support students in exploring career options and taking tangible steps along their unique career journeys. The two-week conference offered three tracks to students – getting started, making progress, and finishing up – and included 23 workshops, programs, and keynotes; 8 of these were facilitated by partner offices on campus, including the Financial Wellness Center, Athletics, Bennion Center, Goff Strategic Leadership Center, LGBTQ Resource Center, and Women’s Resource Center:

- Veteran Resume Reviews
- STEM Resume Reviews Day 1
- STEM Resume Reviews Day 2
- Strong Interest Inventory Review
- Launch Party w/ Drag Show
- An Introduction to Employer Benefits
- STEM Veteran Networking Lunch
- Applying to Government & Federal Jobs
- Improving Critical Thinking in Everyday Life
- Navigating Gender & the Job Search
- Diversity in the Workplace Panel Series
- MBTI Interpretation
 - A Career for the Common Good
 - Navigating LGBTQIA+ Identity & Your Job Search

- Internship & Career Veteran Networking Lunch
- Greek Networking Mingle
- Diversity Shark Tank
- Franchesca Ramsey Keynote & Conversation
- Networking for Introverts
- Discover Your Strengths
- Angelica Ross Keynote & Conversation
- How the Athlete Mindset Can Help You Find a Job
- Sharing your Story as a Strategic Leader

In 2021 – 2022, Career Fest featured 23 workshops, programs, and keynotes, which were attended by 640 students. Career Fest also included 7 career fairs and expos, which are detailed later in this section.

The second annual Career Fest is scheduled for the week of September 19 and will feature a similar focus on CPDC and partner programming, while incorporating new elements like employer workshops, a reverse career fair (in partnership with Student Leadership & Involvement), and a first-gen networking night (in partnership with a number of Student Affairs offices and U Alumni).

- **Courses:** For-credit and non-credit career courses represent one of CPDC central strategies for bringing career readiness information to students in mass moving forward. We currently offer 4 for-credit courses – listed below – and are close to launching host of non-credit options that mirror the career education content delivered in our 1:1 coaching appointments and workshops. The goal is to get to a point where any student or recent graduate, no matter where they are in their thinking and preparation for a career after college, will be able to access comprehensive virtual career readiness content at any time, from anywhere.
 - UGS 1550 Exploring Major & Career
 - UGS 1950 Career Exploration
 - UGS 3950 Job & Internship Search
 - UGS 4950 Career Services Internship Program (CSIP)

In 2021 – 2022, 116 student completed our for-credit career courses.

- **Assessments:** Career and interest assessments are an unthreatening and effective entry-point into the career conversation for students, especially for those students who do not know what they want to do or where to start. CPDC offers four of the nation's leading assessments, which are designed to help students better understand themselves, their strengths, their interests, and how to move forward:
 - Focus 2
 - Strong Interest Inventory
 - StrengthsFinder
 - MBTI

Our coaches are training in debriefing assessment results with students and helping them translate the lessons they learned from the assessment into tangible next steps.

In 2021 – 2022, approx. 15 students' assessments through CPDC, detailed further in section 4.

- Additional Resources: In an ongoing effort to make our career education and readiness services as accessible and comprehensive as possible, we manage a suite of free cultivated resources for students, which can all be accessed virtually. These include: a career guide that covers most of the aforementioned career coaching and workshop topics, industry and college specific resume templates, a virtual interviewing practice platform, and Interstride – a resource for international students as they navigate their journeys on campus and in the workforce. A complete list of resources is copied below, and we look forward to reporting on the success of Forever Utah next year; this is student/alumni platform managed by the U Alumni office, which has great potential to move the needle on strengthening a culture of networking, support, and employment amongst students and alums.
 - Career Guide
 - CPDC Blog & Video Series
 - Resume Templates
 - What Can I Do with This Major?
 - CareerShift
 - StandOut
 - EMSI
 - Forever Utah
 - Interstride
 - Hiration (Coming Soon)

EMPLOYER & STUDENT ENGAGEMENT

- Career Fairs and Expos: In previous annual reports, we've detailed our efforts to grow and diversify our career fair model by adding more targeted opportunities for employers and students to engage. We've added additional days to large high demand fairs like the STEM Internship & Career Fair and the Part-time & On-campus Job Fair, and launched our industry-specific expos series – essentially small targeted career fairs – to address recruiting gaps and areas of excess demand, on both the student and employer sides. Over the last 5 years, we have grown our career fair and expo offerings from 6 to 15 annually, and in so doing, we have provided students and employers with many more opportunities to network and connect around internships and jobs.

In addition to growing our offerings, Covid enabled CPDC to become skilled in executing virtual career fairs. While it is clear that most students and employers prefer in-person recruiting events (their attendance at in-person fairs and expos is approximately 2X what it is at virtual events), the virtual forum provides us with an excellent way to engage students and employers who might not otherwise come to a large in-person event. Moving forward, we anticipate a career fair and expo model that continues to prioritize in-person engagement, and uses the virtual option to strategically supplement our recruiting opportunities. Here are the career fairs and expos we offered in the last year:

- Fall Part-time & On-campus Job Fair, Day 1 (Virtual)
- Fall Part-time & On-campus Job Fair, Day 2 (Virtual)
- Fall STEM Internship & Career Fair, Day 1 (Virtual)
- Fall STEM Internship & Career Fair, Day 2 (Virtual)
- Fall Marketing & Communications Career Expo (Virtual)
 - Fall Internship & Career Fair (Virtual)
 - Fall Nonprofit & Social Impact Career Expo (Virtual)

- Fall Pathways Computing Career Expo (Virtual)
- Fall Parks, Rec & Tourism Career Expo (Virtual)
- Spring Civil & Construction Engineering Career Expo (In-person)
- Spring Part-time & On-campus Job Fair, Day 1 (In-person)
- Spring Internship & Career Fair (In-person)
- Spring STEM Internship & Career Fair, Day 1 (In-person)
- Spring STEM Internship & Career Fair, Day 2 (Virtual)
- Spring Architecture & Planning Career Expo (In-person)

In 2021 – 2022, 2,988 students and 528 employers participated in CPDC’s career fairs and expos, detailed further in section 4. We expect these numbers to grow significantly in 2022 – 2023 as our community grows more adept at managing Covid and requires fewer events to be held virtually.

It should also be noted that the Career Fest, mentioned earlier in this section, encompassed the seven virtual career fairs and expos we delivered in the Fall. These events saw 1,097 students account for 3,536 check-ins at virtual employer sessions (both one-on-one and group sessions). Combined, these students amassed a total of 413 hours of 1:1 engagement with 245 employers.

- Handshake: Handshake is the world’s premier early career job and event platform, used by over 1,400 colleges and university, 9M students, and 650K employers nationwide. It is used by 11 of the PAC12 schools and all major colleges and universities in the State of Utah. CPDC manages the U’s Handshake system, which features 19.5K local, regional, and national employers – 4.6K added just this year – who post approximately 100K jobs and internships for U students annually. This represents a 66X increase over the number of jobs and internships that were being posted for U students annually before transitioning to Handshake in 2018; an undeniable boon in high-quality employment opportunities for our students.

In 2021 – 2022, 33K students and recent grads had an active account in Handshake and accounted for over 40K job and internship applications submitted to employers. We also view Handshake as a primary tool for increasing on-campus student employment. Currently, most student jobs are posted on HR’s job board and applicant tracking system. This system is cumbersome and difficult to use for students, and in a 2019 analysis, we determined that approximately 75% of students who start a student job application in the HR system do not complete it. By contrast, Handshake offers a “one-click” application process which allows students to instantaneously apply for student jobs of interest, and has the potential to raise the total number of applicants for on-campus jobs by 4X+. We are currently working with HR to devise a way to bypass their system and source all student job applicants through Handshake. When successful, we expect that many more student will be able to find employment opportunities on campus and our campus offices, and departments will experience fewer disruptions and higher productivity because they will have greater access to the student talent they need.

- Employer events and info sessions: Even before Covid and its effects on in-person engagement on campus, employers delivering in-person info session on campus was a dwindling model. All other things being equal, employer sessions that had attracted 40-50

students in 2015-2016, usually only attracted 4-5 students in 2018 and 2019. When Covid hit, those numbers fell to zero. The precipitous drop in the popularity of these events led CPDC to refine its model to focus primarily on virtual events delivered by employers through Handshake. Instead of going institution to institution delivering info sessions to a handful of students, employers started hosting their info sessions virtually for students from multiple institutions at the same time. For instance, AT&T held an info session in July of 2021 that was open to students from 726 colleges and universities nationwide on Handshake. In total, 1088 students attended the event, including 9 from the University of Utah. When combined with the increased accessibility for students, the scale and capacity-saving benefits of virtual info sessions for employers ensure that this model will persist for the foreseeable future.

In 2021 – 2022, CPDC hosted 1.3K virtual info session on Handshake, which were attended by 2.4K U students.

- **Internship Council:** In an ongoing effort to build a culture of internship on campus, CPDC manages the campus-wide Internship Council (IC). The IC is made up of staff from across the institution, namely from colleges, whose roles touch on student internships in one way or another. The goal of the IC is to create a community for these practitioners to share best practice around internships and internship development, and take on special projects of institutional significance – like explore how to improve tracking of student internships in each college.

In 2021 – 2022, the IC was made up of approximately 13 members, including representatives from the Colleges of Science, Fine Arts, Humanities, SBS, and departments like Athletics and Parks, Rec, and Tourism. Hinckley is also a participant.

- **Access & Impact Fund:** In response to the ongoing and critical need to better serve our students around EDI topics, CPDC spent much of the year developing a first-of-its-kind Access & Impact Fund. The Fund, which pools part of CPDC’s legislative allotment and career fair revenues, has two primary purposes. The first is a program called Funding for Unpaid & Underpaid Student Internships (FUUSI) that is designed to financially support students who have financial need but want to take on unpaid internships in the government, nonprofit, and start-up sectors. The second program is a “spark grant” initiative that will enable student to submit a proposal for funding to address a prevailing or emerging EDI challenge on campus. The Fund will have approximately \$80K to work with in its first year and is on course to launch in the Fall of 2022.
- **Outreach & Marketing:** This year, we changed the name of our Employer Engagement Team to the Outreach & Engagement Team in recognition of the need to go outside of our traditional audiences and engage our larger career ecosystem. We now have 2 FTE focused primarily on engaging employers, getting them into and using Handshake, helping their create their engagement strategies, coordinating site visits, connecting recruiters on campus, and funneling them to in-person and online recruiting engagements.
We also have 1.5 FTE dedicated to marketing CPDC and its services to students, and our recruiting and engagement opportunities to employers and industry. In fact, we currently have our first-ever advertisement in Utah Business magazine, encouraging their many thousands of readers to recruit at the U. It is still early days, but we have seen a positive response in terms of companies who have never recruited on campus

registering for our Fall fairs. Employers aside, the emphasis on student marketing is central to our strategy to educate more students – especially under-represented students – about CPDC’s existence and our ability to help them take meaningful steps towards their career goals. Research tells us that first gen and under-represented students tend to be less aware of campus resources at their disposal, and we’re hoping a concerted and ongoing marketing campaign can make a difference for these students as well as the broader student body.

Finally, we have 2 FTE over student engagement and events. These staff ensure that students and employers have the opportunity to network and engage around professionally organized events. They also manage key CPDC initiatives, like the Career Development Intern program, Internship Council, and Funding for Unpaid and Under-paid Student Internships, which were detailed earlier in this section.

4. Impact Data (Office Assessment and Analytics providing data – not yet cleaned/formatted)

- Assessment and Evaluation: Identify the steps and methods your department is taking to assess, measure, and/or evaluate programs, services, and resources. Consider methods used to collect outcomes data and how data is used to make decisions.
- Utilization Data: Use the Tableau Utilization Dashboard to identify the following:
 - Total number of students served in programs, services, check-ins, kiosks, etc.
 - Total number of individuals served if it is not exclusively for students
 - For students:
 - Academic Career (Undergraduate, graduate, professional)
 - Academic Level (First-year, Sophomore, Junior, Senior, etc.)
 - Academic College 2
 - Year in school (e.g., Freshmen)
 - Gender
 - Residency
 - Race/Ethnicity
 - Fraternity/Sorority Status
 - Honors Status
 - HRE Housing Status
 - Veteran Status
 - International Status
 - TRIO Status
 - NCAA Student Athletes
 - Other demographics that your department collects and uses
 - If your office is currently not collecting student utilization data, describe your plan to collect this information starting in fall 2022.
 - Note: A summary table can help you organize the information more clearly for your AVP. This is not required but is recommended.

Departmental Outcomes	Programs, Services, and/or Resources	Evidence of Outcomes Achieved / Relevant Data	Utilization Summary

5. Major Accomplishments

- **Career Fest** - Hosted our 1st annual Career Fest, a first-of-its-kind two-week career conference that combines 25+ career education workshops, programs, keynotes, and networking event to empower students to take proactive and high-impact next steps in their career journey.
- **Career Fairs and Expos** - Coordinated 15 career fairs and expos, which will connect over 6K students with internships and jobs at over 500 local, regional, and national employers
- **Expanded CDI Program** – Expanded both the number (12) and roles of Career Development Interns. CDI’s are integrated into both the CPDC Career Coaching and Outreach teams. Highly-trained peer educators who support 500+ drop-in students with resumes, cover letters, and foundational job search strategies annually.
- **Developed and Expanded Passive Programming** - Prioritizing the development of passive programming offerings to reach the ~70% students who don’t intentionally engage in CPDC’s services and resources.
- **Developed and Expanded Career Courses** - Growing our existing career courses (UGS 1950 & 3950) – which serve ~50 students a semester, and actively looking for opportunities to create more courses and develop new career education curriculum.
- **Handshake as Central Career Hub** - Maximizing Handshake role as the campus’ primary employment network for students and recent grads: 32K+ students using the system; 40K+ job and internship applications submitted by students within the last year; 20K+ open jobs and internships at any given time; 18K+ employers recruiting students.
- **Funding for New EDI Initiatives** - Redirected \$80K in funding to an “Assess and Impact Fund” to support new EDI initiatives. This fund will support the following: Unpaid Internship Program, Campus “Spark Grants” to foster departmental EDI programs for underrepresented student groups, and new incentive-based support of student wages for departments that create new campus internships.
- **Career Champions Program** - Career & Professional Development Center continued to expand and consolidate their annual Career Impact Awards to the faculty, staff, alumni, and employers who lifted students up during the past year to ensure they could persist into meaningful opportunity

6. Major Challenges

1. **Staffing and Retention** – Staffing continues to be a major challenge for CPDC. We lost 40% of our full-time exempt staff during the last year. Hiring, on-boarding and training have taken significant amount of time from our leadership Team-members. We attribute much of this staff attrition to the low salary and the salary compression between entry-level Career Coach Position and Assistant Director (Manager/Supervisor) levels. At the Career Coach position. The career advancement opportunities are limited and many of our well-trained team-members have left the University of Utah for other in-state institutions where salaries are higher.

Strategy/Resources Needed: *We have shared the salary concerns with SALT and have a strategy to raise Career Coaches' salaries collectively every 3rd year at the FY at an additional 3-5% above the legislative increases.*

2. **New Student Engagement** – Currently we have approximately 1/3 of the currently enrolled students who have activated their Handshake account. Handshake is the primary portal for access to student jobs, coaching appointments, on-line resources, and we have limited ability for use of the official UU communication channels to convey the importance of Handshake as a fundamental student resource and tool. Students attending New Student Orientation are not eligible for Handshake activation until after enrollment.

Strategy/Resources Needed: *We have limited ability and channels to communicate to first-year students, but are exploring more intentional messaging in collaboration with Academic Advising Center, Enrollment Management, Parents Association, and Colleges to help us create sense of urgency and importance to students. We have launched an aggressive marketing campaign focused on socializing students to Handshake early in their undergraduate experience. Using our Career Development Interns in an outreach strategy along with several “pop-up” events each semester and during Welcome Week.*

3. **First-destination Data Collection and Analysis** - Currently the knowledge rate (survey response rate) for all graduating students is 60%. It is critical to the institution to understand the after-graduation career outcomes and continuing education pursuits of its new graduates. Each graduation period (Dec., May, Aug.) is followed by 6-month intensive effort to collect FD data. This is an internal process done using the Qualtrics platform. There is significant staff time in cleaning and readying the data for the public and college dashboards. Primary challenge to increasing the knowledge rate is this is a non-mandatory survey which many graduates are reluctant to disclose salary and employment outcomes.

Strategy/Resources Needed: *An institutional mandate for all graduating students to complete the first-destination survey before the official degree is posted on the academic transcript. Alternative strategy is to outsource this survey to a sophisticated and well-respected vendor partner specializing in implementing a collection and messaging process, that can provide the institution and data stewards an access point to collected FDS data assets and deliverables.*

4. **Connecting Engagement & Outcome Data** – It is CPDC’s mid-term goal to connect student utilization data (detailed in section 4) with our First Destination Survey (FDS) data. While this is a difficult and time-consuming challenge, we are committed to making it work and hope to soon be able to connect the dots between a student’s early career success and the type of career readiness and engagement opportunities they took advantage of while at the U.

***Strategy/Resources Needed:** Continued collaboration with the SA Assessment and Analysis Office to develop a template for determining what types or combinations of student engagement with CPDC are high impact. Synching this with FDS outcomes to determine a pattern of student success.*

5. **Organizational Values & Culture** – The CPDC Leadership Team developed a framework for the set of CPDC values for the Center. We then rolled out these value constructs for our Team for review and input. With staff turnover and limited time to spend on the values our CPDC Team has been challenged to find time and energy to proactively reflect can integrate these values into their work.

***Strategy/Resources Needed:** Create a recognition (anonymous) system that reinforces the individual team-members for observed behavior the demonstrates a commitment to living out these values. More intentional time on values during the on-boarding of new team-members and continued emphasis in staff retreats and supervisor evaluations*

7. Strategic Priorities for 2022 – 2023

1. Access & Inclusion

Financially supporting unpaid & under-paid student internships.
EDI spark grants for student-led projects.
Incentivizing student internships on-campus.

2. Data Gathering & Use

Improving First Destination Survey (FDS) participation and understanding of starting salaries. Connecting student engagement data with FDS.
Using new EDI data to identify equity gaps & target services.

3. Scaling to Meet Demand

Hosting annual Career Fest conference that unites campus.
Creating non-credit self-paced virtual career courses open to all students & grads.
Faculty & Partner Career Resources.

4. On-campus-employment & Internships

Handshake as a central student employment tool.
Defining clear internship jobs codes with HR.
Helping U offices and departments turn student jobs into internships.