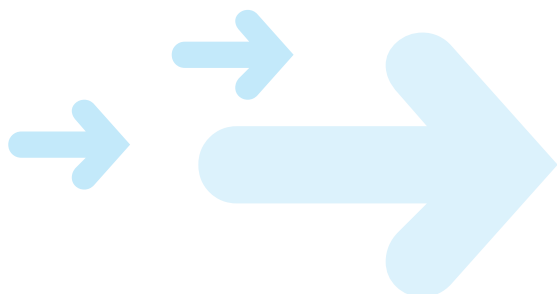


UNIVERSITY CAREER SERVICES

BUILDING TOWARD THE FUTURE

2013-2016 STRATEGIC OUTCOMES
TRIENNIAL REPORT



RUTGERS
University Career Services
New Brunswick

THREE-YEAR OUTCOMES BRIEF

During the spring of 2012, the findings of an external review served as a catalyst to rethink and retool University Career Services to increase the overall impact on Rutgers University–New Brunswick students. A new Operations & Strategic Initiatives unit was established to attract more constituents to the various services through strategic marketing; provide access to resources through technological innovation; and demonstrate effectiveness to key stakeholders through outcomes assessment. The Employer Relations unit was tasked with reimagining recruiting programs and enhancing employment diversity while student service delivery was enhanced to increase industry expertise and provide programming based on student need. Additional resources were allocated to assist in these endeavors.

In 2013, University Career Services developed and began implementing a transitional strategic plan to guide the department over the ensuing three years. The plan, *Building Toward the Future*, consisted of strategic pillars of excellence along with various operational critical enablers. Included in this triennial report are just a few highlights from July 1, 2013 to September 1, 2016.

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CAREER CLUSTER MODEL FOR SERVICE DELIVERY

A new career cluster approach to service delivery was developed to transform the perception of our department from being one that had general information to one that has extensive knowledge regarding various industries. This approach also provided key benchmarks for the diversification of our employment offerings.

- Identified the interests of 34,734 students and alumni within five industry clusters (i.e., Arts, Communications, and Entertainment; Business, Financial Services, and Logistics; Education and Public & Human Services; Food & Agriculture and Environmental & Natural Resources; and Health, General Sciences, Technology, Engineering, and Math) and one cluster for students still deciding.
- Assigned each Career Development Specialist to a career cluster, provided professional development, and incorporated employer connections into the job description. To date, 98% of students who participated in career advising report that the staff have a reputation for being professional and knowledgeable of industry trends.
- Developed a new series of cluster-specific career education modules utilized annually by nearly 2,500 transfer students within the Students in Transition Seminars (STS).
- Transformed numerous online career tools (e.g., CareerKnight, Virtual Mock Interviews, Student-Alumni Career Connect database, etc.) to include cluster-related content for students, and developed a website to tailor career development content to each cluster.
- Developed cluster-based Industry Connects (Student-Employer Networking Events) and Career Exploration & Networking Events connecting 1,365 students with more than 100 employment organizations; launched “Campus-to-Career” Student Field Trips allowing 505 students

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IRENE FOSTER

“University Career Services provided many opportunities to explore different fields of interest which helped me to find my true passion in life.”

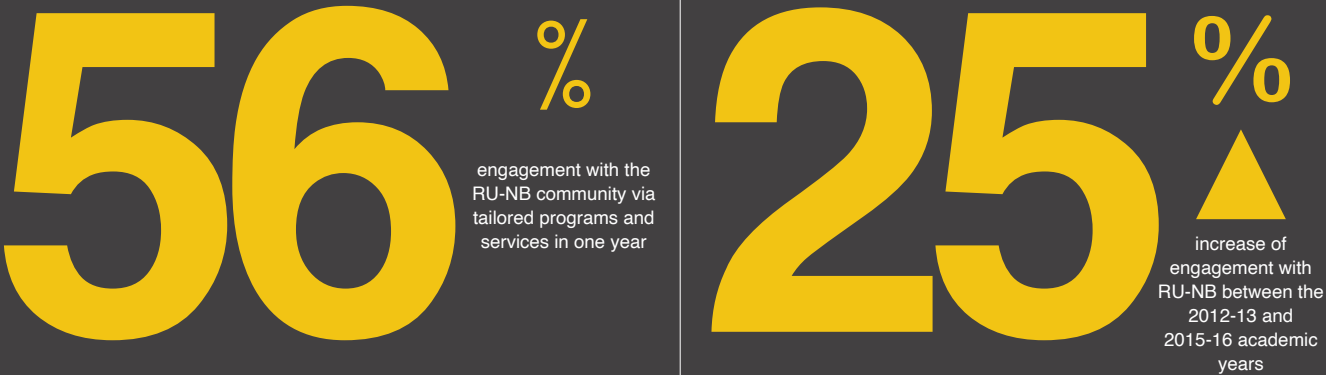
to explore 21 employer site locations (e.g., American Red Cross, Madison Square Garden, The National Audubon Society, CNBC, FBI, Drug Enforcement Agency, et.al.) and revamped the Mock Interview Clinic program with cluster-specific interview schedules featuring 60 employers who volunteered to assist 281 students in perfecting their interviewing skills.

- Piloted the “First-Year Career Fridays” and “Make a Plan (MAP)” career advising programs to assist students who are within the Still Deciding Career Cluster.
- Adjusted the CareerKnight job and internship posting system to allow employers to tag all postings with position clusters (mirroring student career clusters), which allows students to find and apply for positions in which they are specifically interested. No longer are employers allowed to restrict positions only to certain majors. This has increased the ability of students with similar academic and career interests to apply for opportunities with employers

who may be unaware of the diversity of academic programs at Rutgers University.

- Partnered with the Graduate School of Education to pilot two On-Campus Interview Weeks to meet the recruiting needs of K-12 school districts. In Spring 2016, 26 schools recruited for 89 positions through the special recruiting week representing a 73% and 31% increase, respectively over the first attempt in 2015.
- Engaged with 56% of the entire Rutgers University–New Brunswick student population through tailored programs and services offered in the 2015-16 academic year. This represents a 25% increase over the 2012-13 academic year.
- Received national recognition for the career-cluster approach through various peer-reviewed conference presentations (e.g., National Association of Colleges & Employers, Eastern Association of Colleges & Employers, New Jersey Career Center Consortium, National Career Development Association,

etc.) and publications (i.e., NACE Spotlight, NACE Journal). More than 20 career offices across the nation—including the University of Michigan, University of Rhode Island, University of Seattle, University of Wisconsin, University of Delaware, Boston College, Georgia State University, Virginia Tech, and University of North Carolina—have reached out to Rutgers to learn more about implementing this model.





CORE PROGRAMS AND COUNSELING SERVICE OFFERINGS

Core programs and counseling service offerings continue to be comprehensive and of high quality.

- Developed and administered the annual University Career Services undergraduate and graduate student surveys utilizing a stratified random sampling method to accurately assess service utilization, preferences, impact, and perceptions. Information gathered from these reports is used to enhance and improve service delivery.
- Increased workshop attendance by 130% while an intentional and data-driven process for developing programs has led to a decrease (-13%) in the number of programs that staff had to coordinate.
- Witnessed an average 3-point statistically significant increase in pre- and post-test results to our primary learning outcome of building confidence in students' ability to utilize various skills and resources taught within the workshops presented. To date, 95% of workshop evaluation respondents state that they have clearer next steps after participating in UCS instructional programs.
- Piloted an online career counseling option in the Spring of 2016 providing students with 10 online opportunities for appointments per week.
- Developed online "web shops" (short online videos) to share content with students who are unable to attend scheduled in-person workshops.
- Established the Internship Advisory Council comprised of Rutgers internship coordinators to promote consistency among programs, and developed the "Internship Excellence Award" program to raise awareness of the importance of internships. Surveys show that students now believe it is very important (an average 9 out of 10 rating) to



GRACE CHI

"When applying for an internship, I consulted with a career advisor concerning interviewing and the world of work that helped me to think about new career possibilities."

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CORE PROGRAMS AND COUNSELING SERVICE OFFERINGS

complete an internship while at Rutgers University in order to achieve post-graduation success.

- Facilitated engagement programs, such as the Road to Wall Street (RTWS) Mentoring Program and the Rutgers Internship & Co-op Program (RICP) academic courses, which have continued to thrive, with a total of 162 and 1,012 students participating, respectively. Post-graduation job placement rates for graduating students who participated in the RTWS (96%) and RICP (92%) are significantly higher than the 82% rate attributed to the overall Rutgers population.

- Developed drop-in resume and cover letter critiquing services to allow students to meet with trained professionals for 15-minute review sessions. The Peer Career Advisor (PCA) program, consisting of 10-15 trained undergraduate students, was developed to provide services during drop-in hours and supplement regularly appointed staff resources. To date, more than 2,500 students have met with a PCA for individual drop-in sessions.

- Partnered with the Heldrich Center for Workforce Development to help establish the New Start Career Network to assist New Jersey's long-term unemployed. Staff have assisted in training more than 204 volunteer career coaches who work with 1,929 members, provided access to three online career tools for all program participants, and assisted in developing a specialized job fair exclusively for NSCN participants.

- Created or enhanced large-scale signature events to provide high-impact programming for students. Nearly 584 students have participated in five Undergraduate Career Conferences covering a variety of themes (i.e., Mapping Your Career Path, Casual Career Event, Diversity & Inclusion). Over the past three years the Annual Speed Networking program continues to thrive with more than 483 students meeting with nearly 300 alumni for short yet intense networking sessions. Nearly 1,050 international students have participated in a series of specialized career development programs, including

on average 274 students at the annual "U.S. Job Search for International Students" event.

- Attracted more than 3,000 students to various UCS programs and resources through the #RUCompeting (Fall 2014) and #RUTGERSWORKS (Fall 2016) Online Career Passport marketing programs. Three UCS Open House events have also served to introduce nearly 600 students to UCS resources and locations.

- Promoted the importance of accessing UCS services early in a students' academic career to more than 2,000 incoming students annually through Summer New Student Orientation and approximately 800 parents of School of Arts & Sciences students annually through the summer Academic Planning and Advising Days. Nearly 63% of students now believe they should start utilizing UCS during their sophomore or freshman years.

- Relocated staff to newly developed facilities in the Gateway Transit Village better suited for a world-class career services department.

CORE PROGRAMS AND COUNSELING SERVICE OFFERINGS

130 %
increase in workshop attendance

95 %
of workshop evaluation respondents say that they have clearer next steps after participating in UCS programs.

2.5K
students that met with Peer Career Advisors (PCAs) to date

63 %
of students now believe that they should start utilizing UCS during their sophomore or freshman years



RECRUITING PROGRAMS

Recruiting Programs have seen a steady increase in utilization by students and employers alike.

- Developed a comprehensive campus-wide post-graduation survey in 2013 averaging a 55% response rate from RU-NB graduates. The overall placement rate of graduating students in recent years has increased by 18%, to 82%. The percentage of graduating students reporting that UCS recruiting services contributed to their post-graduation employment success increased by 20% overall (including a 30% increase among School of Arts & Sciences graduates).
- Partnered with the School of Management & Labor Relations, Master of Business & Science program, and various departments within the School of Arts & Sciences to develop a single CareerKnight platform to streamline campus recruiting and career development services for RU-NB constituents. The platforms within Rutgers Business School at Newark and New Brunswick, while separate, are also connected to the primary CareerKnight platform to facilitate timely information sharing across campus.
- Launched a new Recruiter-In-Residence program to bring employers to campus to serve as career coaches to current students. Employers have the option of assisting students through resume reviews, mock interviews, and informational interviewing sessions.
- Performed an annual position gap analysis to compare the types of positions posted on CareerKnight to the career interests of students to ensure diversity of employment opportunities and drive employer development strategies. Students now rate the diversity of opportunities provided by UCS through various recruiting services with 4 out of 5 stars.



DAVID PATRZEBA
“Through the On-Campus Interviewing Program, I interviewed with multiple organizations and landed an internship at a top-ranked engineering firm.”

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RECRUITING PROGRAMS

- Renovated the University Career Services Interviewing Center to create additional meeting rooms, a modern reception area, comfortable interview rooms, and an updated seminar room.
- Increased the number of employment opportunities in the CareerKnight job and internship posting system by 40% while career cluster-specific job and internship email blasts have increased student applications to positions by 58%.
- Redesigned the campus-wide career and internship fair model by merging 15 smaller fairs into three larger events attracting 35% more employers and 78% more students overall. Customer service amenities for employers were enhanced with the addition of a streamlined greeting procedure, electronic check-in services, assistance with package transport from transportation hubs directly to the fair booth, and sponsor recognition throughout the venue.
- Engaged 21% more employers and 27% more students in our On-Campus Interviewing

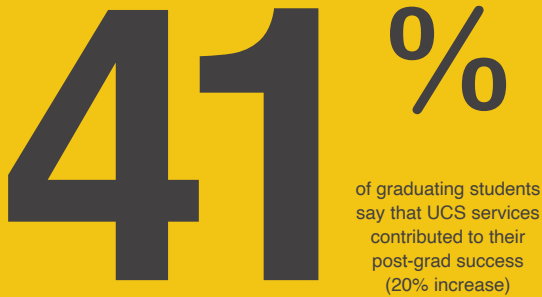
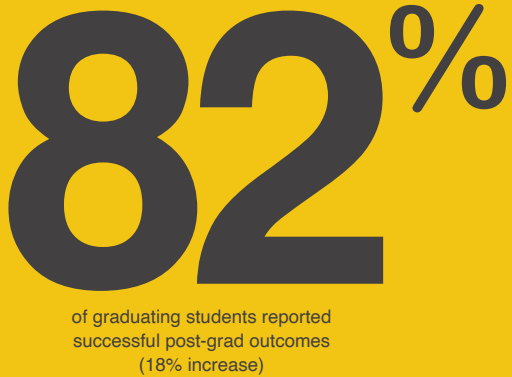
Program connecting students to full-time, part-time, and internship positions with non-Rutgers University employers.

- Student placements in Wall Street summer internship positions are now more effectively tracked, with placement data reflecting a significant increase (+82%) over the course of a year.
- Revitalized Employer Networking & Information Sessions through the creation of student information session ambassadors, student and employer outreach, and attendance tracking mechanisms. During the FY16 recruiting season, the first year tracking was implemented, 1,617 students connected with 58 employers through the program.
- Implemented various specialty programs (e.g., Faculty-Employer Symposium, Recruiter Summer Training Day, Employer Connect, etc.) to connect new employers to campus.
- Administered numerous recruiter strategy sessions (e.g., US

Energy department, Colgate, NSA, Robert Wood Johnson Hospital, Barnabas Healthcare, etc.) to assist employers with building their recruitment presence on campus.

- Partnered with campus departments to launch networking events (i.e., Emerging Student Leaders Reception, Emerging Women Leaders Reception, Historically Underrepresented Groups Diversity Showcase) designed to connect employers with students from special populations on campus.
- Established the “Knights of the Round Table” Employer Sponsorship Program raising \$232,500 from 24 unique employing organizations.
- Created the annual “Career Knights of Distinction Awards Dinner” in 2015 to honor Rutgers University-New Brunswick top hiring employers, dedicated campus partners, and talented student interns.

RECRUITING PROGRAMS





ASSESSMENT MEASURES UTILIZED IN THIS REPORT

University Career Services views the usage of data to drive effectiveness as an integral protocol acknowledged in our “Smart Operating Practices” core value. The department utilizes a variety of methods to report on outcomes and dashboard measures illustrated in this report.

Campus Advisory Groups

UCS employs the assistance of student and faculty/staff advisory groups to delve deeper into various topics. These groups have provided feedback on marketing efforts, new website proposals, recruiting services, counseling resources, and more.

Campus-Wide Post-Graduation Survey

The purpose of the survey is to collect information about recent graduates’ post-graduation status, employment and graduate school admissions information, and their campus experience. A committee comprised of members from each academic school works to ensure that the data collected is useful to all academic partners. Information is collected at the time of graduation and then again six months later.

Position Gap Analysis

An annual position gap analysis compares the percentage of positions posted per cluster (e.g., Arts, Communications, and Entertainment; Business, Financial Services, and Logistics, etc.) within CareerKnight to the percentage of students within those chosen career clusters. This information helps UCS to diversify employment opportunities.

Satisfaction Surveys

Satisfaction surveys are distributed after UCS interactions with students and alumni. The workshop and counseling appointment surveys utilize a reflective pre-test followed by a post-test approach to assessing outcomes. Satisfaction results from career fairs, the On-Campus Interviewing Program, and special event surveys also provide valuable insight.

Service Utilization Reports

Weekly counseling as well as monthly recruiting, programming, and online tools tracking data helps UCS to recalibrate marketing efforts for low performing services, determine whether programs and services will be discontinued, as well as reevaluate staff deployment based on need.

Utilization, Preferences, Impact, and Perceptions Annual Student Survey

The annual survey helps UCS to obtain information on service utilization and preferences, marketing impact and awareness, and perceptions. UCS collects this data utilizing a two-stage randomized stratified sampling method to allow us to generalize the results to the entire population within a certain margin of error.

UNIVERSITY CAREER SERVICES STAFF

SENIOR LEADERSHIP TEAM



RICK HEARIN
Executive Director of
University Career Services



WILLIAM JONES
Senior Director of
University Career Services



DAVID BILLS
Director of Career
Development



JENNIFER BROYLES
Director of Career Education
& Engagement



JANET JONES
Director of Employer
Relations

FULL-TIME PROFESSIONAL STAFF

Linda Bagen
Business Manager

Lyn Baier
Associate Director
for First-Year Student
Engagement

Susan Bennett
Assistant Director for
First-Year Engagement

Toni Berlingieri
Administrative Services
Coordinator

Melissa Blake
Associate Director
for Strategic
Communications &
Marketing

Barbra Bonifield
Administrative Services
Coordinator (retired)

Scott Borden
Career Education
Specialist for Curriculum
Initiatives

Monica Bryant
Career Development
Specialist

Catarina Caulfield
Internship & Job Developer

Amanda Choo
Career Education Specialist
for Career Education

Sylvia Cordero
Career Development
Specialist

Kevin Cuskley
Managing Director of
the Road to Wall Street
Program

Paola Dominguez
Career Development
Specialist

Sharon Fash
Administrative Services
Coordinator

Lisa Goddard
On-Campus Interviewing
Program Coordinator

Cedric Headley
Assistant Director
for Outcomes &
Assessment

Larry Jacobs
Career Development
Specialist

Larissa Keller
Assistant Director for
Recruiting Programs

MaryBeth Kimberlin
Employer Networking
& Information Session
Coordinator

Stacey Kohler
Program Director for Road
to Industry Programs

Alison Koo
Assistant Director for
Administrative Services

Colin Liebttag
Career Development
Specialist

Mindy O'Mealia
Career Development
Specialist

Tamara Peters
Associate Director for Career
Development

Sue Pye
Associate Director for Career
Education

Wenylla Reid
Associate Director
for Employer
Development

Janice Rein
Web Solutions
Implementation Specialist

Doug Ricci
Career Development
Specialist (retired)

Marc Russo
Graphic Designer

Joe Scott
Associate Director for
Career Development

Andrew Seguel
Career Education Specialist
for Core Programming

Greg Sobol
Career Development
Specialist (retired)

Michelle St. George
Assistant Director for
Employer Engagement &
Networking Programs

Barbara Thomson
Associate Director for
Technology & Data
Management

Toi Tyson
Associate Director
for Alumni-Student
Engagement

Larry Worthey
Sr. Publications
& Design Coordinator

RUTGERS

University Career Services
New Brunswick



Busch Campus:

Busch Student Center
604 Bartholomew Road
Piscataway, NJ 08854
848-445-6127

College Ave Campus:

Gateway Transit Village
106 Somerset Street, 4th FL
New Brunswick, NJ 08901
848-932-7997