

Report to Chancellor, Provost, and VP for Teaching and Learning

***Creating an Integrated Career Services System
for Students and Employers***

Career Services Task Force

December 2016



WISCONSIN
UNIVERSITY OF WISCONSIN-MADISON

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Executive Summary

The Career Services Task Force was charged by the Provost to recommend ways to create an improved career experience for both students and employers. The Task Force met from April to December 2016 and was made up of representatives from Corporate Relations, CALS, Engineering, Letters and Science, Business, Academic Planning and Institutional Research, and Undergraduate Advising, Co-Chaired by Steve Cramer and Wren Singer.

Through its work, the Task Force concluded that an improved career services infrastructure can provide a single, coordinated, campus-wide system to help prepare students for satisfying careers while connecting them with employers who are eager to hire promising talent. The basic components of this system include: 1) a single sign-in software system that will serve students, employers, and campus units; 2) a coordinated data management approach that will provide evidence of career related activities to critical stakeholders; and 3) central coordination of earlier and systematic student career advising and employer recruitment services.

Recommendations

Specific recommendations for building the integrated Career Services System include:

- ✓ Funding 3 positions (see budget estimates on final page) that will report within the Office of Undergraduate Advising consisting of:
 - Career software system administrator (1 FTE). The system administrator will be responsible for evaluating software systems (including our existing system) and moving the entire campus to a single system and instance which meets our student and employer needs;
 - Assistant Director for Career Advising (1 FTE) to officially extend the reach of the Office of Undergraduate Advising from academic to career advising.
 - Assistant Director of Employer Relations (1 FTE) to serve as a campus point person for improving the employer experience.

- ✓ Purchase, deliver centrally and align career service units around a single career services platform and instance.

- ✓ Supporting the *First Destination Survey* for graduating undergraduates, which is being launched in December 2016.

The report that follows contains detail for each of the recommendations as well as a budget and phased timeline for implementation.

Introduction, Purpose, & Context

The decentralized nature of career services at UW-Madison is a barrier to serving students and employers in a consistent manner across schools / colleges and to collecting high quality university level data.

In an effort to address these challenges, Provost Sarah Mangelsdorf charged our Task Force with making recommendations that would allow UW-Madison to: a) improve the systematic development and coordination of student career planning across the collegiate experience; b) create more seamless and efficient ways for employers to interact with students, faculty, and staff in schools / colleges; and c) streamline and bolster the collection of career outcome data across schools / colleges for institutional reporting and performance improvement. Enhancing the utility of a career services software platform to accomplish these goals was a critical component of the Task Force charge.

While UW-Madison's decentralized career services model allows schools /colleges to serve students and employers directly while maintaining connections to the curricular and extra-curricular learning experiences unique to each school / college, it is widely recognized that our decentralized model is holding us back. In 2009 the Career Services Council (CSC) was formed to address some of the limitations of the decentralized model of career services. The work of the CSC has led to increased communication and collaboration across career services units and has had positive effects on both student development and employer relations. However, important barriers to consistency in serving students and employers remain. Although the CSC is an important organizational body, it has two significant limitations. First, it has no authority to require schools / colleges to act in a way that would benefit the entire campus. Individual school / college interests can be adversely affected by changing procedures to meet campus-wide interests. When this happens, progress is stymied or even permanently stalled. Second, the important work of the CSC is completed by school / college staff members volunteering their time; CSC duties cannot be their first priority. The result is slow progress.

Our decentralized model of career services has a number of critical risks.

1. We are unable to obtain quality data for accountability reporting and performance improvement.
2. Our students are inconsistently (and often under) prepared for the transition from college to career, exposing troubling inequities between schools / colleges / departments. Students and families may be skeptical about the return on the investment of a UW-Madison education.
3. Employers, many of whom sponsor career development opportunities for students and serve as critical corporate partners, are underserved. We risk employer attrition if we cannot streamline and enhance the employer experience.

Creating greater consistency and coordination of career services for students and employers across schools / colleges is a complex task. Separate career services offices are currently funded in various ways to various levels by and within the schools and colleges. Infrastructure and systems for coordination and collaboration are needed to take UW-Madison's career services and employer relations to the next level and keep us competitive with our peer institutions. According to the Director of Career Services at the University of Michigan more than 90% of the top 50 selective institutions in the US have some central coordination and delivery of career services.

This report describes how UW-Madison can create a new hybrid model of career services, that builds on the strengths of the decentralized model, but adds strategic central coordination to improve data collection, student career development, and employer relations for the campus.

Software Recommendations

Problem, Recommendations, and Outcomes

Problem Statement

UW-Madison does not use a single software system to manage career services. Six of UW-Madison's schools / colleges and Athletics currently use Symplicity (locally called BuckyNet), a career services platform that facilitates recruitment and hiring-based connections between students and employers. The platform is cloud-based with modules to support student and employer profiles, networking / mentorship, job and internship postings, on-campus interviewing, career events (including career fairs), and the compilation and reporting of some career outcomes. Although six schools / colleges and Athletics use the same platform, they operate as separate instances within the platform. The College of Engineering uses a self-developed tool to manage career connections. Other schools / colleges (such as Nursing) use other processes to promote jobs and internships to students.

There are a number of key problems with the current state:

1. Because UW-Madison uses a variety of software tools, instances, and operational processes to manage career services, students have difficulty finding positions and employers report challenges navigating the system(s) and reaching a wide variety of qualified UW-Madison candidates.
2. UW-Madison lacks the necessary human resources and infrastructure to support critical system operations for BuckyNet, the most widely used campus platform, including technical support, training, data integrity, and system enhancements. The current system is governed and managed by a voluntary group of career services professionals, lacking authority and accountability for preserving and improving the system.
- 3.
4. The data that we are able to extract from our current system(s) are flawed, leaving us out of compliance with national / local reporting requirements and unable to continuously assess and improve our career services operations and outcomes.

Recommendations

Invest in a career software system administrator for the Office of Undergraduate Advising. The system administrator will be responsible for evaluating software systems, including our existing system, and moving the entire campus to a single system and instance which meets our student and employer needs.

Expected Outcomes

- Increased efficiency and accuracy in reporting / analyzing critical career services data and outcomes
- Improved efficiency and effectiveness connecting employers to schools / colleges at UW-Madison which will increase students' access to career opportunities
- Improved optimization, analytical capabilities, and integrity of the software system
- Coordination of training, development, and structure in all the schools / colleges

- Coordinated and consistent student and employer experience across all of the schools / colleges

Data

Problem, Recommendations, and Outcomes

Problem Statement

Public expectations regarding the value of a college degree and the contributions of public universities to the economy have changed. The Board of Regents, the accountability provisions in Chapter 36 of state statute, and federal regulations all require universities to tell a data-driven story about the success of our graduates in the world of work, and to describe our relationship with employers in quantitative terms. Even more importantly, collecting and using systematic data is necessary to improve our performance.

Information collected from students by survey at graduation is essential, and we will continue to collect this data for the foreseeable future. However, at present collection of data from the various systems on campus is either impossible or too labor intensive to conduct. Additional data infrastructure is needed to create a comprehensive point of collection capable of providing information related to: a) interactions between the university and employers, b) interactions between students and employers, and c) progress students make toward developmental milestones in the career services roadmap.

We need to build and then draw upon comprehensive, coherent, and systematic data sources in order to support high quality career services. Such data resources will allow for analysis of the both student and employer experiences and position UW-Madison to provide evidence of value added to individuals and to the economy while also supporting improvements. .

Examples of questions we can answer only partially, or only at the school / college level, that we would seek to answer systematically, comprehensively, and reliably if the recommendations in this report are supported include:

1. How many employers visit UW-Madison to recruit, and which of them are recruiting for jobs in Wisconsin?
2. What is the scope and nature of student interaction with employers?
3. How many, and what type, of internships are offered either for credit (in SIS) or not-for-credit to UW-Madison students?
4. What is the student attendance and employer participation at on-campus career fairs?
5. What companies are sponsoring student team projects and competitions?
6. Where are UW-Madison graduates employed or continuing their education? A campus-wide First Destination Survey is being launched December 2016 which goes to all students graduating with a bachelor's degree. The students are followed for six months after graduation.

Recommendations

1. Support a centralized software solution as an enabling technology that is integrated with SIS and other parts of the Student Digital Ecosystem as appropriate. (see Software recommendation)

2. Support recommendations in this proposal that will allow for a coordinated and comprehensive approach to career services. (see Student Career Development and Preparation recommendations and Employer Relations recommendations)
3. Support the First Destination Survey for graduating undergraduates. This is being launched in December 2016, with leadership from Academic Planning and Institutional Research and engagement from the Career Services Council. The survey is powered by AEFIS, and supported by DoIT AT, DoIT-InfoAccess, and the Office of the Registrar, but the software system proposed here could simplify the data collected from students via the survey

Expected Outcomes

1. Comprehensive, coherent, and systematic data resources that underpin:
 - a. student career planning and progression,
 - b. career-readiness,
 - c. high quality and consistent employer experience and interaction with students and the university.
2. Evidence of value added to individuals and to the economy.
3. Data for assessment that can drive improvements.

Student Career Development and Preparation *Problem, Recommendations, and Outcomes*

Problem Statement

Like all other aspects of career services at UW-Madison, career advising is a decentralized. Each school / college develops, implements, funds, and supports its own career preparation strategies and programs for undergraduate students. As argued in the Madison Initiative for Undergraduate Advising Task Force Report (2011), which recommended central coordination for academic advising, complete decentralization does not afford the campus and our students the opportunities and efficiencies that come with some centralized training, technology support, assessment, and organization of career advising.

Recommendation

Fund a position in the Office of Undergraduate Advising to officially extend the reach of the office to include career advising. The success of the Office of Undergraduate Advising in centrally coordinating the decentralized academic advising system at UW-Madison should be leveraged to provide central coordination of the career advising system.

High level job responsibilities of the Assistant Director for Career Advising would include:

1. Lead the development of a student career planning roadmap (identify and track milestones and key indicators of student progress)
2. Coordinate and enhance services for career exploration
3. Collect and organize data regarding student outcomes
4. Manage campus-level career-related communications
5. Coordinate career advisor training and professional development
6. Co-chair and facilitate the Career Services Executive Council and Career Services Council

Expected Outcomes

Central coordination of career advising and development predicts the following outcomes:

1. Establishment and implementation of tangible student milestones in academic and career preparation
2. Better prepared students with improved academic and career plans
3. Access to better data regarding student career development and career outcomes
4. Strategic communication of student career outcomes
5. Improved retention and effectiveness of career advisors
6. Reduced time to degree for undergraduates

Employer Relations

Problem, Recommendations, and Outcomes

Problem Statement

The operational procedures and overall approach to serving employers varies greatly across UW-Madison schools / colleges. This inconsistent experience for employers hinders their ability to efficiently promote opportunities and access top talent. Our current software systems magnify the inconsistencies by requiring employers to select a school / college to work with instead of focusing campus-wide (if desired).

Our current decentralized approach leads to employer frustration and attrition, which in-turn reduces employment opportunities for UW-Madison students.

Recommendation

Fund a position in the Office of Undergraduate Advising to serve as point person for improving the employer experience.

High level job responsibilities of this position would include:

- Serve as a campus point person for recruitment-related inquiries
- Lead a consistent and coordinated approach to developing new employer relationships and managing existing relationships
- Assess overall employer satisfaction and hiring outcomes of key employers (see Data recommendation)
- Participate in the implementation of the new software system for career services (see Software recommendation) but working at the implementation level rather than the technical delivery level (position 1)

Expected Outcomes

Central coordination of employer relations would result in the following outcomes:

- Improved impression of UW-Madison among employers
- Increased access to career opportunities for students, a broader pool of candidates for employers
- Consistent and coordinated approach to developing new employer relationships and managing existing relationships

Phasing, Operational Plan, and Budget

The Task Force supports a phased implementation of these recommendations.

The proposed positions will initially be housed in the Office of Undergraduate Advising, which will officially expand its scope to include career development. After an appropriate period of time, a review will be conducted to assess the appropriateness of the Office of Undergraduate Advising as a long term home for the positions.

The Career Services Council and Career Services Executive Council will become official governance / advisory groups of the Office of Undergraduate Advising functioning in a similar manner to the Council on Academic Advising and the Academic Advising and Policy Leaders, although also focused on serving graduate students and employers.

Phase One: Immediate/FY17

Hire System Administrator for BuckyNet (*Reporting to Jeff Shokler, Assistant Director for Advising Technology and Assessment, Office of Undergraduate Advising*)

\$80,000 / year salary for System Administrator
 \$8,000 / year salary base adjustment for Jeff Shokler to reflect change and expansion of duties

Resource First Destination Survey

\$15,000 / year in S&E for administration of First Destination Survey (*Academic Planning and Institutional Research*)

Phase Two: FY 18

Explore and select appropriate software platform for future of career services. Purchase, if necessary, maintain tool.

Estimated \$125,000 / year S&E

Hire Assistant Director for Career Advising and Development- *Reports to Wren Singer, Director, Undergraduate Advising*

\$70,000 / year salary
 \$30,000 / year S&E for training, assessment and communications

Hire Assistant Director for Employer Relations-*Reports to Wren Singer, Director, Undergraduate Advising*

\$70,000 / year salary
 \$20,000 / year S&E for relationship building and communications

Timing	Resource	Administrative Home	Budget	Totals
Immediate / FY 17	System Administrator	Undergraduate Advising	80,000 salary 8,000 salary	
Immediate / FY 17	First Destination Survey	APIR	15,000 S&E	<i>FY 17 Total: \$103,000</i>
FY 18	Career software	Undergraduate	125,000 S&E	

		Advising		
FY 18	Assistant Director of Career Advising and Development	Undergraduate Advising	70,000 Salary 30,000 S&E	
FY 18	Assistant Director of Employer Relations	Undergraduate Advising	70,000 Salary 20,000 S&E	<i>FY 18 Total: \$315,000</i>
				\$418,000 Total Investment