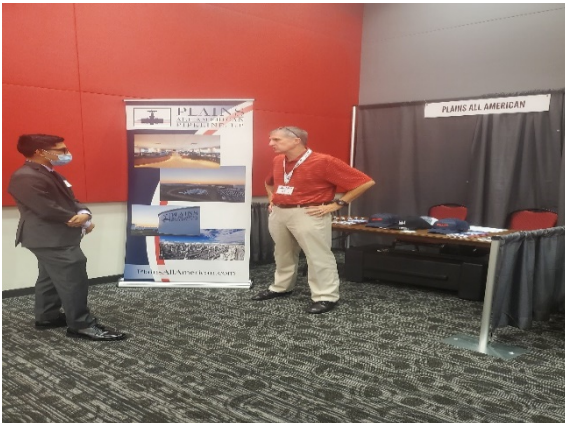


UNIVERSITY of
HOUSTON
UNIVERSITY CAREER SERVICES

Student Fees Advisory Committee (SFAC) Program Questionnaire FY2023



Images: Image above left is from student participating in one of UCS's virtual events, images on the top right and left are from our hybrid career fair, taking safe COVID 19 Precautions.

Striving for excellence, a career focused campus and accessible and equitable career opportunities for all majors.

Amidst the COVID 19 Pandemic, the UCS team continued to provide virtual, in person, and hybrid events.

Executive Summary

One of the most important and vital services afforded to University of Houston students and alumni is offered by University Career Services (UCS). The Career Services office provides comprehensive programs, events and services to assist students, alumni and community members to prepare for finding suitable employment by developing professional documents, interviewing skills, job-search strategies, and a deeper understanding of the fit between their career-ready competencies and the world of work. UCS promotes and encourages personal responsibility in the exploration and achievement of both career and employment goals.

University Career Services Vision Statement. University Career Services will be the premier career services provider at the University of Houston. (among the hybrid career services model- see circle graphic below)

University Career Services Mission Statement. University Career Services provides customized resources to our constituencies through intentional programming and collaborative relationships built on a foundation of integrity. UCS constituencies include students, faculty, staff, alumni and employers.

University Career Services' mission is accomplished by first assessing individual students' needs and by providing the appropriate resources to foster self-understanding, self-marketing and goal-clarification. Depending on students' interests and level of career development, additional resources are often utilized, including career assessments, resume-writing assistance, interview skill development, part-time, on campus, college work-study, assistance in securing an internship, a referral to a career counselor, and/or suggested sources for additional reading and research. University Career Services offers a wide range of programs and services that will help reach the student's goals both while at UH and long after. UCS advances student success by encouraging the student to do the following:

Explore different majors and careers using assessments and research; early major identification is essential for students to begin taking classes toward their major and will allow for a greater understanding of career fields and have more career options as the student progresses with their college education.

Engage with UCS career counselors through one-on-one counseling and skills workshops ranging from mock interviews, resume critiques, to job hunting.

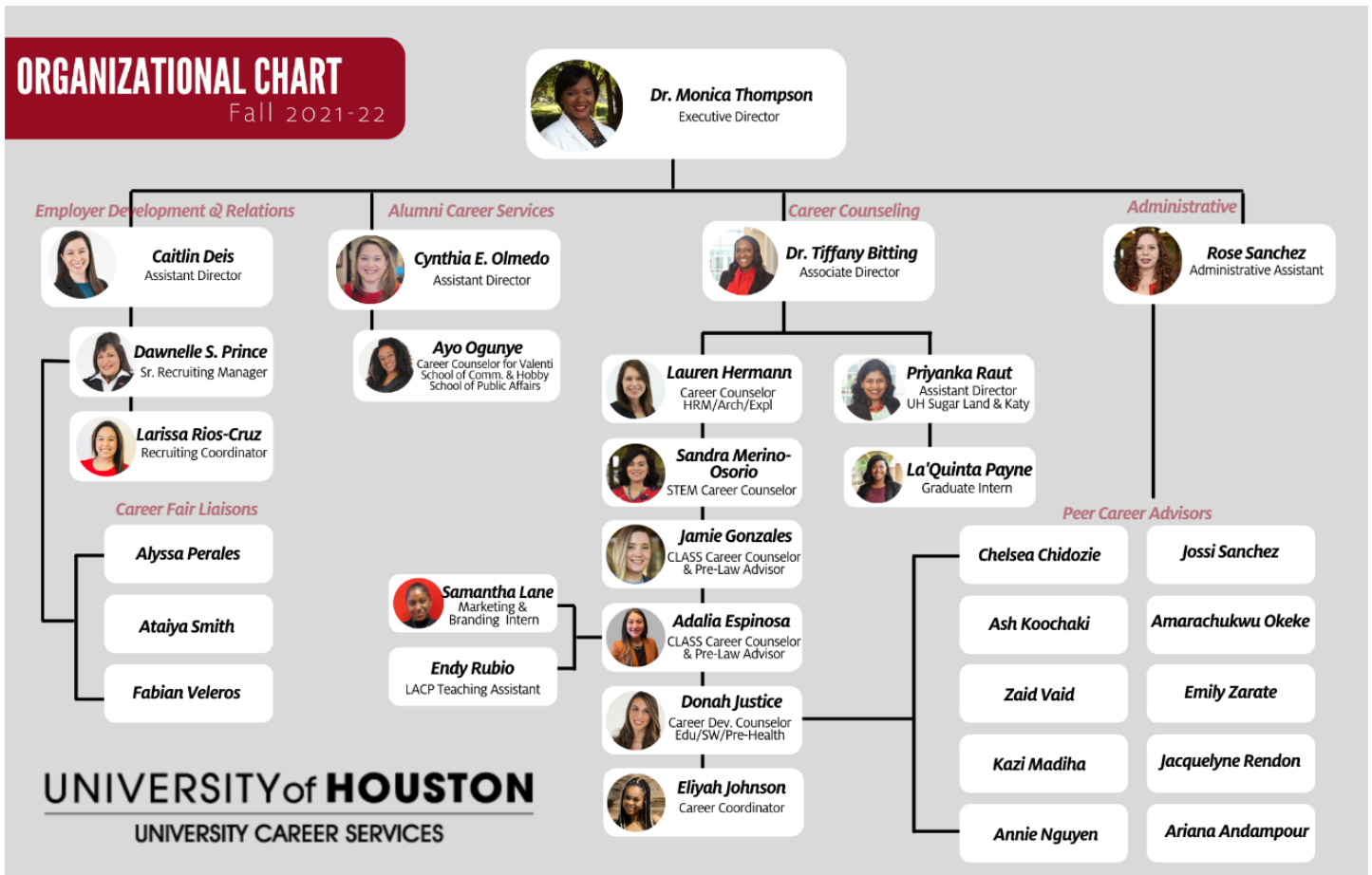
Empower. Students and alumni are **empowered** to investigate their pathways and network with employers to find the right industry for them.

Employ. Our goal is to work with companies and organizations to **employ** our students during career fairs and on-campus recruitment.

UCS actively develops relationships with campus, employers, alumni and community entities that will ultimately help to ensure the success of UH job candidates during and after their college careers at the University of Houston. In addition, the unit accomplishes its mission by embracing the principles of quality customer service in its relations with the campus and corporate communities. Corporate entities are advised as to the most effective ways to target and hire UH job candidates. The unit's mission is advanced by maintaining a highly qualified staff of career counselors and managers and by providing opportunities for staff/professional development. The unit strives to be abreast of, and apply, the latest technologies in making career services accessible to students of a major research university.

The benefits of a robust and vital career services unit on a university campus are multifold. The literature strongly suggests that a student with a career goal, even a tentative career goal, is more likely to persist and achieve their educational objectives than a student without a career goal. University Career Services exemplary work with Exploratory Studies, CITE (Cougars Initiative to Engage), Industry Prep, Major Exploration week, and career course curricula help advance students' persistence and increase graduation rates as well help student articulate their marketable skills to secure favorable internships and jobs with select employers. Students who are successful and satisfied in their pursuit of a career are more likely to become satisfied alumni, many of whom may be able to assist the university in annual giving, stronger partnerships with diverse employers, recruitment of qualified students, and legislative relations. In addition, students benefit when the career center builds bridges between the university and the larger community including research studies/data to measure students' career intentions and student success initiatives. Public and corporate support, while intangibles, are extremely important to a public university and they often lead to tangible benefits to be enjoyed by current students, alumni, faculty, and staff. University Career Services is grateful for the continuing support of the Student Fees Advisory Committee.

2. UPDATE: University Career Services Organization Chart



UCS Department Liaisons

DSAES Liaisons

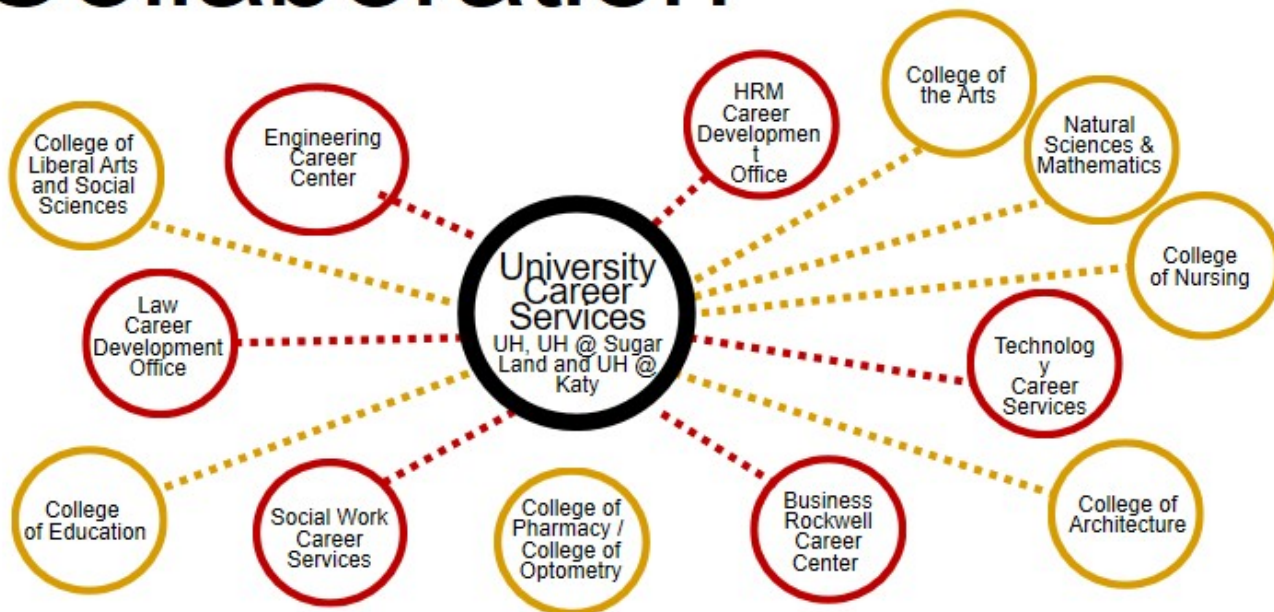
Academic Affairs/SGA:	M. Thompson
Admissions/Orientation:	T. Bitting/D. Justice
Alumni:	C. Olmedo/A. Ogunye
Athletics:	T. Bitting
CAPS:	T. Bitting/D. Justice
Center for Fraternity/Sorority Life:	M. Thompson/TBD
Center for Student Involvement/LeadUH: Tiffany/ Adalia	
Center for Diversity & Inclusion:	T. Bitting/D. Justice
Cougars in Recovery: D. Justice/T.Bitting	
Commuter Students:	L. Hermann
DisAbility Services:	A. Ogunye/L. Hermann
Financial Aid:	M. Thompson/ C. Deis/ C. Olmedo
LGBTQ Resource Center:	D. Justice/J. Gonzales
Library:	T. Bitting
Learning Abroad:	A. Espinosa
Learning Support Services (LAUNCH):	C. Olmedo
International Students:	A. Ogunye/TBD
Res. Life/Student Housing: TBD/ A. Espinosa	
Language and Culture Center (LCC):	L. Hermann
Urban Experience Program:	C. Olmedo/D. Justice/T. Bitting
Veterans:	C. Olmedo/ A. Espinosa
Women & Gender Resource: D. Justice/ A. Espinosa	

College Based Liaisons

Architecture:	L. Hermann/M. Thompson
Art:	J. Gonzales/M. Thompson
Business:	Adalia/ M. Thompson
CLASS:	J. Gonzales A. Espinosa/M. Thompson
Education:	D. Justice/ M. Thompson/ A. Ogunye
Exploratory Studies:	T. Bitting/L. Hermann
Graduate/Professional Programs:	T. Bitting/M. Thompson/ A.Ogunye
Honors:	C. Olmedo
HRM:	L. Hermann/ T. Bitting
NSM/Engineering:	T./ T. Bitting
Pre-Health:	D. Justice/T. Bitting
Nursing:	P. Raut
Pre-Law:	J. Gonzales/A. Espinosa/T. Bitting
School of Communication:	A. Ogunye/C. Olmedo
Social Work:	D. Justice/ P. Raut
Technology:	C. Olmedo/P.Raut
UHin4:	T. Bitting/ L. Hermann

Note the following career services structure at UH is a decentralized model. There are six college-based career centers: Business, Engineering, Technology, Graduate College of Social Work, Law Center

Collaboration



3. List your unit's strategic initiatives and action steps identified for the 2020-2021 academic year and cite the specific Division of Student Affairs and Enrollment Services (DSAES) Strategic Initiatives and University of Houston Strategic Goals to which they relate (links below). Please comment on your success in achieving these strategic initiatives/action steps. If a strategic initiative/action step changed during the year, please note this and explain. Also, list any new strategic initiatives/action steps, the rationale for the addition, and comment on your success in achieving these items.

DSAES Plan: (<http://www.uh.edu/dsaes/about/strategicplan.htm>)

UH Goals: (<http://www.uh.edu/about.mission/>)

1. Strategic Initiative 1: Collaboration & Partnerships with UH Departments

- a. **Description:** Build a stronger UCS presence on campus, through increased collaboration and strong partnerships among UH departments.
- b. **DSAES Value: Partnership, Division Cohesion**
- c. **Goal Status:** In progress
 - i. **Cougar Pathway Jobs**
 1. **Action taken:** Increase the number of on-campus jobs from UH departments and restaurants/retail on campus, including college work-study and non-college work study posting jobs in Cougar Pathway from FY20 to FY21. Complete
 - ii. **Training Opportunities for Academic Advisors and College Partners**
 1. **Action taken:** Increase the number of training opportunities on UCS resources and services for academic advisors and college partners from FY20 to FY21. Not complete due to COVID 19 and Staff Transition
 - iii. **Partnerships with UH Career Centers**
 1. **Action taken:** Strengthen partnerships with Bauer, Engineering, Social Work, Technology, HRM and Law career centers by coordinating collaborative events, such as career fairs, info sessions, and professional development opportunities. Complete
 - iv. **PD Event for DSAES Staff**
 1. **Action taken:** Host one professional development event for DSAES staff per semester. Complete
 - v. **Committee Involvement**
 1. **Action taken:** Maintain representation and service on each division-wide committee by at least one staff member. Partially complete-no representation at DSAES Marketing Committee
 - vi. **CORE 1101**
 1. **Action taken:** Increase the number of UCS staff teaching CORE 1101 students in Exploratory Studies from FY20-21. Complete

2. Strategic Initiative 2: Leverage Technology

- a. **Description:** Leverage technology to expand UCS accessibility and better meet the needs of the students and employers.
- b. **DSAES Value: Resources**

- c. **Goal Status:** In progress
 - i. **Employer Outreach**
 - 1. **Action taken:** Increase the number of students engaging in Cougar Pathway as a result of #NowHiring campaign.
 - ii. **New Website Launch**
 - 1. **Action taken:** Revised website to enhance student employment and employer pages. Added new page for UH Career Fairs for student and employer audiences.
 - iii. **Technology: Enhance Student Employment Training**
 - 1. **Action taken:** Collaborated with Office of Scholarship and Financial and Human Resource to deliver mandatory student employment training on UH's TAP Online training site making it accessible to all on and off campus employers.
 - iv. **Virtual Career Counseling, Drops Ins, Prep Week Session and Career Fairs**
 - 1. **Action taken:** Increase utilization of brief virtual career counseling services. Hosted over eight virtual career fair targeting specific majors and industries.
- 3. **Strategic Initiative 3: Partnerships with Employers, Alumni and Community**
 - a. **Description:** Strengthen partnerships with employers, UH alumni and Houston community through active engagement including participation in career programs, industry panels, and career education for K-12 and neighboring communities near UH campus locations.
 - b. **DSAES Values: Division Cohesion, Partnerships, Resources**
 - c. **Goal Status:** In progress
 - i. **Employer & Alumni Open House**
 - 1. **Action taken:** Execute one employer and one alumni open houses in Summer 2021. Complete
 - ii. **College Work Study**
 - 1. **Action taken:** Present at least five workshops per year to educate on and off-campus departments about hiring college-work study students. Complete
 - iii. **K-12 Partnerships**
 - 1. **Action taken:** Increase number of Houston community events to engage K-12 students through providing career development programming. Complete
- 4. **Strategic Initiative 4: Strategic Initiative**
 - Description:**
 - a. Increase utilization of targeted programs and events to engage students and employers at the University of Houston and University of Houston at Sugar Land. **Action taken:** Hosted virtual events. Complete: Partial, all events were virtual, no specific events for UH at Sugar Land and UH at Katy due to virtual environment.
 - b. **DSAES Values: Student Success**
 - c. **Goal Status:** In progress
 - i. **Employer Job Postings**

1. **Action taken:** Increase the number of employers posting jobs and internships in Cougar Pathway through Advisory Board, Employer U and Sugar Land Career Fair to engage employers. Complete.
- ii. **Targeted Student Messaging**
 1. **Action taken:** Increase targeted messaging to students regarding internship/job opportunities within their major(s). Complete
- iii. **Sugar Land Services**
 1. **Action taken:** Increase utilization of career counseling appointments at UH at Sugar Land and Katy as a result of marketing and outreach efforts from 2019 to 2020 academic year. Not Complete due to hosting virtual events.

4. Please discuss the means that you are utilizing to evaluate both your success in achieving the aforementioned strategic initiatives and/or action steps and their importance as compared to others that you might pursue. Where data exist, discuss the number of persons served by each of your programs and any assessment measures and/or learning outcomes used to evaluate program success. Please provide the method for collecting these data.

During the 2020-21 school year, UCS fully utilized Baseline/Campus Labs survey systems to evaluate success in achieving the student and employer strategic initiatives. Symplcity, the new career management system, launched at the beginning of the fall 2014 semester is utilized along with Baseline/Campus Labs to collect student job offers, track employer data and assess email messages to promote events and services.

The means of evaluating departmental objectives include student and employer satisfaction quantitative and qualitative surveys; student surveys following all sessions including etiquette dinners, industry prep weeks, career fair follow-up surveys (students and employers); the On Campus Recruiting Surveys (employers). The results of these analyses served the evaluation and planning functions for University Career Services.

The defining and prevailing goals of UCS are: 1) to locate, promote and advise employers to create internships and job opportunities; 2) help employers target majors and educate them on alternative or majors specific to UH (College of Technology; some in the College of Liberal Arts and Social Sciences); 3) implement best practices related to career development and job search strategies and related services as efficient, effective, and accessible as possible for both job candidates and private sector entities, and 4) to assist UH students and alumni in career assessment and career decision-making. These objectives are relevant and realistic given the unit's resource base.

5. Please discuss any budget or organizational changes experienced since your last (FY2022) SFAC request, their impact on your programs, and your reason for implementing them. SFAC recognizes that some programs did not receive the funds that they requested, that some programs were impacted by additional expenses after the conclusion of the budget cycle, and that some programs may be ahead of or behind their self-generated income projections.

Due to hosting virtual events, we did not have the traditional operational cost. Therefore, nominal career fair and events costs were absorbed. We also had one vacant position and was approved to recruit and hire during the summer of 2021.

This past year UCS secured \$2,500 through employer sponsorship opportunity. Additionally, in collaboration with University Advancement's Corporate and Foundation Relations teams, UCS continues to explore new ways develop corporate relationships for UCS sponsorship opportunities.

Words of Appreciation

For the last four years, SFAC has provided one-time requests to cover VMOCK. UCS is appreciative of the support to continue to serve students virtually through VMOCK (online resume critique platform) which allows for immediate resume feedback for students to use their approved resume to apply for jobs in Cougar Pathway.

6. If your unit concluded FY2021 with a Fund 3 addition to Fund Equity in excess of \$5,000, please describe the conditions which caused the addition and provide a line-item identification of the budgetary source(s) of the addition (i.e. lapsed salary, conference travel, etc.).

University Career Services returned approximately **\$67,250** to SFAC due to decrease operational costs and lapsed salary, and conference travel. As noted on budget sheet, \$20,000 funds were transferred for maintenance.

7. Please list your 2022-2023 strategic initiatives and action steps in priority order and cite the specific Division of Student Affairs and Enrollment Services Values and University of Houston Strategic Goals to which they relate. Larger units may wish to group responses by subprogram. Under each strategic initiative, please state the specific action steps (programs, activities, services, policies/procedures, etc.) that you intend to implement to accomplish your stated initiative.

1. **Implement a new and sustainable UCS organization structure that would support the infrastructure needed to advance UH's Strategic Plan, Goal 1: Strategy 3**, which is to increase the number of experiential learning opportunities that prepare students to excel in their chosen fields. **UCS executive director and CITE director, are co-chairs for the implementation working group for UH's Strategic Plan, Goal 1, Strategy 3.**

- a. **Action Steps:**

- Expand, add and promote staff to support the additional and necessary work required to support Goal 1, Strategy 3.
- Explore ways to formalize a strategic partnership between UCS and Cougar Initiative to Engage (CITE) to have dedicated staff support to develop a strategy that ensures

that all undergraduates experience high-impact experiential learning. This includes assessment, marketing, student training, staff liaison for STEM, Health, Arts and Energy.

2. Engage Diverse Student Populations

a. Action Steps:

- Develop programs for First Generation, Veteran, LGBTQ, UEP, Women and Gender Resources Center, Underrepresented Males, Cougars in Recovery (CIR), International Students, Graduate Students, Students with Disabilities, and Underrepresented students of color in STEM, Health, Civic Engagement and Leadership.
- Assess campus to learn student career development needs including students seeking experiential opportunities and required internship vs nontraditional and adult students not seeking these types of opportunities.

3. Collaboration & Partnerships with UH departments

a. Action Step:

- Partner with academic affairs to educate students and develop a process and resources for students to learn about experiential learning; launch virtual job shadow

4. Build Stronger K-12 Partnerships

a. Action Steps:

- Educate K-12 students on early major and career exploration through school districts presentations and Cougar Preview sessions and help assist with recruiting teachers to work in school district.
- Collaborate with Admissions Recruiting team to develop strategy and share outreach efforts.

5. College Work Study Education and Training

a. Action Steps:

- Present at least five workshops per year to educate on and off-campus departments about hiring college-work study students
- Enhance the newly created Student Employment TAP Online Training

6. Strategic Employer Outreach

a. Action Step:

- Execute one employer open houses in Summer 2021

7. Virtual Career Development and Recruiting Preparation

a. Action Step:

- Deliver virtual career development to students including career counseling, virtual chats, workshops, and career course.

8. Leverage Technology to Expand Services

a. Action Step:

- Leverage technology to expand UCS accessibility and better meet the needs of the students and employers

8. Recognizing that the potential to generate additional Student Service Fee income for FY2023 base funding is extremely limited and recognizing that it is likely that some units will not be allocated the new base budget and/or one-time funds requested. Please provide a narrative of how your unit would accommodate a reduction of 5% in your total FY2023 base Student Service Fee budget request and provide a line-item explanation of where budgetary cuts would be made.

University Career Services would accommodate an initial reduction of **5% (\$ 57,943.55)** by eliminating career programs and additional career fairs. However, eliminating career programs would not completely accommodate a 5% reduction. In addition to the eliminating career programs, UCS would have to eliminate a full time employee (FTE), which decreases the human capital needed to help serve students with their career development and job search.

9. What are the other possible sources of funding available to your unit and what efforts are being made to access them (e.g. grants, donations, etc.)? If you receive funds from other sources, please briefly describe the source, purpose, and duration of the funding and report the amounts received in the appropriate rows/columns on the SFAC Spreadsheet.

Sources of funding available to UCS include employer development donations earmarked for the UCS Career Closet. The UCS Career Closet is a service offered by UH University Career Services, where students can rent business professional clothing. Business professional suits come in either pantsuits or skirt suits and are available in multiple sizes. Students are able to select an appropriate size based on the available suits and pay \$10 via credit or debit card, to rent the suit for 2 days. The \$10 covers the dry-cleaning services for each suit. Scholarships for suit rental are available upon request. Learn more about the UCS Career Closet [here](#).

STUDENT SERVICE FEE REQUEST FOR 2022-2023

FISCAL YEAR 2023

Name of Unit: University Career Services
 Depth: H0215

	FY 2021	FY 2021	FY 2022	FY 2022	FY 2023
Funding Sources	Approved Budget 2020-2021	Actuals 2020- 2021	Approved Budget 2021-2022	Projected Actuals for 2021-2022	Budget Request for 2022-2023
Student Service Fees- Base Budget	1,158,871	1,158,871	1,158,871	1,158,871	1,177,157
SSF Merit/Salary Increase				18,286	
Student Service Fees Base Augmentation Request					
Student Service Fees One-Time Request	13,250	13,250	13,250	13,250	16,500
Student Service Fees One-Time Additional Request					
SSF One Time Fund Equity Follower				20,000	
CFWD from Prior Year (Open Commitments)					
Income From All Other Sources					
State Funding (Fund 1)					
Designated (Fund 2)					
Designated (Fund 2)/Sales&Services.FWG	104,800	63,775	124,000	124,000	124,000
Sales & Services Income (Fund 3)		-			
Programs/Events Income (Fund 3)		-			
Facility Rental Income (Fund 3)		-			
Gifts/Donations (Fund 4)	21,000	4,933	24,000	24,000	24,000
Grants (Fund 5)	75,000	75,000	75,000	75,000	75,000
From Fund Balance					
Other Income (Itemize below)					
Dedicated Fees-Base Budget-Student Center		-			
Dedicated Fees-Base Budget-SC Transformation		-			
Dedicated Fees-Base Budget-Recreation Facility		-			
Subtotal of Income	1,324,773	1,315,816	1,395,121	1,433,407	1,436,657
Deductions from Income					
Student Fee Waivers-SC	-	-			
Student Fee Waivers- SC Transformation		-			
Student Fee Waivers-Recreation		-			
Bad Debt		-			
Subtotal of Deductions from Income	0	-	0	0	0
TOTAL INCOME	1,324,773	1,315,816	1,395,121	1,433,407	1,436,657

Expenses	Approved Budget 2020-2021	Actuals 2020-2021	Approved Budget 2021-2022	Projected Actuals for 2021-2022	Budget Request for 2022-2023
Salaries and Wages					
Exempt Category Employee Salaries	657,883	683,271	660,842	660,842	660,842
Non-Exempt Employee Wages	124,488	91,400	128,746	128,746	128,746
Student Workers Wages (NOWS)	11,500	12,303	20,259	20,259	20,259
Student Workers Wages (Graduate Students)		-			
Other Temporary Workers Wages		-			
Longevity	6,240	11,980	11,620	11,620	11,620
Graduate Insurance Stipend		-			
Shift Differential Wages		-			
Overtime Wages		-			
Salaries and Wages Total	800,112	798,954	821,467	821,468	821,468
Fringe Benefits	Fringe Benefits Total	272,945	229,079	256,823	256,823
Other Expenses					
Advertising	5,000	2,756	5,000	5,000	5,000
Awards		-			
Business Meals	6,000	175	6,000	6,000	6,000
Clinical/Lab Supplies		-			
Competition Fees		-			
Computer/Hw/Sw Supplies/Repairs	1,000	43,365	26,056	44,855	44,855
Construction/Renovation		-			
Consulting Services		1,500			
Cost Of Goods Sold		-			
Facilities Work Orders	5,000	2,212	5,000	5,000	5,000
Financial/Legal	2,500	1,066	2,500	2,500	2,500
Office/General Supplies	12,000	1,617	12,000	12,000	12,000
Other Expense		-			
Other Recurring Exp		-			
Partu/Furniture		1,646			
Printing/Postal/Freight	6,000	1,022	6,000	6,000	6,000
Professional Development	13,000	4,577	13,000	13,000	13,000
Programs/Events	41,800	357	58,950	58,950	58,950
Prospective/New Employee	1,000	-	1,000	1,000	1,000
Rental/Lease	19,400	2,643	35,000	35,000	35,000
Repairs/Maintenance		-			
Scholarships/Stipends		-			
Security Services		-			
Services	42,000	90	35,000	35,000	35,000
Student Leadership Stipend		-			
Teaching Food		-			
Teaching Supplies		-			
Telecom Services/Supplies	12,000	11,199	12,000	12,000	12,000
Temporary Staffing	0	-	0	0	0
Travel	8,000	-	8,000	8,000	8,000
Travel/Guest		-			
Travel/Student		-			
Uniforms	1,000	782	1,000	1,000	1,000
Utilities		-			
Other Itemized					
Projects-Furniture & Equipment CAPITAL		-			
Projects-Construction (equity transfer)		-			
Admin Charge (6% of Total Expense)	74,936	61,408	70,527	72,624	72,219
Bad Debt Expense		-			
Other Expenses Total	259,716	136,414	316,833	337,929	337,524
TOTAL EXPENSE	1,324,773	1,174,447	1,395,121	1,416,218	1,415,813
BALANCE (Income less Expenses)	0	141,309	0	17,189	20,843

SFAC Only - FY2021 Recap

	FY 2021	FY 2021	FY 2021	FY 2021	FY 2021
	Base Budget	Final Budget	Actual Expenses + Commitments	Approved Equity Carryforward	Funds to be Returned to Reserve
Salary/Wage/Fringe	1,004,676	1,025,255	958,628		56,817
Maintenance&Operations/Travel	154,195	346,866	116,432		30,434
Utilities	-	-	-		0
Fund Transfers for Maintenance				20,000	(20,000)
SFAC Totals	1,158,871	1,372,121	1,084,871	20,000	67,250
Funds to be Returned to Reserve					67,250

APPROVALS:

To the best of my knowledge this report is accurate and reflects the unit's priorities. The figures provided have been checked and verified. (print names & UH affiliation next to all signatures.)

Signature of Department Head: *Wynne D. Thompson*
 Title: *Executive Director*
 Date: *10/13/2021*

Other AVP Required Signatures/Dates: *D. Maxwell* *10/14/21*

Form Completed By: *Lynn Smith*
 Certifying Signature & Date: *Lynn M. Smith* *10/20/2021*

10. Please describe any services that are similar to yours and/or any overlap between your unit and any other unit(s) providing services to students and the rationale for the overlap.

At University of Houston, we have a decentralized hybrid model of career services. Typically, business, engineering and law career centers are separated out among universities with a centralized model across the nation. However, on this campus, business, hotel restaurant management, law, technology and graduate college of social work have their own career centers, while the other seven+ colleges do not. Having multiple resources for career preparation can benefit students and UCS serves **all** students of all majors, every student or alumni have access to UCS for assistance.

Since the Career Services Campus Consortium was created by Dr. Daniel Maxwell, Associate Vice Chancellor/Associate Vice President for Student Affairs, which is now overseen by the executive director of UCS, there are more collegial and collaborative events hosted jointly by career services campus colleagues. We gather to discuss strategic employer partnerships to streamline the recruiting process, share best practices including communication about employer scams, training on new technology such as Handshake and Baseline and professional development luncheons, employer meet and greets. In some instances, we collaborate to share cost to host career events and provide services for employers and students. We recognize our common goal and seek ways for college-based career services units and UCS to collectively deliver career services on University of Houston's campus.