University of North Florida
Career Services Program Review

In Partnership with: The Southern Association of Colleges and Employers (SoACE)
February 9-11, 2011

Submitted by: Russ Coughenour/University of Tennessee
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University of North Florida  
Career Services Program Review  
February 9-11, 2011

I. Introduction

A review team consisting of three career services/recruiting professionals visited the University of North Florida (UNF) Career Service’s office on February 9-11, 2011. The team was sourced through UNF’s affiliation with the Southern Association of College and Employers (SoACE). The review team was comprised of:

- Russ Coughenour / Director Career Services / University of Tennessee
- Flora Riley / Executive Director Michelin Career Center / Clemson University
- Donnie Brown / Vice President Human Resources / Tindall Corporation

The review was requested through the Division of Student Affairs/Career Services to serve a two-fold purpose. First, UNF wanted a comprehensive review of its career services office to include:

- Career development: career counseling and assessments
- Front office operations: customer service
- College career liaison program: working relationships with college deans and college academic departments
- Employer Career Services: On-campus recruiting program
- Job and Internship Posting System
- Working relationships with other administrative offices
- Focus groups: students, alumni, faculty, administrators, employers
- Interviews with College Deans, Vice President of Student Affairs
- Advice on a five-year strategic plan of goals and objectives for Career Services

Second, the review would serve as a foundation for planning for the next strategic planning period. The review was scheduled to be held over a two and a half day period with most all of Career Services stakeholders included. The review team received advance information including an annual report, a chronology of important CS events, a SWOT analysis, constituent surveys and other related information to assist the team in researching the office. Director Rick Roberts was helpful, organized and open throughout the pre-visit process. The review format was a mixture of focus groups, large group meetings, small group meetings and private interviews with select UNF employees.

Attendance for the group sessions and focus groups was strong with lively interaction between the review team and participants. The review team felt the Career Services stakeholders were eager to share their thoughts and were forthright in their responses.
II. Initial Impressions

Campus and Career Services

Initial impressions of UNF were very favorable, the campus appears to sit on ample acreage for potential expansion and the pace of the campus seemed peaceful. The review team repeatedly noticed the cleanliness of the campus grounds and buildings throughout the team’s stay.

The Career Services Office was centrally located with good student visibility and access to outdoor space. The review team did feel that exact signage for Career Services could be improved especially for newcomers to campus. Most users of Career Services knew of its location, although the team did hear a few comments concerning the office being relocated in the recent past. While the wait for the office’s final destination may have caused some temporary confusion, the choice for the new office location seemed perfect. In addition to excellent square footage for a campus this size, the review team noticed the furnishings and decor were first rate. The office seemed to have their physical facility needs well taken care of. Strengths of the physical space included:

- Numerous, nicely sized interview rooms (nine total)
- Adequate professional office space
- Moderate sized library/commons/IT area
- Good sized multi-purpose classroom
- Nice décor, furniture and comfortable feel

The office was warm, appealing and spacious. The review team felt it was perfectly suited for student and employer success going forward.

Career Services Staff

The Career Services staff seemed well prepared for our visit and was very genuine in their roles as hosts. The hospitality that the review team received, including the food service, was excellent. The review team noticed the high morale of the staff and that everyone seemed genuinely engaged in their positions and happy working at UNF. Director Roberts was noted frequently by his staff for his open style and willingness to try new things. The review team noted that Director Roberts was seen by his staff as a person with a strong plan for the future, and they were excited to assist him in getting there.
III. Review of Findings:

a. Internal Relations

Students

The UNF student focus group was lively and spirited and the review team was very impressed with the students that participated. The mix of students in attendance ran the gamut from consistent users to those that knew of Career Services existence, but had not utilized it often.

Students mentioned the best way for them to be informed of Career Services and its events was through classroom announcements. Also mentioned were emails and the Career Services website. On-campus temporary signage and outdoor areas were also noted as being mentioned by students as effective. Students overall had good things to say about their interactions with Career Services and thought that when utilized, the services were of good substance and quality. The career services liaison model was also praised by students as being effective and convenient for their use. The review team noted the following common issues from the student focus group:

- Students mentioned general lack of advertising or awareness of Career Services and its marquee events.
- A consensus among students that Career Services needs to “get to” students earlier in the academic process, possibly even in general education courses. Several students mentioned they liked the office, but wished they had known about it sooner.
- Several students mentioned not enough job opportunities in their field.
- Career Services needs more presence on the UNF website (landing page link) although students thought the website, once found, had good information. Ease of navigation of the website was also a student concern.

Students in the focus group rated the STAR (Skills to Achieve Results) program well, but thought that it was difficult to complete all five steps. These comments along with the pre-visit student survey (see Special Note on page 7) helped the review team conclude that the STAR program needs to be examined for more convenient methods of getting students to complete all five steps (see Table 1). Survey responses indicate that the STAR program is rarely completed in any of the colleges by more than 15% of students. In addition, student learning outcomes in the practical skills area was only average. (See Table 2). A close examination of why many students are “neutral” about the STAR programs effectiveness in teaching practical job search skills seems in order before trying to expand the program.
Table 1 – Completing all 5 steps of STAR

Table 2 – The goal of the STAR Program is to provide you with practical skills that can be used for job search strategies. Did we achieve this goal?

(Respondents could only choose a single response)

<table>
<thead>
<tr>
<th>Response</th>
<th>Chart</th>
<th>Frequency</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td></td>
<td>14.0%</td>
<td>54</td>
</tr>
<tr>
<td>Agree</td>
<td></td>
<td>24.4%</td>
<td>94</td>
</tr>
<tr>
<td><strong>Neutral</strong></td>
<td></td>
<td><strong>57.9%</strong></td>
<td><strong>223</strong></td>
</tr>
<tr>
<td>Disagree</td>
<td></td>
<td>2.1%</td>
<td>8</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td></td>
<td>1.6%</td>
<td>6</td>
</tr>
<tr>
<td>Not Answered</td>
<td></td>
<td></td>
<td>28</td>
</tr>
</tbody>
</table>
The review team was also interested in collecting information on why students chose not to use Career Services. Students interviewed believed there were several reasons and the most common included:

- Lack of time
- Hours of operation – not open when I need them
- Not a priority / commuter student mentality
- Parking – office has moved a few times

These reasons are fairly common given the student demographics at UNF and do not necessarily represent any type of call for action with the possible exception of hours of operation.

**Special Note:**

The review team was provided results from a student survey before arrival for the visit. Those results as well as other surveys and reports can be found at:

http://www.unf.edu/dept/cdc/Students/feedback.html

**Faculty**

The review team met a focus group of Faculty from a cross section of the University. For the most part the team found Faculty to be very satisfied with current levels of performance from Career Services. Many recognized the staff to be very professional, responsive and active. Participants in the faculty focus group seemed aware of career services. The liaison model was generally praised as having been a great idea for visibility and service to students and faculty of the colleges. The liaison’s themselves were widely praised as being competent and good people to work with.

Although the faculty group was overall very positive, the following were noted as concerns across all three review team members:

- Faculty was generally not aware of a “don’t cancel that class” program whereby a professional staffer from Career Services fills in for a faculty member in their absence.
- That the career services website needs updating; some faculty mentioned it was difficult to navigate.
- Faculty felt students were not fully aware of what the Career Services function is or services they provide.
- Career Services should have a presence at the new faculty orientation.
• Career Services needs to close the communication loop by providing feedback to key faculty and Deans concerning where students are working, interning or attending graduate school.
• Career Services needs to get to students earlier in the career development process.

None of the above concerns where noted as criticisms, only ideas for improvement. Each of the suggestions from faculty seem reasonable and doable without any additional costs except for perhaps website updating. The review team was informed of a University-wide website template that is currently being deployed that will determine the look and feel of Career Services new website.

Of large concern to the review team was the faculty agreeing that students may not be fully aware of what career services is and/or does. In addition, the team heard from both students and faculty that the best information dissemination point for Career Services was the classroom. Given the student demographic of UNF, a highly commuter campus with a large number of transfers, it is not surprising that the classroom would offer the best place to be informed of Career Services. The Faculty seemed open to allowing Career Services into their classrooms at strategic times during the semester to advertise events and services. The review team highly suggests that Career Services takes advantage of this apparent invitation.

The Colleges and Deans

College of Education and Human Services – Dr. Larry Daniel and Dr. Cathy O’Farrell

The review team noted that Career Services and the College of Education and Human Services had a relationship that has been built over the years on trust. Director Roberts and Liaison Maria Castro were repeatedly praised for their service to the college. Dr. O’Farrell was very impressed with the liaison model and called it the best move Career Services has made. Liaison Maria Castro was praised several times for her creativeness and willingness to serve students even when a student decides that teaching is not for them. She was also mentioned as the driving force behind the successful implementation of the Sports Management Intern program. The STAR program was mentioned as a strong program from Career Services and that it is required of Sports Management majors. The Spring Education Fair was also noted as being a successful event that is co-hosted by CEHS and Career Services. The only comments that could be interpreted as room for improvement were that job development in the Sports Management area could be better. However from a teacher education perspective Dean Larry Daniel felt the job development function was a shared responsibility and that he felt the current situation was very positive.
College of Arts and Sciences – Dr. Barbara Hetrick

The review team was impressed with the College of Arts and Sciences and was greeted with hospitality and a warm welcome. Each team member sensed that Career Services was considered a significant partner in the strategic vision of this college and seemed to be well respected by the Dean and others. Director Roberts was praised and noted for his open communication style and willingness to do what it takes for success and service. The liaison to Arts and Sciences Valerie Robinson was also viewed very favorably and there was considerable discussion of how well the liaison program was working in conjunction with college’s academic advising unit. Along with the quality of the staff, the STAR program was mentioned as a strength of Career Services. While most of the discussion was based on the positive contributions of Career Services, the team noted the following suggestions for improvement and/or collaboration for the future:

- A sincere desire to expand the role of internships within the College of Arts and Sciences.
- Mention of incorporating sophomore internship curriculum.
- Possibly a partnership with Career Services to develop experiential opportunities in the greater Jacksonville area, especially if an employer relations person was added to the central staff at Career Services.
- Increase career productivity and services with Arts and Sciences students through increasing the career support staff in A&S to full time status.

Overall the team sensed positive momentum for Career Services and this college for the future. The talks centered on possibilities, partnerships and a high level of appreciation for the role of Career Services.

Brooks College of Health – Dr. Pam Chally

Director Roberts and Liaison Rachel Martin were praised for their efforts. Director Roberts was particularly mentioned as creating a solid mission and hiring great people. Although the review team felt the relationship between Brooks College of Health and Career Services was overall positive, the reviewers all noted the following:

- Although the liaison model was reviewed as positive in this college, the review team heard from the Dean that there was reluctance on the part of the Liaison to join the academic advisors when the new academic advising suite opens. The Dean was confused by this as it would appear to have significant benefit to the College. The review team did sense a level of concern when meeting with Liaison Martin; however, it was not confirmed with any direct questions.
- There was also mention that the wrong types of companies were attending the job fair for the Brooks College of Health that is hosted by the Career Services office.
• More job development was needed for the community health and exercise science majors.

Post interview, the review team felt that there was a real opportunity for Career Services and the Brooks College of Health to meet to discuss short term strategies to ensure a high level of performance for this college

Suggestions included:

• Director Roberts and Dean Chally to meet to discuss their partnership.
• Concerns of the liaison for not being located in the academic advising suite.
• A strategic employer plan constructed from talks between principles with Brooks College of Health and Career Services.

**College of Engineering and Computer Science** – Interim Dean Dr. Peter Braza

Interim Dean Dr. Peter Braza was the focus of our meeting with the College of Computing Engineering and Construction. Dr. Braza was very complimentary of liaison Rebecca Johnson and mentioned that she was integrated into the “fabric” of the college. Dr. Braza mentioned that faculty is playing a significant role in the career piece for students in his college. He mentioned internships and availability of jobs in the community as real strengths. The showcase that is co-hosted by Career Services and CCEC has been a particular success and Braza was quick to recognize the contribution of Career Services in making this event successful. Overall Braza was satisfied with the current relationship with Career Services.

**Coggin College of Business Administration** – Dr. Ajay Samant

The review team met with Dr. Ajay Samant to discuss how the Coggin Career Management Center and Career Services could work together in the future. We thank Dr. Samant for agreeing to meet with us even though Coggin had recently decided to start a career services operation that will become fully independent of the central career office in July 2011. Dean Samant was open but measured with his responses and intimated that he was hoping for a collaborative relationship with Career Services moving forward especially with job fairs and job development. Samant mentioned the following concerns:

• Samant had witnessed poor dress from non-college of business students at job fairs. He felt the image of the business college could be hurt by students that did not take the job fairs seriously.
• Wants more employers and students to attend recruiting events.
• Thought that faculty plays a large role in job development in the business school.
Summary of the Dean’s Meetings

After meeting with each of the college’s leadership there seemed to be some common threads that the review team were able to agree on. Career Services needs to accumulate these common threads to decide on a plan of action that will equate into their next level of performance. The common threads that the review team found were:

- Liaison model works well on this campus and was viewed as overwhelmingly positive
- More job development / employer relations is necessary and advised especially in the Brooks College of Health and Arts and Sciences.
- Due to economic realities, the employer relations responsibility may have to be done initially in an aggregate format for all colleges served.
- A centralized employer relations person reporting directly to the Director is recommended as a first step in any new strategic plan. The employer relations position could play a significant role in keeping the Coggin partnership healthy, especially if jobs/relationships developed in the community are shared with Coggin when appropriate.
- Continue to define the roles of the liaisons in each college through continuous communication and feedback to reduce confusion and better define boundaries and responsibilities.
- Increase Career Services classroom presence whenever possible, as this was widely viewed as the best method of disseminating information to students and faculty. Highly recommended that this become a large part of any new strategic plan.

Colleagues and Administrators

The review team was excited to get to know some of Career Services UNF colleagues and we did so through focus groups and individual small group meetings. As the team predicted, we were met with an enthusiastic and proud group of professionals eager to share their views on UNF, Career Services and its students. The group met with both colleagues from the Division of Student Affairs and administrators/academic advising from each of the four colleges as well as the Academic Center for Excellence (ACE). Each of these colleagues held the Career Services office in high regard. They identified the strengths as career counseling, customer service and service to diverse populations, the STAR program and Career Wings. They praised Director Roberts for his efforts and were particularly appreciative of the move to the liaison model of operations. They felt that Career Services was a valuable, strategic partner in campus services but simply needed to expand their reach and visibility through:
• Visibility in new faculty orientation
• Active with transfer student orientation
• More visibility in the Parents Association newsletter
• More Student Organization presentations, possible partnering with employers to co-present
• More visibility in the classroom to promote programs services and events
• A plan to close the information gap between academic advising referrals to Career Services and what actually happens to the students.

For the record, the review team noticed many more positive stories from this group than suggestions for improvement. The staff of Career Services was noted repeatedly for their collaborative nature, quality work, student centeredness and a willingness to improve when needed.

**Career Services Office Staff**

The review team was introduced to the office staff when we first arrived at UNF but didn’t interview them until one of final sessions. Whether this was by design or unplanned the review team thought that it worked very well. Could the staff really be as good as their colleagues were saying? The review team came away from this meeting impressed with the quality of the staff, their level of professionalism and their student-centeredness. More than that, they were engaged in their roles and had very thorough and well articulated views on Career Services role within the Division and University. Their thoughts concerning the strengths of Career Services were:

• Director Robert’s leadership style and vision
• Office camaraderie
• Flexible, supportive work environment
• Liaison model of operations
• Events

There was a lot of discussion during this session about what a good a place UNF and Career Services was to work. Many stressed the environment or climate of Career Services was upbeat, positive and supportive. Not surprising though were some suggestions concerning improvement:

• The need for an employer relations person. The staff felt overmatched in their ability to offer top level student services and make quality employer contacts.
• Consensus among liaison’s and a few others that the roles of the academic advisors in the colleges and the career liaison’s had become blurred and needed to be re-defined.
• Advertising of the office and its events needs to improve campus wide, possibly incorporating outdoor spaces more often.
• The website is in need of improvement including a technical person to monitor it.

The review team left in agreement that the Career Services staff was as good as their colleagues had said they were. There was a sense of excellent team chemistry and collegiality. The office seemed
eager and enthusiastic to take the Career Services office to their next level of functioning and seemed very aware of their strengths and weaknesses.

Career Counseling

The career counseling effort at any major University is a significant contributor to student satisfaction and retention. The career counseling area, because of their initial contact with students at the freshman and sophomore levels, often constitutes a “first impression” to the services of a career services operation. The review team was impressed with the Career Counseling function at UNF. The professional staff was engaging, qualified and seemed student centered. Their use of the Strong Interest Inventory and the Myers Briggs Type Indicator showed they are utilizing assessments with high acceptance and credibility among peer institutions and career counseling professionals. Students likewise rated their experience(s) with the career counseling area as favorable. (See Tables 3 & 4)

Table 3

Please rate Career Counseling Assistance with: Career Assessments (Career Test Interpretation (i.e. MBTI, Strong Interest Inventory, etc.) (Respondents could only choose a single response)

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<th>Response</th>
<th>Chart</th>
<th>Frequency</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Did not use</td>
<td></td>
<td>52.8%</td>
<td>239</td>
</tr>
<tr>
<td>Excellent</td>
<td></td>
<td>15.2%</td>
<td>69</td>
</tr>
<tr>
<td>Very Good</td>
<td></td>
<td>17.2%</td>
<td>78</td>
</tr>
<tr>
<td>Good</td>
<td></td>
<td>10.2%</td>
<td>46</td>
</tr>
<tr>
<td>Fair</td>
<td></td>
<td>3.3%</td>
<td>15</td>
</tr>
<tr>
<td>Needs Improvement</td>
<td></td>
<td>1.3%</td>
<td>6</td>
</tr>
<tr>
<td>Not Answered</td>
<td></td>
<td></td>
<td>5</td>
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</tbody>
</table>
Table 4

Please rate career counseling assistance with: Choosing a major or choosing a career path.
(Respondents could only choose a single response)

<table>
<thead>
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<th>Response</th>
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<td>Did not use</td>
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<td>47.1%</td>
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</tr>
<tr>
<td>Excellent</td>
<td></td>
<td>16.3%</td>
<td>74</td>
</tr>
<tr>
<td>Very Good</td>
<td></td>
<td>17.4%</td>
<td>79</td>
</tr>
<tr>
<td>Good</td>
<td></td>
<td>13.4%</td>
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<td>Fair</td>
<td></td>
<td>3.3%</td>
<td>15</td>
</tr>
<tr>
<td>Needs Improvement</td>
<td></td>
<td>2.4%</td>
<td>11</td>
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The career counseling staff was repeatedly recognized by colleagues as being professional, caring and hard working in their assistance to students. The Career Counseling staff is made up of an associate director, a career counselor and a counseling intern. While overall being considered as a major strength area, the career counseling staff mentioned the following as challenges:

- While quality of counseling is high, more students could be seen, especially with more staff.
- Wait time for students during peak season can be as much as three weeks.
- Access to professional licensure, continuing education credits and conferences can be limited because of budget issues.
- General sense that there were others on-campus providing career counseling that are not qualified to do so.

Although the review team felt that Career Counseling was utilized by students especially during registration times, it was hard for the team to definitively conclude that Career Counseling currently needs another FTE to support their student demand. As UNF continues to grow at a pace that will ultimately take it to 25,000 students, at least one FTE in Career Counseling is obvious. The review team did believe however that there was a significant opportunity to expand the relationship with the Counselor Education Master’s program. With Associate Director Vivian Senior a National Certified Counselor, the career counseling office seems a perfect place for graduate level counselors to complete internships and graduate assistantships. Utilizing the University’s own graduate population benefits all parties involved and provides a reasonable solution from a cost/benefit
perspective. In addition, it provides an excellent “bench” for when an FTE as mentioned above can be secured.

The review team noted one concern of significance that should be addressed as soon as possible. The Career Counseling staff and College Liaisons each indicated a growing sense that others on-campus were conducting career counseling. While there is a movement across college campuses to train academic advisors to be better informed of careers, universities have to be careful to define boundaries and make sure that only qualified professionals are giving advice concerning career counseling and planning. No testing and/or interpretation should ever be conducted by non-qualified personnel.

**According to the National Career Development Association:** “If a professional does not have the appropriate training or resources for the type of career concern presented, an appropriate referral must be made. No person should attempt to use skills (within these competency statements) for which he/she has not been trained.”

**Academic Advisors** - help students pick their classes; Facilitate educational transactions; e.g., schedules, drop/adds, withdrawals, change of major, waivers, graduation requirements, etc.; Clarify instructional policies, procedures and requirements; Provide general information on special services including academic remediation, admission, placement testing, courses of study, and registration; Explain course transfer differences between institutions; Interpret placement scores and recommend appropriate classes.

**Career Counselors** - provide more traditional counseling functions such as helping students with career self-assessment, job search and job placement activities, or counseling students who are experiencing more stressful personal situations relating to career decision making and maintenance. They utilize standardized career assessments such as the Myers Briggs Type Indicator, Strong Interest Inventory, etc. to help student identify personality characteristics and interests relating to career choice. Career Counselors receive training and are certified to administer and interpret these assessments.

The review team felt that the Career Services office had an opportunity to take the lead in taking a more collaborative working relationship with the College’s Academic Advisors and The Academic Center for Excellence (ACE). This could be accomplished through workshops, where not only positive relations can be built, but distinctions can also be discussed and clarified. The healthy academic advisor / career counselor relationship occurs when the academic advisor realizes they are straying into areas they are not qualified in and makes the proper referral to career counseling.
In their November 2010 article in the NACE Journal: “Career Services and Academic Advising: Collaborating for Student Success,” authors Jane G. Lenz, Kerry McCaid, and Darrin Carr suggest the following:

“One way to share knowledge is through regular presentations to each other’s staff. At FSU, career services staff regularly attend the Council of Informed Advisers (CIA) meeting to learn about new or revised academic policies, as well as provide career center updates to the advisers in attendance. Advising staff are invited to participate in the training for the career center’s new graduate assistants, who will work as career advisers providing drop-in and individual counseling services for students on a daily basis. Career services staff members also present at an annual continuing education workshop series for advisers. At the University of Denver, every other month, the advising office opens its monthly meeting to advisers and “friends of advisers” to provide updates on best practices and upcoming events that are critical for career counselors and others to keep current on changes affecting student matriculation, major/minor selection, and industry pressures that drive new academic requirements (e.g., the additional requirement of a specialized computer certification for all business majors).

Several institutions promote periodic mutual staff meetings that serve as “state of the department” updates and help personnel stay abreast of key changes in different areas. On many campuses, liaisons from both academic advising and career services can be used to help their counterparts stay current about changes and developments in their respective areas. Academic advisers can help career services personnel learn about curricular changes within majors and minors. Career services staff can update advisers about industry fluctuations and the emergence of new career fields so that advisers are aware of current trends.”

Developing a Seamless System

One key to creating successful collaboration between academic advising offices and career services is to make sure the key stakeholders (and their staff members) view each other not as competitors, but as collaborators who share mutual goals. This type of partnership is essential, despite possible turf wars at various administrative levels. Discussions about how students are assisted in exploring options, making choices, and gaining experience should occur among parties representing both “sides of the aisle.” (See Figure 1 for a list of possible questions that might be considered by both parties at an initial meeting.)

Career center directors and the person(s) in charge of career advising and counseling services can meet periodically with undergraduate deans, advising center directors, and other individuals charged with assisting students through the educational choice process to discuss the missions and future visions for their respective offices. This approach is essential to presenting a united front so that
students know where to go for a particular type of assistance and will minimize students’ frustration over receiving inappropriate referrals, thereby increasing the likelihood that students will get the educational and career planning support they need.

Figure 1

Self-Review Questions for Campus Offices Involved in Career and/or Academic Advising

What are the common goals of each office?

How does each office conceptualize career development/career advising?

What is the role of the adviser in student career problem solving and decision-making?

What are the strengths, growth areas, strategic visions for each program area?

Do current referral methods best meet the needs of students? How can they be improved?

What are shared values and ethics between career and academic advising professions?

Conversely, on what types of issues do they differ?

Suggestions:

- That Career Services, with possible help from the Division of Student Affairs, can take the lead in establishing a schedule of cross training sessions to help define the roles between Career Services and Academic Advising and the Academic Center for Excellence.
- There needs to be absolute clarity at UNF concerning the difference between career advising and career counseling. The Self Review Questions from the referenced NACE Journal Article could be used to help with this process.
- To add additional assistance with Career Counseling load through the graduate program in Counselor Education
- To add an FTE in Career Counseling as part of a five year strategic plan.
b. External Relations

Alumni

The review team met with five Alumni via focus group over dinner. This delightful group of Alums was well prepared, talkative and full of ideas for the review team. The general mood of the alumni group was favorable towards Career Services but they seemed concerned about how Career Services was marketed to them while they were enrolled at UNF and afterwards. This group, while reflecting on their time at UNF, was adamant that Career Services should:

- Get in more classrooms earlier and more consistently over time with their employment message.
- Possibly leverage social media with alumni to create awareness and potential programming.
- Mentioned that, as an Alumni, they would pay for quality programming offered by Career Services.
- Interested in a “higher touch” type of Career Service (i.e. more direct person-to-person services).

The review team was informed prior to the visit that Career Services has no “direct charge or mission” to serve Alumni and currently does so out of courtesy to Alums. The team did sense that Alumni realized after the fact what a great resource Career Services really is. But the feeling was that Alumni were not fully aware that Career Services was still available to them. This Alumni viewpoint brings a common Career Services dilemma into focus. Without a direct charge to serve Alumni, what percentage of time, energy and resources does a director put into Alumni relations?

Suggestions:

- Career Services, the Division of Student Affairs, Alumni Relations and the University of North Florida need to create a plan for serving alumni. The review team felt there was a market for assisting alumni with career related issues especially given the size of the alumni base in greater Jacksonville. Alumni can be a valuable revenue stream for an underfunded office such as Career Services if the right partners are brought to the table. Many times Career Services will partner with Alumni Relations to “package” services that may include discounted access to other departments or services across campus (i.e. library, athletic events, plays, musicals, etc.) for one fee. This plan seems to help:
  - Keep newer alumni attached to the University
  - Prepare them for a future of contact with the University including potential giving opportunities.
By providing a viable way for Career Services to offer a set of predictable, standard services for alumni.

- By creating small revenue streams for Career Services via Alumni Services.

- Some colleges and universities generate resources to provide career development assistance to alumni with a structured fee schedule for services. If a working agreement cannot be established through Alumni Relations, UNF Career Services could develop a modest “pay-as-you-go” fee to help subsidize career development services for alumni.

- UNF Career Services might also look into providing career development services to members of the greater Jacksonville Area on a fee-for-service basis. This could also generate a small revenue stream to help offset cost of providing services for alumni and community members.

### Employers

One of the scheduled focus group meetings were with Employers that had utilized the Career Services office. Some of the employers were regular users and others would be best described as infrequent users. The review team found the employers to be generally helpful and willing to be forthright in their responses to our inquiries. The general consensus among the employers interviewed was:

- Career Services does an excellent job with programming and preparing students for employment related events.
- Career Services personnel seem well trained and have been consistent over an extended period of time.
- Customer service was rated as a real strength of Career Services by this group.
- Events are well run and the employer view of interactions on the website were positive.
- That events attended were a real bargain dollar wise.
- Career Services does a good job of merchandising employer opportunities to students.

**Suggestions:**

- Department Overview meeting with students before the Education Job Fair needs to be shortened, eliminated or moved. Employers thought this two hour meeting was too much for students just before they were to enter the employment fair.
- Students need to get in the Career Services system quicker and be “readied” for internships/employment faster.
- Career Services could serve as a conduit to making faculty connections especially by encouraging faculty to attend job fairs.
- Career Services needs to be more “visible” in the greater Jacksonville community. Some employers found out about Career Services by accident. Many employers thought that
Career Services was just scratching the surface with employers, especially the small to medium sized employers were so much of hiring happens.

The review team felt that the employers overall evaluation of the Career Services function was positive. Their body language, enthusiasm, interactivity and non-verbal’s told us that the employers generally liked working with Career Services. The employer’s general feedback seemed to be for Career Services to simply do “more” of what they were already doing.

IV. Summary

The review team left UNF with a good sense of Career Services role within the Division of Student Affairs and the University as whole. We were able to meet with numerous professionals that hold the success of UNF and its students at the top of their priority list. As a team we were struck by the passion and enthusiasm in every meeting that was held. We left concluding that UNF’s future was very, very bright. That Career Services would be a large part of future success seemed predicated on their next strategic planning period and our report would play a large role in assisting that plan. In fact, the final report was relatively difficult to write in that in almost every instance Career Services was viewed very favorably and without any hesitations. However, it was apparent to the review team that there were a few larger issues to be addressed by Career Services and the Division in order to ensure their place at the table in UNF’s success.

- The addition of an employer relations person at the Associate Director level, who would be centrally located, was overwhelmingly supported by those interviewed. The review team recommends that Career Services follows the lead of the Coggin Career Management Center and incorporate a title such as Director of Employer Relations or Employer Relations Manager for this position. The review team recommends this person’s initial focus to be on the College of Arts and Sciences and to a lesser extent on the Brooks College of Health. The review team believed there to be enormous opportunities in the greater Jacksonville area for job and internship development. Career Services needs a person whose responsibility is to canvass the area, spreading the word about how employers can get talent out of the University of North Florida. The review team recommends this person have a proven track record of building quality, long term relationships with a diverse customer base.

- Immediately begin to solve the academic advising/career counseling confusion before it expands. The review team sensed that Career Services professionals were not comfortable with their colleagues in academic advising and ACE gradually offering more and more advice to students that could be perceived as career counseling. The review team recommends that Career Services take the lead in training ACE and academic advising in the colleges on career awareness issues and assist them with when to make proper referrals. The following guidelines could be utilized in training:
• A regularly scheduled meeting between Director Roberts and Dean Chally in the Brooks College of Health needs to occur. A first meeting to discuss the role of the liaison and the liaisons place in the new academic advising suite needs to be settled. The review team believes the climate is right for there to be new partnerships and programs formed with Brooks but that it needs to start with communication and follow-up.

• The financial set-up of Career Services needs to be re-evaluated to allow for revenue generation. As UNF grows and the Career Services function expands, Career Services will need the opportunity for revenue growth and development. The review team was surprised that job fair revenue was shared with, or in some cases, kept by the academic units. This working arrangement makes sense for the working relationship with the Coggin College of Business Career Management Center since it is an independent center and works to bring in half of the employers to the job fairs. However for the job fairs that are coordinated for the four colleges served by Career Services (Arts and Sciences, Health, Education and Human Services, and Computing Engineering and Construction), the agreements should be reevaluated. Career services and the Division of Student Affairs already pay for professionals to be housed in the colleges without any apparent remuneration. Each academic unit agreed that this situation had significantly benefitted their respective student bodies. The review team suggests that the Division and the University examine this model and shift to a more equitable solution. Other avenues for revenue generation need to be examined as well. Charging for career assistance to Alumni seems an appropriate possibility given the large number of UNF graduates in the Jacksonville area (Note: see comments under External Relations/Alumni).

• The review team also recommends that Career Services website be updated as soon as possible and to either hire or subcontract a person to manage the site on a regular basis.

  o Creating Facebook pages, Twitter feeds, live chat services and other social media are highly recommended as well. However, social media strategies for outreach purposes are only as good as the people running them. The office must place these responsibilities in the hands of people who are passionate about, and skilled in, social media relations. Not managing social media effectively, does more damage than good to an offices reputation.

Today’s students and employers rely heavily on a career services website for access to opportunities, information about events, programs and registrations, examples of
quality business correspondence and a site that is rich in career related content. User comments, while not negative concerning absolute content, where critical of the site’s ease of navigation. Others mentioned that the site simply needed updating. For many customers of Career Services the website is often the first impression of the quality of services they can expect. The site should be given the same importance as a quality physical facility or a friendly, helpful front desk person.

- The STAR program is better viewed and rated by faculty, administrators and employers than it is by students. While this is not totally surprising, the review team did have concerns about why so few students completed all five steps of the program. Could it be too cumbersome? Does it take too much time? Is there enough “what’s in it for me” factor for students? These questions were hard for the review team to tell in the period of time we were there. There was enough evidence between the student/alumni interviews and the student survey to indicate that the program needs to be reviewed. Can some of it be done online? Could videos be created and put on the website for some of the sessions making them available anytime? Could quizzes/tests be taken to show competencies? Could more of an award be given for completion?

In summation, the Career Services office and its staff are viewed very favorably by their colleagues in academics and student affairs. Students and employers likewise were supportive and for the most part satisfied with their interactions with Career Services. The review team very much enjoyed getting to know Career Services, the University and the people that make it run so successfully.
### V. Review Team Schedule

University of North Florida

Career Services External Review Schedule - February 2011

#### Wednesday, February 9, 2011

<table>
<thead>
<tr>
<th>Time</th>
<th>Schedule</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>1:21 pm</td>
<td>Team Arrives in Jacksonville</td>
<td>JIA</td>
</tr>
<tr>
<td>2:30 pm</td>
<td>Provost, Vice President of Academic Affairs, Dr. Mark Workman</td>
<td>Bldg. 1, Room 2500</td>
</tr>
<tr>
<td>3:30 pm</td>
<td>Associate Vice President for Student Affairs, Mr. Everett Malcolm</td>
<td>Bldg. 2, Suite 1100</td>
</tr>
<tr>
<td>4:30 pm</td>
<td>Director of Career Services, Rick Roberts</td>
<td>Bldg. 2, Suite 1100</td>
</tr>
<tr>
<td></td>
<td>Tour of Career Services</td>
<td></td>
</tr>
<tr>
<td>5:00 pm</td>
<td>Travel to University Center</td>
<td></td>
</tr>
<tr>
<td>5:30 pm</td>
<td>Dinner Meeting - FOCUS GROUP UNF Alumni/ae</td>
<td>University Center</td>
</tr>
<tr>
<td>6:45 pm</td>
<td></td>
<td></td>
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</tbody>
</table>
Thursday, February 10, 2011

Morning Schedule

<table>
<thead>
<tr>
<th>Time</th>
<th>Schedule</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:45 am</td>
<td>Breakfast Meeting  FOCUS GROUP- Faculty</td>
<td>Bldg. 2 1126</td>
</tr>
<tr>
<td>9:00 a.m.</td>
<td>Break</td>
<td></td>
</tr>
<tr>
<td>9:15 am</td>
<td><strong>Coggin College of Business, Dean, Dr. Ajay Samant</strong></td>
<td>Bldg. 42, Room 2015</td>
</tr>
<tr>
<td>10:00 am</td>
<td>Break</td>
<td></td>
</tr>
<tr>
<td>10:15 am</td>
<td><strong>Director Academic Advising, College of Education and Human Services, John Kemppainen,</strong>&lt;br&gt;<strong>Director Academic Advising-Brooks College of Health, Heather Kenney,</strong>&lt;br&gt;<strong>Executive Assistant, Academic Affairs, Marianne Jaffee</strong></td>
<td>Bldg. 2, 1126</td>
</tr>
<tr>
<td>11:10 am</td>
<td>Travel</td>
<td></td>
</tr>
<tr>
<td>11:15 am</td>
<td><strong>Dean of College of Education and Human Services, Dr. Larry Daniel</strong>&lt;br&gt;<strong>Director of Field Experiences, Dr. Cathy O'Farrell</strong></td>
<td>Bldg. 57/3617</td>
</tr>
<tr>
<td>12:00 Noon</td>
<td>Travel</td>
<td></td>
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</tbody>
</table>
Thursday, February 10, 2011

Afternoon Schedule

<table>
<thead>
<tr>
<th>Time</th>
<th>Schedule</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>12:15 pm</td>
<td>Lunch Meeting- FOCUS GROUP - Students</td>
<td>Bldg. 2, 1126</td>
</tr>
<tr>
<td>1:15 pm</td>
<td>Travel</td>
<td></td>
</tr>
<tr>
<td>1:30 pm</td>
<td><strong>Dean of College of Arts and Sciences, Dr. Barbara Hetrick</strong></td>
<td>Bldg. 51/3307</td>
</tr>
<tr>
<td>2:15 pm</td>
<td>Travel</td>
<td></td>
</tr>
<tr>
<td>2:30 pm</td>
<td><strong>Dean of Brooks College of Health, Dr. Pam Chally</strong></td>
<td>Bldg. 39/3037</td>
</tr>
<tr>
<td></td>
<td><em>Associate Dean, Cathy Christie</em></td>
<td></td>
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<tr>
<td>3:15 pm</td>
<td>Break-Travel</td>
<td></td>
</tr>
<tr>
<td>3:30 pm</td>
<td><strong>Dean of College of Computing Engineering and Construction, Dr. Peter Braza</strong></td>
<td>Bldg. 50 3300</td>
</tr>
<tr>
<td>4:15 pm</td>
<td>Travel</td>
<td></td>
</tr>
<tr>
<td>5:00 pm</td>
<td>Dinner Meeting- FOCUS GROUP- Employers</td>
<td>University Center</td>
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</tbody>
</table>

Friday, February 11, 2011
<table>
<thead>
<tr>
<th>Time</th>
<th>Schedule</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:45 a.m.</td>
<td>Breakfast- GROUP- Administrators</td>
<td>Bldg. 2 1126</td>
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<tr>
<td>9:00 a.m.</td>
<td>Travel-Break</td>
<td></td>
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<tr>
<td>9:15 a.m.</td>
<td><strong>Vice President Student &amp; International Affairs, Dr. Mauricio Gonzalez</strong></td>
<td>Student Union</td>
</tr>
<tr>
<td>10:00 a.m.</td>
<td>Travel</td>
<td></td>
</tr>
<tr>
<td>10:15 am</td>
<td><strong>Director of Advising, College of Arts and Sciences, Liz Wondell</strong></td>
<td>Bldg. 2, 1126</td>
</tr>
<tr>
<td></td>
<td><strong>Associate Dean, College of Computing Engineering and Construction, Gerry Merckel</strong></td>
<td></td>
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<tr>
<td>11:00 a.m.</td>
<td>Travel</td>
<td></td>
</tr>
<tr>
<td>11:15 am</td>
<td><strong>Career Services Associate Director, Vivian Senior</strong></td>
<td>Bldg. 2, 1126</td>
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<tr>
<td>12:00 noon</td>
<td>Break</td>
<td></td>
</tr>
<tr>
<td>12:15 pm</td>
<td>Lunch Meeting- GROUP- Career Services Staff</td>
<td>Bldg. 2 1126</td>
</tr>
<tr>
<td>1:15 p.m.</td>
<td><strong>Career Services Director, Rick Roberts</strong></td>
<td>Bldg. 2, 1126</td>
</tr>
<tr>
<td>2:15 p.m.</td>
<td>External Review Team Meets</td>
<td>Bldg. 2, 1126</td>
</tr>
<tr>
<td>Time</td>
<td>Event</td>
<td>Location</td>
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<tr>
<td>-------</td>
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</tr>
<tr>
<td>3:30 pm</td>
<td>Depart- 45 minutes to Airport</td>
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</tr>
<tr>
<td>6:10</td>
<td>Flight out of Jacksonville</td>
<td>JIA</td>
</tr>
</tbody>
</table>