

UNIVERSITY of HOUSTON

STUDENT AFFAIRS & ENROLLMENT SERVICES

University Career Services

Proposal

for

New UCS organization structure

Dr. Monica Thompson, Executive Director

December 2020, revised May 2021

Purpose: Propose an organizational structure that would provide potential growth and advancement opportunities within the University Career Services (UCS) team with advancing Goal 1 and Goal 2 from the [UH Strategic Plan](#), and carrying out the Student Success and Resources initiatives from the current Division of Student Affairs and Enrollment Services [\(DSAES\) Strategic Plan](#). Additionally, UCS developed a drafted a new strategic plan from these documents for 2020-2023. The strategic plan outlines intentional programs to serve diverse populations, address disparities in employment, and employment outreach in energy, innovation, health, STEM and Health.

Mission. University Career Services provides customized career development resources to support our constituencies through intentional programming and collaborative relationships built on a foundation of integrity. Services and resources include assistance with vocational and major assessments, professional documents, job search and interviewing techniques, networking and personal branding. UCS constituents include students, faculty, staff, alumni and employers.

Vision. University Career Services will be the premier career services provider at the University of Houston.

Strategic initiatives and guiding principles. Foster a career focused campus through early career services engagement. Promote career readiness, increase access to experiential learning, and engage students throughout each stage of career development process through career advising, counseling, teaching, and themed preparation week programs

The goal of the proposal is to ensure a structure and positioning of team members to shift from a transactional focus of helping students find jobs to a helping our students find themselves and how they desire to contribute to society; proactively create broader and more diverse range of experiential opportunities, internships, and full-time jobs to meet the unique and evolving interests of our students. Through technology, innovation and collaboration UCS will source and deliver scalable opportunities and facilitate connections that fit students' interests, values, talents and strengths with new organizational structure with an expanded staff.

From the current organizational structure and implementation of UCS's 2016-2020 strategic plan, UCS has made great strides and achievements:

Highlights from 2014-2020 achievements:

- Remodeled UCS and Rebranded UCS
- Developed career action Plan, yr1-yr4
- High Impact Practices including increased experiential experiences
- Institutionalized Internships addressing social justice issues
- Faculty Collaborations in research, student engagement, training
- New and additional industry specific career fairs
- Launch a new platforms – Cougar Pathway and VMOCK Smart Resume
- Develop and teach career course for liberal arts students, offer additional course section
- Five UCS staff invited to teach Core 1101 course
- Created Career Closet
- Expanded Virtual Chats
- Career events for graduate students
- Awards and Recognition: DSAES D & I awards, ACUI Bernard Pitts awards.
- Regional and National Best Practices Presentations

Since 2014, UCS has been on a journey to become a career focused campus; meaning students start early in their career development and engage with our office rather than waiting until after graduation to search for a job and missing out on experiential learning opportunities.

Most notable highlight is utilization, with an over **450% increase** in student utilization, more has been achieved since implementing a new career services model with an emphasis on early engagement, intentional programming, career course development, campus partnerships, addressing gaps, and using data to inform our work.

Given the impactful metrics and outreach, it is commendable the quality and quantity of work the current staff has performed within the department as well as lead and serve on department and DSAES committees. UCS staff has not expanded since 2014. In 2016, UCS began serving UH at Sugar Land, and SFAC approved a career counseling position to serve this new area.

UCS greatest strength lie in our innovation, adaptability, collaboration and passion to serve our students, employers and alumni. This was demonstrative in UCS's response to COVID 19, and innovative efforts to serve students and employers during the pandemic. Refer to 2019 annual report for a summary to UCS's response to COVID 19 and addressing diversity within the department and support of our students.

Sustainability. With reaching nearly 50% of the current student population, which is approximately 46,000 total enrolled students, the challenge remains as how to engage the remaining 20,000+ students to deliver scalable opportunities and facilitate meaning connections for favorable internships and jobs.

Expand and promote staff. From assessment data, leadership conversations, observations and benchmarking peer schools, I am proposing the following staff expansion.

Update since May 2021: UH SP Implementation Plan, co-chair with Dr. Anne Dayton, director of CITE. The proposed expansion of career services would support **Goal 1-Student Success-Strategy 3** of the UH Strategic Plan, is to *Increase the number of experiential learning opportunities that prepare students to excel in their chosen fields.*

In speaking with Dr. Dayton, we are interested in exploring ways to formalizing a strategic partnership between UCS and CITE to implement this strategy and have dedicated support to develop a strategy that ensures that all undergraduates experience high-impact experiential learning.

Summary

New Role	Current Role
1. Promote Career Development Specialist	Complete, promoted Donah Justice, 2019
2. Promote Career Counselor	Complete, promoted Caitlin Deis, 2019
3. Hired Administrative Associate	Complete, hired 2019
4. Promote Assistant Director, Sugar Land	Complete, promoted Priyanka Raut, 2020
5. Promote Recruiting Manager	Complete, promoted Dawnelle Prince, 2020
6. New Promotion: Director of Engagement and Experiential Learning (Fall, 2021)	Current: Associate Director of Career Counseling team—(Dr. Tiffany Bitting) Refer to CS: Howard, Rice, UT, Texas A&M, HACCC schools all have an internship or experiential learning professional staff.
7. Experiential Learning Coordinators, supports career goals, align with STEM< Liberal Arts, Art, Health and Energy. Assist with coordinating with director of experiential learning. - <u>Work with employers, students and faculty</u> need at least 4 positions to implement Goal 3 and SP IP committee work.	Refer to UF Career Services Org-Chart_2_21.png (3840x2160) (ufl.edu)
8. New Promotion: Career Development Specialist (Fall, 2021)	Current: Career Counselor, current 6
9. New Promotion: Associate Director, EDR (2022)	
10. New Promotion: Associate Director of Alumni Relations and Externships (Fall, 2021)	Current: Assistant Director, Cynthia Olmedo
New Positions	Benchmark data
11. New Position: Internship Coordinator – update to Director of Experiential Learning – expand Dr. Tiffany Bitting's position. 5/15/2021 based on UH SP committee work.	Refer to CS: Howard, Rice, UT, Texas A&M, HACCC schools
12. New Position: Communication and Marketing Manager, oversees all marketing and strategic communication	Refer to UH's ESCM
13. New Position: Marketing Coordinator, oversee social media	Refer to UH's ESCM
14. New Position: Assessment Coordinator, oversee assessment activities, leads department assessment committee, supports executive director, develops annual report, coordinate student success stories and employment data with AD.	Refer to UH's Office of Research and Reporting This position could possibly report to Dr. Dayton.
15. Campus Engagement Specialist/Industry Coordinators, supports EDR team; assist with career	Refer to UF Career Services Org-Chart_2_21.png (3840x2160) (ufl.edu)

fairs Current name Career Fair Liaisons.	
16. Learning Abroad report to UCS, a component of experiential learning, provide cohesive support	
17. Promotion of current executive director of UCS to AVP of Career Development and Strategic Programs	UCS expansion, duties and direct reports.

Current: [UCS Organization Chart](#) **New** [Organization Chart](#), fall 2021 and fall 2022

Potential budget:

Total: View breakdown of budget [here](#). (finalizing numbers plus benefits)

References and resources

- NACE Best Practices (naceweb.org)
- [Benchmark data from Peer Institutions](#), evaluated organizational structures, staff to student ratios, central and decentralized career services models.
- [UH Strategic Plan](#), Goals 1&2
- [\(DSAES\) Strategic Plan](#), Student Success and Resources
- UCS Assessment Documents: Annual Reports, Progress Cards, and Strategic Plan Mapping
 - **Utilization Report*. Student, Employer and Alumni utilization data and impact metrics can be found in the latest annual report. All items can be found in [Planning](#).

**Organization Chart
FALL 2020**

Dr. Monica Thompson
Executive Director

Cynthia Olmedo
Assistant Director
Alum Career Services

Caitlin Deis
Assistant Director
Employer Dev Relations

Dr. Tiffany Bitting
Associate Director
Career Counseling

Rose Sanchez
Administrative Assistant

Lyndr Smith
DBA
Reports to G.Smith

Ayo Oganye
Career Counselor
Alum Career Services

Dawnelle Prince
Sr. Recruiting Manager
Employer Dev Relations

Priyanka Raut
Assistant Director
UH Sugar Land and Katy

PCA's

Rawan Alsgheer

Edward Iweanya

Arshiya Koochaki

Abrigal Garcia

Zaid Vaid

Ashley Hernandez

Chelsea Chidozie

Elizabeth Bergeron

Elijah Johnson
HDFS undergraduate intern

Chelsea Thomas
Graduate Intern

Larissa Rios Cruz
Recruiting Coordinator
Employer Dev Relations

Donah Justice
Career Development
Counselor
ED/SW/Pre-Health

Tanya Farirayi
Career Counselor
STEM

CLASS Liaisons

Carlos Garcia

Ataiya Smith

Alyssa Perez

Cashondra Roberson
Graduate Intern

Lauren Hermann, LPC
Career Counselor
HRM/ARCH/EXPL

Adafia Espinosa
Career Counselor
CLASS

Jamie Gonzales
Career Counselor
CLASS

Jossi Sanchez
Undergraduate Teaching
Assistant

**Organization Chart
FALL 2021 - confidential**

**UCS/CITE Partnership to Implement Goal 3
Strategy 2- reports to Provost**

Dr. Monica Thompson
AVP, Career Development & Strategic Programs, reports to AVC DSAES

Cynthia Olmedo
Associate Director
ACS, Externships & Career Development

Caitlin Deis
Assoc Director
Employer Dev Relations

Dr. Tiffany Bitting
Director
Engagement & Experiential Learning

Rose Sanchez
Administrative Assistant

New Position
Director, Marketing

Ayo Ogunye
Career Counselor
Alum Career Services

Dawnelle Prince
Sr. Recruiting Manager
Employer Dev Relations

Priyanka Raut
Assistant Director
UH Sugar Land and Katy

New Industry Coordinators

New Position
Director, Assessment

Chelsa Thomas
Graduate Intern

Larissa Rios Cruz
Recruiting Coordinator
Employer Dev Relations

Donah Justice
Career Development
Counselor
ED/SW/Pre-Health

Energy

CLASS

STEM & Data Science

Education & Health

Learning Abroad Team
Component of
Experiential Learning

Career Fair Liaisons

Carlos Garcia

Ataiya Smith

Alyssa Perez

Vacant
Career Counselor
STEM

Cashondra Roberson
Graduate Intern

Lauren Hermann, LPC
Career Counselor
HRM/ARCH/EXPL

Student Employees

Ashley Hernandez

Chelsea Chidozie

Elizabeth Bergeron

Eliyah Johnson
HDFS undergraduate intern

Lynrd Smith
DBA
Reports to G.Smith

Adalia Espinosa
Career Counselor
CLASS

Jamie Gonzales
Career Counselor
CLASS

Jossi Sanchez
Undergraduate Teaching
Assistant

University Career Services Strategic Plan

2019-2023*

Updated since COVID 19

December 2020

Mission: University Career Services provides customized career development resources to support our constituencies through intentional programming and collaborative relationships built on a foundation of integrity.

Vision: University Career Services will be the premier career services provider at the University of Houston.

Values: University Career Services is housed within the Division of Student Affairs which is committed to an ethic of care, including a commitment to civility and individual growth and learning, while holding firm and true to our core values.

Overarching CC Team Strategic Goals and Priorities

2019-2023

Strategic Goals and Priorities:

Promote career readiness, increase access, and engage students throughout each stage of career development process through career advising, counseling, teaching, and themed preparation week programs

Student Success

Champion exceptional opportunities and services to support all UH students.

- Engage all students to intentionally **develop** leadership qualities, critical thinking and communication skills, diversity competencies, and personal growth.
- Expand **diverse experiences** on exploration and education while identifying and meeting the needs of our student population through supportive, inclusive environments.
- Foster the **holistic well-being** of all students through coordinated, intentional services and processes.
- Enhance **assessment of student success** by defining measures at the departmental and divisional level with focus on the impact of our programs and services.
- Enrich the sense of **connection, belonging, and shared UH identity** among all students.

Student Success Stories:

- Share current student and alumni Student Success Stories each semester with a purpose to promote career exploration, creative career planning, and a professional network across diverse industries that highlights what's next/where are they now.

Promote Readiness:

- Schedule and promote career readiness events like mock interview days, employer resume review, speed networking to help students prepare for job/internship search

Career Course Expansion:

- Expand career education courses including a career decision-making/exploration course at main campus in partnership with COE, NSM, and Sugar Land site.

Promote Experiential Learning opportunities with employers:

- Champion professional affinity groups for mentor events,
- Offer employers incentives to offer mentoring “Day in the Life of”
- Continue to provide desirable job shadowing opportunities and partnerships
- Schedule Job Field Trips once per month
- Explore and plan various types of shadowing or meet and greet events with employers for the UH main campus, and Sugar Land site
- Help students explore careers through a “Career Day” with employers attending from specific career clusters for panels, info session or speed networking.

Inclusive Career Education Opportunities:

- Provide targeted career decision-making workshops or programs for women, non-traditional or “second career” students, and first generation students
- Educate employers in EmployerU on benefits of hiring students with diverse abilities, more inclusive hiring practices, and ways to support individuals once onboard.
- Implement a career counseling group to promote career exploration for targeted students populations including those that identify as LatinX.

Division Cohesion

Create and foster a cohesive division identity, culture, and community.

- Implement **staff communication** strategies that promotes a mutual understanding of who we are and what we do.
- Strengthen **staff connections** within the division, both professionally and personally.
- Invest in **staff success** through professional development, recognition, and opportunities for broader participation throughout the division.
- Foster **collaborative divisional processes** focused on common goals.
- Promote and create initiatives that support a healthy work/life balance while contributing to division success

Collaborative Divisional Processes:

- Partner with Veteran Services and Commuter Student Services to provide “transitions” workshop or program; this could also be applicable for DSAES Staff Professional Development
- Collaborate with Integrated Enrollment Services and Counseling and Psychological services at Sugar Land to plan workshops/tabling events

- Collaborate with other DSAES departments as needed for work life balance workshop for students
- Partner with Urban Experience Program (UEP), the College of Education (ETTF program), WGRC, LGBTQ, International Student Services Office (ISSO), Valenti School of Communications, and the College of Technology to provide services and create tailored workshops.
- Continue partnership with CAPS to co-facilitate sessions for students experiencing stress and anxiety around career exploration and/or job search

Staff PD/Success

- In partnership with DSAES professional development committee to continue offering “Flip my Resume”
- Partner with the Center for Student Involvement to provide ongoing training for graduate students within DSAES preparing to transition into the workforce through resume/cv sessions, and one-on-one mock interview support.

Resources

Evaluate, actively pursue, and leverage resources to enhance the UH experience.

- Evaluate resources to **identify opportunities** for efficiency, improvement, and transformation.
- Pursue and **develop resources** to address identified gaps and needs.
- Leverage and adapt resources in innovative ways to increase **effective utilization**.

Opportunities for Efficiency:

- Professional Development: Continue providing timely and tailored professional development opportunities through local, regional, national engagement; staying abreast of best practices and serving as a source of support for college-based career centers and campus partners.
- Restructure counseling model to include career clusters and undergraduate and graduate counselors
- Physical Space: renovate current space and furniture with cosmetic updates; purchase high top tables for “mixer” style events OR relocate UCS space to be in a higher traffic location with other support services
- Incorporate Life Design tool into career studio or research some online life design tools, cost and implementing them.
- Streamline hiring and recruiting practices for employers through cougar pathway promotion, education, and partnerships across graduate programs and colleges that provide career connections.

Develop resources to identify gaps and needs:

- Unique Counseling Support: Diversity / Cultural Competency Specialist Counselor, First-Gen Counselor
- Develop a Pre-Law specific listserv to allow targeted messaging outside of CLASS
- Create videos on career foundations and market

- Create brief video clips covering key career topics to better serve students who are not able to make it into the office due to schedule, commuter, or ability.
- Develop online collection of career pathway handouts to help students connect industries to colleges, majors, and potential job titles with resources hyperlinked.
- Survey alumni subscribers to determine their career needs regarding services (job leads, mock interviews, career transitions, resume critique, job search) and their time preferences.
- Distribute a bi-monthly newsletter to all alumni subscribers containing job leads posted in Cougar Pathway, career-related articles, and city-wide and UCS events.
- Provide all graduating seniors with interview-ready attire or a stipend to go towards purchase

Expand staff

- Expand team to hire an international counselor and pre-health counselor
- Hire additional counseling staff and professional staff for Marketing Coordinator or Data Analyst
- Create 2 TA opportunities to support with the 2 LACP course instructors (graduate internship, undergraduate student, non-college work study) TA can gain be a paid position or receive internship/direct hours
- Hire a staff member to focus on experiential learning
- Hire an assessment coordinator to evaluate services and programs
- Develop a graduate career counseling role focusing on supporting graduate students in one-on-one and group settings.

Effective utilization:

- Offer LACP as a hybrid model where every format alternates between in-person and online
- Post COVID-19 continue virtual accessibility to services by expanding services to offer virtual drop-ins through MS TEAMS led by counselors, virtual chats led by PCA's, and workshops

Partnerships

Forge and strengthen partnerships to expand our reach into the university and greater community.

- Educate and empower **campus partners** to be our advocates.
- Enhance students' educational experience by expanding partnerships with **academic affairs**.
- Create opportunities for our students by developing initiatives that support our **neighboring communities**.
- Expand **strategic partnerships** with K-12 schools and other post-secondary institutions.
- Promote **alumni** engagement and support for division initiatives in cooperation with Advancement.
- Raise the profile of the division through **regional, national, and international** involvement.

Alumni / Employer Engagement

- Create an Alumni directory and calendar of networking events with a focus on affinities and targeted populations such as Hispanic, LGBTQ, Asian, Black networks.
- Enhance partnerships with UH Alumni for targeted student populations such as Women in STEM initiatives.
- Partner with college-based alumni associations to co-lead Job Shadow day with organizations, and firms locally and virtually.
- Connected with UH alumni and employers to generate job and training opportunities for recent graduates and alumni.
- Expand our diversity statement initiative by partnering with employers to develop and share a diversity statement when registering on Cougar Pathway
- Partner with employers to connect with students in small group settings such as lunch with employer or snack and chat with employers
- Partner with UH alumni, employers, and staff to develop video campaign of individuals with diverse abilities sharing job search tips and their experience.
 - [Sample here of AT&T](#), but would recommend the individual's perspective
- Develop a measurable plan using a SMART approach for employer outreach
- Maintain partnerships with the UH Alumni Association, the College of Technology and College of Engineering Alumni Association.
- Share resources, services, and internship and job opportunities with university partners that continuously communicate with their alumni networks.

Faculty/Advisor Partnerships

- Partner with faculty to provide inclusive and equitable job and internship opportunities focusing on international students, students of color.
- Actively promote career services at UH at Katy by emailing faculty and seeking classroom engagement opportunities
- Continue and expand advisor training sessions with a focus on colleges without a career center such as CLASS and NSM.

Career Education/Mentoring

- Leverage partnership with Exploratory Studies/UHIn4 and CORE 1101 course curriculum to promote Career Day and Major & Career Exploration Week.
- Develop Peer Mentor Program for First Generation College Students within their first year; Support Exploratory Studies Peer Advisor program through peer mentorship with enrolled CORE 1101 students, and/or leadership development and trainings
- Expand partnerships and offerings to provide sessions to education students with financial need.

Community-Based Partnerships

- Developed partnerships with companies (Example), community non-profits and entities including Change Happens, Houston Community College, Dress of Success Houston, Fort Bend Library.

- Create partnerships with clinics or hospitals for pre-health students to conduct shadowing or internship opportunities

Graduate Programs/Student Opportunities

- Expand partnerships with each graduate program through individualized outreach, marketing, and promotions with a focus on graduate programs without a dedicated career center such as those housed within CLASS and NSM.
- Build upon partnership with UH Graduate School to provide career focused events for graduate students across all programs and industries.
- Leverage practicum internship program and partnerships with UH Higher Education Administration and Counseling programs to promote integrating assignments, class presentations, and expand internship pipeline.
- Partner with UHCOE Higher Ed program to promote UCS TA and GA opportunities for graduate students to receive course credit
- Identify and partner with graduate level faculty who teach professional development curriculum to integrate career development components within curriculum

Professional Affiliations

- Partner with local, regional, and national graduate/professional associations on professional development opportunities for UH students, and career counselors; Expand UCS partnerships with postdoc associations for graduate students exploring research/academic opportunities.

Career Counseling Teams Top 2-3 Goals for 2021

Goal 1: Student Success Stories

- Utilize success stories to share how students who utilize career services improved career development, increased confidence and readiness post-graduation (alumni)
- Collect student success testimonials from former LACP students who can share how the career course prepared the individual after entering the workforce or graduate school.
- Re-brand and tell UCS story by using quotes and images from students and guest speakers from our CC appt or program surveys, career courses, live events, and more.

Goal 2: Promote Experiential Learning opportunities with employers

- Help students explore careers through a “Career Day” with employers attending from specific career clusters for panels, info session or speed networking.
- Promote engagement events with employers such as mock interview days, resume reviews, pitch sessions, speed networking to help students prepare for job/internship search.

Goal 3: Inclusive Career Education Opportunities:

- Provide targeted career decision-making workshops or programs for women, non-traditional or “second career” students, and first generation students
- Educate employers apart of EmployerU on benefits of hiring students with diverse abilities, more inclusive hiring practices, and ways to support individuals once onboard.
- Implement a career counseling group to promote career exploration for targeted students populations including those that identify as first-year students and LatinX.

Employer Development and Relations Strategic Goals

Goal 1: Expand EDR team to develop national and regional recognition as a top core recruiting school

- Increase staff positions including associate director, recruiting manager and experiential learning coordinator to create more employer relations opportunities for on and off campus employers.
- Meet with employers and strengthen the business development within the organizations to create more internship, full time and experienced job opportunities for students and alumni (2023)
- Create customized recruitment plan template + approach for engaging with employers (2021)
- Develop diversity recruiting materials + website for easier data related to diversity hiring (2021)
- Relaunch employer advisory board (2022-23)
- Create a student advisory board (2022-23)

Goal 2: Develop innovative, niche opportunities for student career success

- Collaborate with campus partners, college-based career centers and our instructional sites (UH @ Sugar Land and UH @ Katy) on programs and events (2022-2023)
- Expand job promotion initiatives to increase student activity on Cougar Pathway (2021)
 - Newsletters (LRC)
 - Updated JLD reporting – students and employers (LRC)
 - New LinkedIn group (DSP)
- Incentive program (2022-23) (DSP)
 - Eligible students’ promotion to jobs
 - #NowHiring
- Develop strategic plans for future in-person and virtual career fairs with COVID-19 protocols and processes in mind (2021)
- Faculty & Staff campaign on Cougar Pathway (2023)

Goal 3: Become the go to spot for on-campus Student Employment

- Bring SEE Training to UH (2022)
- Develop Student Employment Training (2021)
- Student employment website revamp + workflows (2021)
- Create CWS / NCWS Supervisor online training module (2021)