2019-2024

Strategic Plan

VISION

The Florida State University Career Center strives to be the preeminent career center model
for designing and delivering comprehensive, innovative, and inclusive career and employment services

MISSION

- Provide comprehensive career services
- Train career service practitioners
- Conduct life/career development research
- Disseminate information about life/career services and issues to the University community, the nation, and the world

VALUES

Service: The Florida State University Career Center provides quality, holistic, compassionate, and professional services to all of its constituent populations, including, but not limited to, students, alumni, employers, campus partners, and community members.

Excellence: The Career Center is accountable for providing excellence through quality programming and professional services.

Development: The Career Center provides comprehensive programs and services for students and alumni to help them cultivate and attain their career, academic, and life goals and models this value by supporting all Career Center staff members in their own professional development.

Ethics: The Career Center promotes ethical behavior through social responsibility, integrity, inclusion, and respect within all aspects of its organizational culture.

Collaboration: The Career Center engages in collaborative efforts to provide diverse and inclusive services, programming, and outreach to University and external constituents.

Communication: The Career Center values open and honest communication, focusing on availability and responsiveness, in its outreach to internal and external partners.

STRATEGIC PRIORITIES

SP 1.0 Promote students' career preparedness through career advising, counseling, programming, and instruction

SP 2.0 Provide and expand experiential learning opportunities for students

SP 3.0 Create collaboration between The Career Center, Division, academic colleges, University, and community organizations to support students' career success

SP 4.0 Increase employment and graduate and professional school opportunities for students

SP 5.0 Provide opportunities to enhance students' employability skills

SP 6.0 Provide accountability for career services and student outcomes

SP 7.0 Contribute to the career development profession worldwide

Strategic Priorities and Critical Success Factors

1

CAREER PREPAREDNESS
Promote students' career preparedness through career advising, counseling, programming, and instruction

Strategic Priority 1.1: Enhance student career advising and counseling to ensure career readiness leading to positive post-graduation outcomes

Critical Success Factors:

1.11   In alignment with the University Strategic Plan (Tactic B1.1 & B1.2), increase graduate and pre-professional school admissions advising and programming attendees (e.g., Grad School Boot Camp)

1.12   Develop a strategic multimodal approach (e.g., virtual career advising, online career readiness platform, group counseling, workshops) to engage students and alumni in opportunities to increase post-graduation options knowledge and establish utilization data of multimodal programs

✓   **Assessment:**
Track pre-professional/graduate school advising and programming attendees; track student participation in Career Center programs (e.g., virtual advising, online career readiness platform, group counseling, and workshops); Evaluate student intake and exit surveys to identify potential areas for service enhancement

✓   **Desired Outcome:**
Increase graduate and pre-professional school admissions advising by 72% by the end of 2023; increase pre-professional/graduate school programming attendance by 20% by the end of 2023; track participation over time and correlate to post-graduation outcomes to understand what programs are most effective for ensuring career readiness; Enhance programs and services as needed to increase student career readiness and knowledge of post-graduation options

Strategic Priority 1.2: Analyze utilization of online and print resources

Critical Success Factors:

1.21   Use Bitly and Google Analytics to track usage of online resources and to inform The Career Center website redesign and update

1.22   Survey students to identify frequently used methods for seeking career information by topic and medium

1.23   Track utilization of resources and use that information to acquire or deselect (sunset) underutilized resources in The Career Center library

✓   **Assessment:**
Summarize data to assess if funding is appropriately allocated to the most desired and utilized resources; use data to inform library resource needs and usability of resources in the website organization and re-design, and track new/used resources

✓   **Desired Outcome:**
Establish patterns of usage related to the Career Center's Career Library resources; determine gaps and underutilized resources in The Career Center library and identify additional resources to support career readiness needs

2

EXPERIENTIAL OPPORTUNITIES
Provide and expand experiential learning opportunities for students

Strategic Priority 2.1: In alignment with the University Strategic Plan (Tactic A1b), increase student participation in experiential learning by expanding the Experience Recognition Program (ERP) and FSUshadow programs offered through The Career Center

Critical Success Factors:

2.11 In alignment with the University Strategic Plan (Tactic A1a), promote and scale up the existing Experience Recognition Program (ERP) course (SDS 3802) by coordinating with campus partners to enroll their student employees, student leaders, and student interns into ERP

2.12 Streamline the referral process to ERP for students who are unable to engage in academic internship courses by promoting the program to internship coordinators and faculty

2.13 Increase number and diversity of workplace settings and job functions available through the FSUshadow program

2.14 Collaborate with local employers to increase the number of quality experiential learning opportunities available to students in the Big Bend region

✓ **Assessment:**
Track enrollment and experiential learning opportunities via the ERP (SDS 3802) enrollment report numbers, FSUshadow report, and a NoleNetwork report

✓ **Desired Outcome:**
Increase the enrollment in ERP (SDS 3802) by 30% and offer diverse FSUshadow experiences

Strategic Priority 2.2: In alignment with the University Strategic Plan (Tactic A1c), institutionalize NoleNetwork as a centralized portal for all experiential learning opportunities

Critical Success Factors:

2.21 Increase the number of academic departments that post Directed Independent Study (DIS) and other research opportunities in NoleNetwork

2.22 Increase use of NoleNetwork by campus partners who host students for experiential learning opportunities, leadership, and part-time employment

2.23 Collaborate with campus and community partners (e.g., Department of Human Resources, FSU Summer Camps, Center for Leadership & Social Change, Office of National Fellowships, and Office of Graduate Fellowships and Awards) to promote opportunities through NoleNetwork

✓ **Assessment:**
Report the number of ex periential learning postings included in NoleNetwork by department and location

✓ **Desired Outcome:**
Identify experiential learning postings by department and year posted in NoleNetwork and increase on-campus experiential learning opportunities by 30% by 2023

Strategic Priority 2.3: In alignment with the University Strategic Plan (Tactic A2b), increase student participation in internships

Critical Success Factors:

2.31 Increase the number and diversity of on-campus paid internship opportunities through partnerships with the Office of Financial Aid Federal Work Study Program and current campus employers to elevate paid positions to internships

2.32 Increase donations to the Internship Fund to support student access to experiential learning opportunities regardless of financial barriers

2.33 Identify and refer students to additional funding sources

2.34 Continue to build awareness of career fairs as internship opportunity sources

2.35 Partner with teaching faculty to highlight NoleNetwork as a resource to locate internships through their Canvas course sites

✓ **Assessment:**
Track student-reported engagement in internships

Desired Outcome:
✓ Increase experiential learning funds by 30% per year by the end of 2023 and increase the number of on-campus paid internship opportunities by 30% by the end of 2023; increase student engagement in internships as reported through the Graduating Senior Survey by 30% by the end of 2023

3 COMMUNICATION/PARTNERSHIPS

Create collaboration between The Career Center, Division, academic colleges, University, and community organizations to support students' career success

Strategic Priority 3.1: Create collaborative networking opportunities and connections for registered student organization leaders and full-time staff across the FSU community to enhance their professional development through Career Center resources and services

Critical Success Factors:

3.11 Offer targeted and specific workshops for student leaders, registered student organizations, and expand promotion of Career Center services and online resources through student activities listserv

3.12 Support DSA through event attendance and cross-promotion of their programs and services

3.13 Market Career Center services to staff through the DSA Professional Development Committee (e.g., resume/cover letter critiques, Career Spots videos, Modules) and present at DSA professional development sessions to enhance awareness of Career Center resources and support student's career success

✓ **Assessment:**
Assess workshop quality through workshop evaluations; track Career Center staff attendance at DSA department events; track presentations and marketing to student leaders and staff through DSA

Desired Outcome:
✓ 50% of workshop attendees will rate the workshop positively; ensure CC staff attend DSA events; advertise services to student leaders and staff at least once per semester; generate ongoing outreach and newsletter emails to student leaders and staff

Strategic Priority 3.2: In alignment with the University Strategic Plan (Tactic D3), strengthen collaboration with academic departments and the University community

Critical Success Factors:

3.21   Staff will serve on FSU committees related to career development, wellness, diversity, engagement and staff development, attend new student orientations, present Career Center resources, and facilitate workshops on Career Center topics and professional development

3.22   Consult with departments on employers of interest, increase employer participation in events and services, and increase employer interaction with academic departments

3.23   Develop programming for specific populations (e.g., transfer, student athletes, CARE) via class presentations, FSU Career Portfolio, tours, and online resources

✓   **Assessment:**
Track outreach to employers of interest and key metrics for annual report highlights; assess effectiveness of population specific programming; compile database that reflects population specific programming and utilization; compile database of employer participation and track changes over time

✓   **Desired Outcome:**
Continue to build campus partnerships by serving on external committees, increase reported liaison collaboration with campus and community partners in liaison annual report highlights; establish historical data in order to accurately measure engagement of campus partners and utilization of programming for specific populations

Strategic Priority 3.3: Strengthen collaboration among local, regional and state organizations

Critical Success Factors:

3.31   Partner with the Greater Tallahassee Chamber of Commerce Talent & Workforce and Office of Economic Vitality, Big Bend Minority Chamber of Commerce, and Big Bend SHRM (local)

3.32   Partner with CareerSource and other regional agencies, as identified (regional)

3.33   Partner with Enterprise Florida and Florida Chamber of Commerce (state)

3.34   Increase job listings, drop-in career advising visits, and recruiting through these partnerships

✓   **Assessment:**
Track employer participation generated through contacts with these agencies; track number of job listings, drop-in career advising visits, and recruiting that result from these partnerships; evaluate data from partners to determine number of students using CareerSource as an employment search option

✓   **Desired Outcome:**
Document an increase in experiential learning and full-time opportunities available to FSU students by 15% by the end of 2023

4 STUDENT SUCCESS
Increase employment, graduate and professional school opportunities for students

Strategic Priority 4.1: Increase employment opportunities for all undergraduate and graduate students with targeted focus on increasing all types of employment opportunities

Critical Success Factors:

4.11   Create target list of employers utilizing the Graduating Student Senior Survey, Fortune 500, and gaps in specific industries to shape employer development goals/targets

4.12   In alignment with the University Strategic Plan (Tactic B3.3), collaborate with the Alumni Association, the FSU Foundation, and college faculty/staff for assistance in encouraging alumni to "Hire a Nole" by actively participating in all recruiting events and activities, as well as encouraging alumni registration in ProfessioNole Mentors

4.13   Create a document of target employers utilized by all staff involved in the employer development process that lists information such as status of relationship, contacts, and primary Career Center staff member contact

✓ **Assessment:**
Evaluate and compare individual employer's engagement via job postings, event registrations, and other on-campus recruitment activities; track alumni engagement in the "Hire a Nole" and ProfessioNole Mentors initiatives

✓ **Desired Outcome:**
Document an increase in experiential learning and full-time opportunities available to FSU students by 15% (overall) by the end of 2023

Strategic Priority 4.2: In alignment with the University Strategic Plan (Tactic B1.3), increase graduate and professional school programming opportunities

Critical Success Factors:

4.21   Generate specialized outreach programs aimed at encouraging Top 25 programs, graduate, and professional schools to participate in recruitment events (e.g., Information Sessions, Tablings, On-Campus Recruitment, Panels, Networking Socials)

4.22   Target marketing to encourage institutions, schools, or registrants to attend the Graduate & Professional School Fair, the Law School Fair, and the FSU Graduate School Fair

✓ **Assessment:**
Review new school registration and event attendance to determine magnitude of increases (or decreases) in Graduate and Professional School Fairs and recruitment events participation by participant type (e.g., student, school, top 25 program)

✓ **Desired Outcome:**
Increase graduate and professional schools recruiting at FSU by 20% by the end of 2023

Strategic Priority 4.3: Determine what employers could be cultivated in order to increase student interest and attendance at career events

Critical Success Factors:

4.31   Identify majors/colleges with low attendance at career fairs and conduct a needs assessment to determine potential improvements to these events

4.32   Increase the number of employers from the Fortune 500 list who recruit on campus and virtually

4.33   Conduct site visits to regional and other target employers to cultivate new relationships

4.34   Increase employer development to targeted areas (e.g., geographic, industry, Fortune 500 organizations)

✓   **Assessment:**
Conduct a needs assessment to establish a baseline of employers recruiting at FSU (e.g., Fortune 500 companies, geographic areas, majors)

✓   **Desired Outcome:**
By 2023, increase the number of Fortune 500 organizations recruiting at FSU by 15%

Strategic Priority 4.4: Increase student and employer participation in career fairs, on-campus interviews, and other recruitment events, and increase student usage of NoleNetwork.

Critical Success Factors:

4.41   Share and tag events in social media so students, alumni, and faculty/staff are aware of future opportunities

4.42   Increase student participation in and awareness of recruitment events to help generate employer interest and increase employer participation in recruitment

✓   **Assessment:**
Track student exposure to Career Center information through social media analytics, utilize exit surveys to identify factors that would make students/employers more likely to participate, and utilize NoleNetwork reports to track student engagement in recruitment events

✓   **Desired Outcome:**
Increase student participation by 20% in career fairs, on-campus interviews, and other recruitment events and increase student usage of NoleNetwork as well as those who make their profile public by 15% by 2023 (in alignment with University Strategic Plan Tactic A1.c); increase student awareness of and participation in Career Center programming and events in order to generate increased employer interest and participation in Career Center recruitment

Strategic Priority 4.5: In alignment with the University Strategic Plan (Tactic A1.c), increase awareness of employment opportunities and utilization of NoleNetwork by underrepresented populations

Critical Success Factors:

4.51   Review data on the students who obtained a job via NoleNetwork as well as
         students who participate in on-campus interviews to create a report on the profile of students with high
         levels of utilization in NoleNetwork

4.52   Through the student utilization profile, identify demographics associated with students who
         underutilize NoleNetwork (e.g., particular majors or departments with low levels of student utilization)

4.53   Utilize strategic marketing to identify the most effective means for reaching underrepresented student populations
         Assessment:

✓   Review NoleNetwork and determine demographic characteristics of students utilizing NoleNetwork
        to capture information on students underutilizing NoleNetwork

✓   **Desired Outcome:**
        Establish profile of students using and not using NoleNetwork. Utilize this profile to: 1) Develop an action plan to
        strategically market NoleNetwork to these target populations in order to encourage student engagement with all
        aspects of NoleNetwork platform, and 2) Increase overall usage of the platform in supporting students' career
        readiness and employment goals

5

EMPLOYABILITY SKILLS
Provide opportunities to enhance students' employability skills

Strategic Priority 5.1: Increase Career Center staff knowledge on employability skills and employment trends

Critical Success Factors:

5.11   In alignment with the University Strategic Plan (Tactic B2.1), serve on the co-curricular guided pathways committee
         to collaborate with University partners to identify key elements for career success

5.12   Host in-service meetings and professional development trainings focused on employability skills and industry trends

5.13   Coordinate and invite staff to presentations and webinars on employability skills

5.14   Continue to add items to the Career Advisor and Graduate Assistant training checklists, shadowing opportunities,
         and resources on employment and industry trends
         Assessment:

✓   Track the number of co-curricular guided pathways and conduct annual knowledge review to assess staff knowledge
        and understanding of employability skills and employment trends

Desired Outcome:

✓   Develop guided and electronically/digitally tracked pathways for 70% of FSU majors; Utilize in-service and training
        surveys (or "staff knowledge assessment") to identify staff strengths in employability skills and employment trends
        knowledge as well as topics within these areas where staff could benefit from additional training

Strategic Priority 5.2: Develop students' career readiness knowledge and employability skills through an online career readiness program

Critical Success Factors:

5.21   Build online career readiness platform/digital certification program
5.22   Market digital certification to distance learners as well as instructors and traditional students
5.23   Collect data from enrollment and exit surveys as well as from course assignments within the certification program to generate data to assess program effectiveness

✓   **Assessment:**
         Utilize data from digital certification program to assess program effectiveness by evaluating changes in students' employability skills

✓   **Desired Outcome:**
         Demonstrate tangible increases in employability knowledge and skills for students who complete the certification program

Strategic Priority 5.3: Promote understanding of career readiness competencies through Career Center programming and opportunities

Critical Success Factors:

5.31   In alignment with the University Strategic Plan (Tactic B2.2, B3.1 and B3.2), increase opportunities for students to participate in career-readiness programs (e.g., ePortfolios in career planning, careers-in courses, industry panels and mentorship) and infuse NACE career readiness competencies into practices and programs at the Career Center and across campus (e.g., "Careers in…" courses)
5.32   Facilitate workshops incorporating NACE career readiness competencies into Engage 100 activities
5.33   In alignment with the University Strategic Plan (Tactic B3.3), provide resources and support to develop mentorship opportunities across campus
5.34   Develop partnerships across campus that will increase student utilization of portfolios, courses using the FSU Career Portfolio, ePortfolios, and mentorship opportunities

✓   **Assessment:**
         Report the number of careers-in and career planning courses that integrate the FSU Career Portfolio or ePortfolios into learning outcomes; evaluate the results of in-person workshop attendance surveys and metrics of online trainings

✓   **Desired Outcome:**
         Increase the number of students attending in-person workshops and online trainings related to employability skills by 20% by the end of 2023; increase the number of workshops delivered to Engage 100 groups by 10% and demonstrate that at least 50% of workshop attendees rate the workshop positively; through campus partnerships, increase the number of registered ProfessioNole mentors by 20% and increase student participation in ProfessioNole mentoring annually

6 ACCOUNTABILITY AND CAREER METRICS
Provide accountability for career services and student outcomes

Strategic Priority 6.1: Collect and analyze first-destination data from the annual Graduating Senior Survey and disseminate key results to stakeholders

Critical Success Factors:

6.11   Conduct an annual Graduating Senior Survey to gather first-destination data including employment and continuing education plans, job offers, admission offers, salary information, and other first destination information

6.12   Analyze data by colleges and schools and make relevant data publicly available via The Career Center website

6.13   Compile and disseminate data to key stakeholders (e.g. Deans and Directors) and make relevant summary data publicly available

Assessment:

✓ Evaluate first destination data to determine key metrics including response rate, job offer rate, and continuing education admissions rate as well as self-reported utilization rates for career center services and programs; utilize this data to assess the relationship between student outcomes of interest and career center programs and services

Desired Outcomes:

✓ Produce summary reports of Graduating Senior Survey (and six-month follow up survey) data for Deans and Directors via Dean's Briefs and executive summaries; make key data points and summary statistics publically available via the Career Center website

Strategic Priority 6.2: Show evidence of career readiness competencies (e.g., critical thinking, leadership, teamwork)

Critical Success Factors:

6.21   Identify key programs (e.g., the FSU Career Portfolio, Online Career Readiness Program, and Garnet and Gold Scholar Society) for communicating and developing career readiness competencies

6.22   Develop skill assessments to be utilized in targeted programming in order to acquire data relevant to evaluating students' career readiness competencies

6.23   Develop methodology for evaluating students' acquisition of career readiness competencies through Garnet and Gold Scholar Society synthesis reflections and FSU Career Portfolio skills reporting

6.24   Compile data on students' self-reported acquisition of career readiness competencies via FSU Career Portfolio, career advising, and other selected programming assessments and exit surveys

Assessment:

✓ Analyze intake and exit survey data as well as student assessments from selected programming activities to evaluate students' career readiness competencies

Desired Outcomes:

✓ Generate data from targeted programming reflecting students' career readiness competencies and acquisition of new skills; At least 20% of respondents will report acquisition of career readiness competencies after participating in career advising or selected programming activities

Strategic Priority 6.3: Assess and report effectiveness of and student satisfaction with Career Center programs and services in order to maintain high standards for the provision of services

Critical Success Factors:
6.31   Conduct exit surveys for drop-in career advising, mock interviews, on-campus interviews, and workshops
6.32   Conduct pre- and post-evaluation of career counseling sessions aimed at assessing changes in students' self-reported career preparedness
6.33   Create and pilot an electronic database and process for timely, confidential pre/post form data entry and analysis

Assessment:
Utilize pre- and post-counseling student self-evaluations as well as exit surveys from other programs and services to analyze students' satisfaction rates for Career Center programs and services as well as students' self-reported level of career preparedness before and after career counseling; Using the insights gained from these assessments, identify areas of strengths/weaknesses in services and programs with respect to providing career-related information and employment preparedness.

Desired Outcome:
Establish baseline results and expectations for individual career counseling outcomes (e.g. "I feel confident that I can make the next steps to attain my career goals") as well as for satisfaction rates regarding Career Center services and programs that can be used as a metric for gauging changes to satisfaction rates and counseling outcomes; Implement new data entry and analysis process; Maintain a 90% rate of mock interview participants who describe the experience as meeting or exceeding their expectations; Maintain a 95% rate of student workshop attendees who describe the workshop as being "helpful" or "very helpful"

7

PROFESSIONAL DEVELOPMENT, RESEARCH, AND SCHOLARSHIP
Contribute to the career development profession worldwide

Strategic Priority 7.1: Demonstrate the global reach of the Tech Center via the Career Center website

Critical Success Factors:
7.11   Meet with Tech Center team and support staff to update the international visitors map and discuss options for posting the map on the Tech Center website
7.12   Solicit feedback and revise the map as needed
7.13   Launch the map on the Tech Center website

Assessment:
Launch the map successfully and solicit feedback from users via the website questions/broken links website section

Desired Outcome:
Tech Center website users will have enhanced knowledge of the international scope of The Career Center's influence

Strategic Priority 7.2: Promote staff presentations, publications, and research via The Career Center website and the Division of Student Affairs

Critical Success Factors:
7.21   Build an internal Career Center document to better track conference presentations and promote collaboration among all staff at The Career Center, across campus, and with other institutions
7.22   Inform staff of policies and procedures for adding presentations to the Tech Center website
7.23   Enhance the overall usability of the Tech Center presentations site by consolidating conference presentations
  Assessment:
  ✓ Solicit staff feedback to review usability of new tracking documents and presentations site
  Desired Outcome:
  ✓ Highlight ongoing projects to provide opportunities for collaboration while also showcasing the accomplishments and professional activities of all Career Center staff and how these contribute to the work of Florida State University, the Division of Student Affairs, and the field of career services across the nation and the world

Strategic Priority 7.3: Develop a protocol and research plan for ongoing data collection in SDS 3340

Critical Success Factors:
7.31   Identify data collection processes and future research plans in a Tech Center meeting
7.32   Develop and pilot Qualtrics data collection methods for SDS 3340
7.33   Develop an electronic archival data record keeping system for housing archival data for SDS 3340 and revise Qualtrics data collection methods as needed
  Assessment:
  ✓ Create and implement standard methods for data collection in current SDS 3340 courses as well as standard procedures for archival of past SDS 3340 course data
  Desired Outcome:
  ✓ Create research process and data management system that will allow The Career Center and Tech Center to conduct ongoing research on student characteristics and career development outcomes and to assess the impact of career planning on student career readiness