



Inside
Higher
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BENCHMARKING ANALYSIS

Best-In-Class Career Services

April 2023

In the following report, Hanover Research presents the results of a benchmarking analysis of career services, specifically highlighting successful trends at larger public institutions.



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EXECUTIVE SUMMARY

RECOMMENDATIONS

Based on an analysis of benchmarked best-in-class career centers and general best practices, Hanover recommends that the institution consider the following steps to ensure the quality of its career services:

- **Step 1: Centralize all career services.** The centralized career services model is the most popular among benchmarked institutions. Several highly ranked career service centers including Clemson University and Kansas State University use this model.
- **Step 2: Staff centralized career services office appropriately with at least 14 full-time employees.** A review of best-in-class institutions exhibits an average full-time staff of 14, although this number can range from seven to 32 with additional employees including student workers.
- **Step 3: Require constant career-service engagement for all students throughout their academic career.** Early integrated career exploration is a best practice for career service centers and reports show that students who visit career centers—even once—are more likely to find full-time employment after graduation.
- **Step 4: Establish ongoing primary and secondary data collection to ensure that career services remain effective and meet student and alumni needs.** Track student and alumni engagement and outcomes through tools such as first destination surveys and engagement or satisfaction surveys. These data points will inform students and other stakeholders of the impact the institution's career services and shed light on areas that can be improved or adjusted.

KEY FINDINGS

Centralized career centers are the most popular structures for best-in-class benchmarked institutions. Further, when examined for the likelihood of graduates securing employment, the three top institutions feature centralized models for their career service centers.

The number of full-time staff at career service centers varies significantly and institutions do not disclose the ratio of staff to students served. However, on average these institutions employ 14 full-time regular staff in addition to student workers and other adjacent staff.

Core services offered at best-in-class institutions include career counseling, interview/job preparation, experiential learning opportunities, and job searching aid which are offered in a mix of virtual and in-person formats. In general, institutions provide both in-person and virtual options for traditional services such as job interview and application preparation or career advising. Digital services such as Document Drop Programs, Big Interview, or Focus 2 are also popular among reviewed institutions. These tools allow students to take self assessments, upload resumes/cover letters for critique, or practice for interviews from anywhere making the services more accessible.

Best practices for career centers include elements such as integrated career exploration, accessible programs and training, self assessments, employer relations, and career-centered staff. The best-in-class institutions benchmarked in this report incorporate these features into their career services. They often engage faculty to integrate career services into courses, provide flexible ways for students to access services, and form connections with employers in the area. Innovative institutions are adding to these best practices by creating a career services culture to support early, proactive, and continuous student engagement, incorporating data-driven career exploration, building career activities into the curriculum, and enhancing technology-driven career services tools.

RESEARCH QUESTIONS AND METHODOLOGY

RESEARCH QUESTIONS

- Question 1: How are best-in-class career services structured within an institution?
- Question 2: What is the number of full-time staff in career service offices and cases loads?
- Question 3: Are services offered in-person, virtual, or a mix?
- Question 4: What are the core services offered to students by best-in-class institutions?
- Question 5: What are the core services offered to alumni by best-in-class institutions?
- Question 6: How is success measured and by whom?

METHODOLOGY

To assist the institution as it reviews its current approach to career services to ensure that it is providing best-in-class support to its current students and alumni, Hanover conducted a benchmarking study of best-in-class career service centers at similar institutions. The analysis aims to provide insight into interrelated research questions about the structure of career service centers and the services provided.

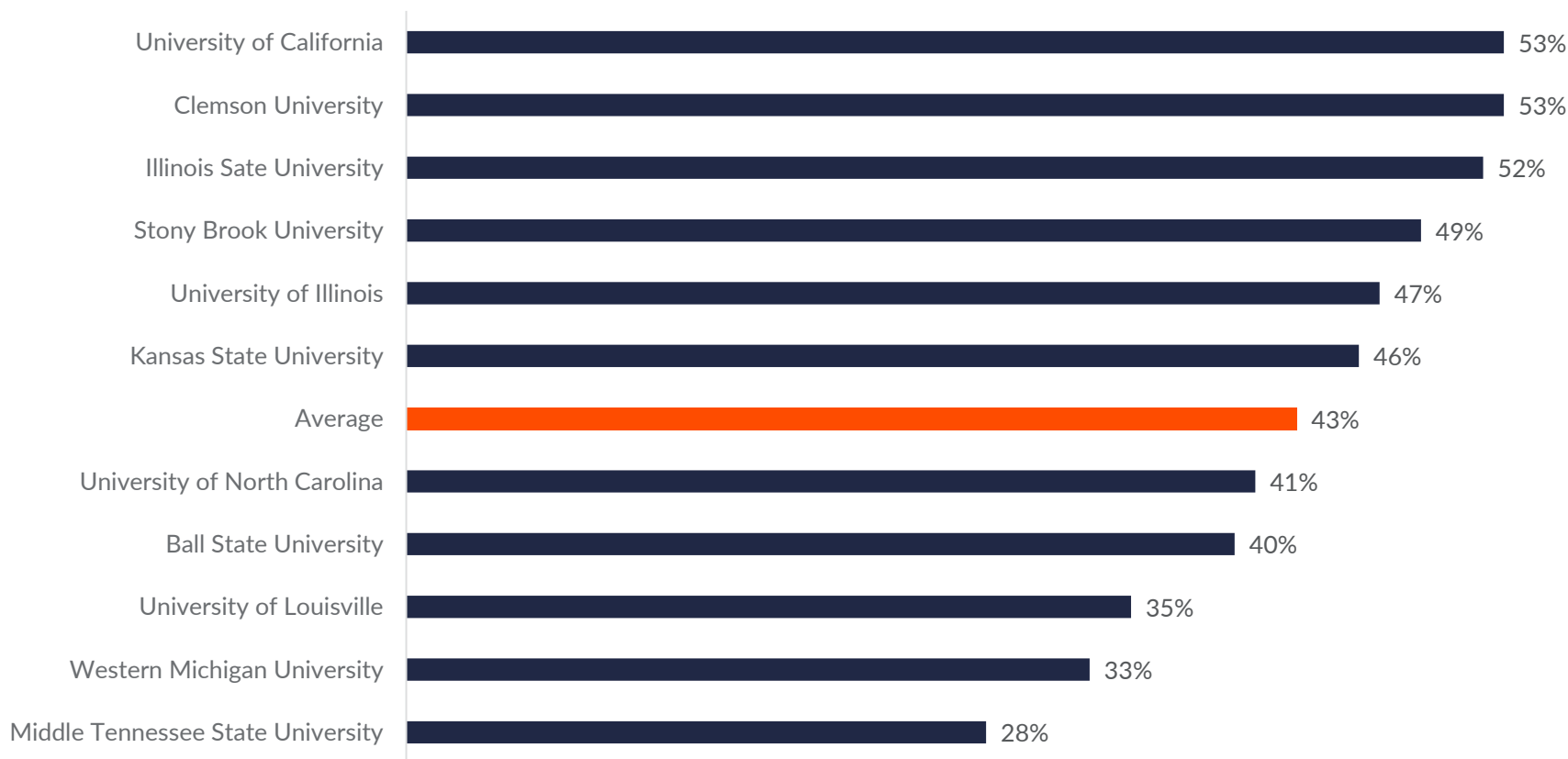
The following analysis is based on a review of information drawn from institutional websites as well as publicly available data sources. Hanover selected the benchmarked institutions based on national career services rankings, the comprehensive services provided by the career centers, and their institutional characteristics (i.e., large, diverse, public institutions).

BENCHMARKED INSTITUTIONS

Institution	Career Services Center	Structure	Location
University of Illinois-Chicago	Career Services	Decentralized	IL
Clemson University	Career and Professional Development Center	Centralized	SC
Middle Tennessee State University	Career Development Center	Centralized	TN
Stony Brook University	Career Center	Decentralized	NY
University of California-Santa Cruz	Career Success	Centralized	CA
Illinois State University-Chicago	Career Services	Centralized	IL
University of Louisville	University Career Center	Centralized	KY
Kansas State University	Career Center	Centralized	KA
Ball State University	Career Center	Centralized	IL
Western Michigan University	Career and Student Employment Services	Centralized	MI
University of North Carolina-Wilmington	Career and Student Employment Services	Centralized	NC

POST-GRADUATE EMPLOYMENT TRENDS

Not all reviewed institutions provide information regarding job placement rates after graduation. However, College Scorecard by the U.S. Department of Education tracks metrics such as the ability of graduates to make progress on repaying their student loans. As a proxy for job placement data, Hanover recorded the percentage of borrowers, who after two years of entering loan repayment are “making progress” and have “paid in full” for each institution. As these data speak to the percentage of students able to make progress toward repaying loans, they provide a measurement for gainful employment upon graduation. The University of California-Santa Cruz, Clemson University, and Illinois State University have the highest percentages of students making progress toward student loan repayment or who have paid off their loans, whereas Middle Tennessee State University, Western Michigan University, and the University of Louisville have the lowest percentages.



Source: [College Score Card](#)



A blurred background showing several people in a meeting or office setting. In the foreground, a hand is visible holding a white tablet or folder. The overall scene is bright and professional.

BEST PRACTICES

Career-Services

ANALYSIS

While the services provided by academic career service centers are important, experts cite the integration of career services into the student experience as a growing area of necessity. Labor markets are changing and so the methods that institutions use to provide career services are adapting to new sets of challenges. The Council for Adult and Experiential Learning (CAEL) in a 2018 report states that previously, institutions of higher education relied on a reactive model. Under this model, career service centers assisted students with “job searches, resume review, and interview preparation.” However, with the current constantly evolving job market, students need assistance to “communicate their skills and competencies to prospective employers.” A review of how higher education institutions are meeting these new challenges revealed six major themes:

Creating a career services culture to support early, proactive, and continuous student engagement

Incorporating data-driven career exploration

Building career activities into the curriculum

Leveraging strong employer partnerships

Focusing on building “soft,” transferable skills and career search skills

Enhancing technology-driven career services tools

These themes align with the career service best practices provided in the graphic to the right and many of them are incorporated into features of services provided by benchmarked institutions.

Source: [CAEL](#)

CAREER SERVICES BEST PRACTICES

Integrated Career Exploration

- Students are introduced to the campus’ career services resources as early as the first year and are encouraged to utilize them throughout their four years, not just six months before graduation

Accessible Programing and Training

- Students have access to counseling and resources that will help chart the right path to their career; they are planning and preparing for their industry long before entering the post-graduate workforce

Career Centered Staff

- Members of the career services staff are trained and experienced to help students navigate the application processes specific to different industries; they understand how to create the best résumé, how to look for a relevant job and internship, and how to conduct oneself in an interview

Assessments

- Students have access to assessments that help them identify their strengths, interests, and professional goals; Career Services staff work with students to develop a four-year plan that will help them realize these goals

Employer Relations

- Members of the career services staff cultivate employer relations and corporate partnerships to increase access to job and internship opportunities

Source: [Colleges of Distinction](#); quoted verbatim

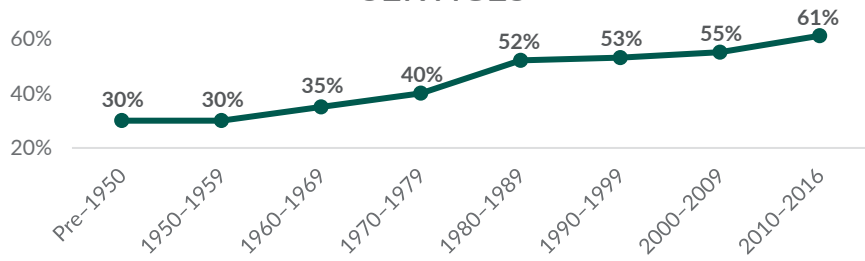
CAREER SERVICES GROWTH AND USAGE

CAREER SERVICES OVERVIEW

Student engagement with career services resources is rising. A 2017 [survey](#) conducted by Gallup, Purdue University, and the Lumina Foundation surveyed over 30,000 recent university alumni on their interactions with career services at their institution. Results from this survey revealed that 61 percent of the students who graduated between 2010 and 2016 reported visiting career services at least once as an undergraduate, higher than any prior cohort (see chart below). Notably, first-generation and transfer students were less likely to utilize career services, perhaps suggesting limited access to these resources. Other [recent data](#) suggests, however, that first-generation students may now utilize career services more frequently than other students.

Despite the increased use of career services, students do not necessarily find the resources satisfactory. In the same survey, just under half of the students graduating in the same time frame (2010 to 2016) rated their career services experiences as “very helpful” or “helpful.” At the same time, 17 percent of students rated their experiences as “not helpful.” This suggests an opportunity for colleges to improve and reimagine how such services are provided to optimize student engagement.

STUDENT PERCENTAGE USING CAREER SERVICES



Source: [Gallup](#)



HIGHER EDUCATION

ONLINE RESOURCES

Students who visit the career center frequently are also more likely to utilize online resources. Results from a NACE [survey](#) provide additional details about college student preferences for the provision of career services. For the class of 2017, 85.6 percent of surveyed students visited the career center at least once either online or in-person while 54.5 percent utilized both in-person and online services.

[NACE](#) also reports that students prefer online formats for job postings, job-search assistance, help with internships or co-op experiences, and employer research. Meanwhile, both university first-year and second-year students prefer that CV writing and review, career development workshops, career coaching, and practice interviews be provided in-person at the career services office.

STUDENT RESOURCE DELIVERY PREFERENCES



OFFICE

- CV writing and reviewing assistance
- Career or employment workshops
- Individual career counselling
- Individual career coaching
- Practice interview sessions



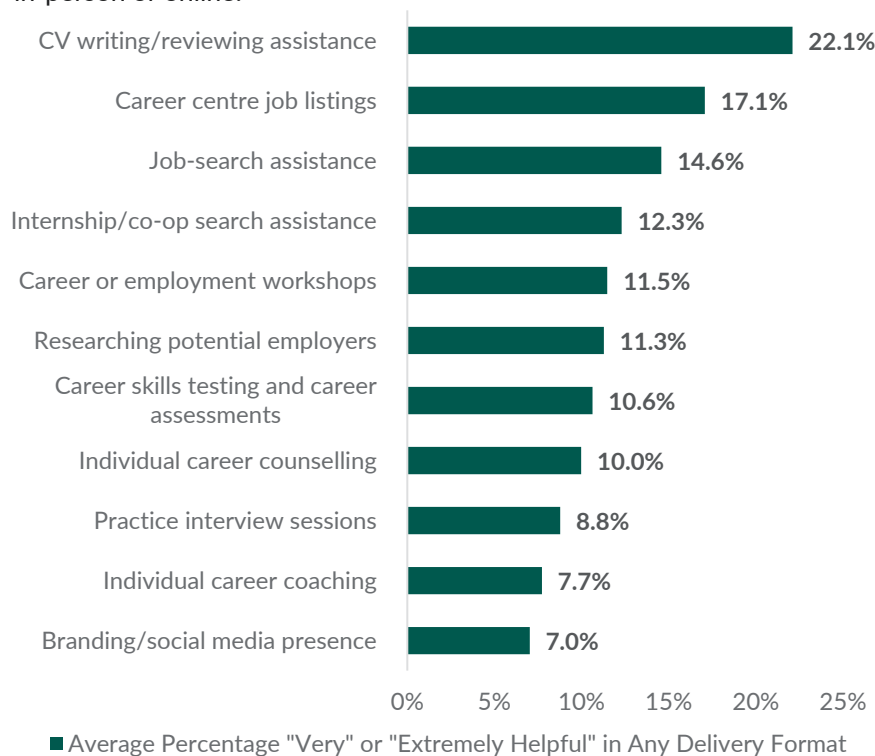
ONLINE

- Career center job listings
- Career skills testing and career assessments
- Job search assistance
- Internship/co-op search assistance
- Researching potential employers

SUCCESS AND PERFORMANCE

CAREER RESOURCE HELPFULNESS

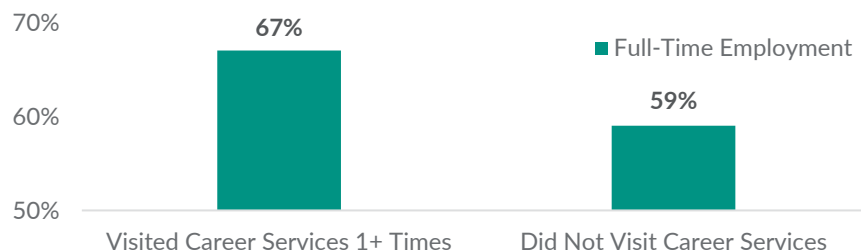
Students find CV reviews, curated job postings, and assistance with job searches to be the most helpful career services. According to a 2018 NACE [survey](#), CV writing and review assistance, career center job listings, and job-search assistance were most frequently voted as either “very” or “extremely” helpful by first- and second-year undergraduate students. Below is a summary of the data across all resources, representing the average percentage of first- or second-year students who accessed them in-person or online:



CAREER SERVICES IMPACT

Students who visited career services at least once during their college careers were 8 percent more likely to find full-time employment after graduation. A [2016 study](#) by Gallup found that students benefited from their visits to career services. This was especially true for minority students. African American graduates who visited the career center, for example, were 12 percent more likely to find jobs after graduation than those that did not. Even so, most research seems to be [moving away](#) from job placement rates as a metric of career services success.

GRADUATES WITH FULL-TIME EMPLOYMENT



Students who view career services as “[very helpful](#)” are...

5.8x

“...more likely to strongly agree their alma mater prepared them for post-collegiate life”

3.0x

“...more likely to strongly agree their education was worth the cost”

3.4x

“...more likely to recommend their alma mater”

3.0x

“...more likely to donate to their alma mater”

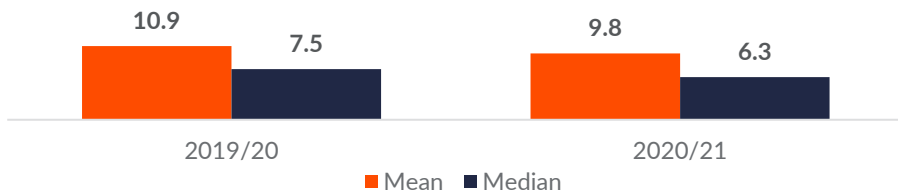
OFFERINGS AND STAFFING

ANALYSIS

A variety of staff is responsible for a wide array of common services. Based on the current 2019 [NACE Professional Standards in Career Services](#) guidelines, a well-designed career services program should provide students with access to coaching, information, employment aids, learning opportunities, and graduate school guidance in both online and in-person formats. These services are being provided by a slightly shrunken workforce. The COVID-19 Pandemic has led to budgetary concerns for many career services offices, leading to a decline in the average number of staff in office, especially among professional staff. As professional staff reductions occur, many institutions appear to be increasing Graduate Assistants/Interns and Undergraduate Staff in response.

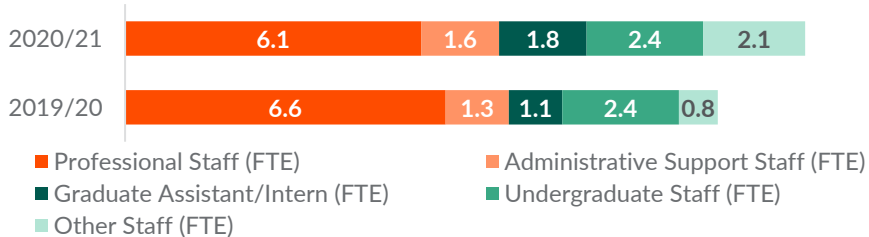
AVERAGE OFFICE FTE STAFF

The average number of full-time staff in a career services office, by the number of staff



FTE STAFFING COMPOSITION (MEAN)

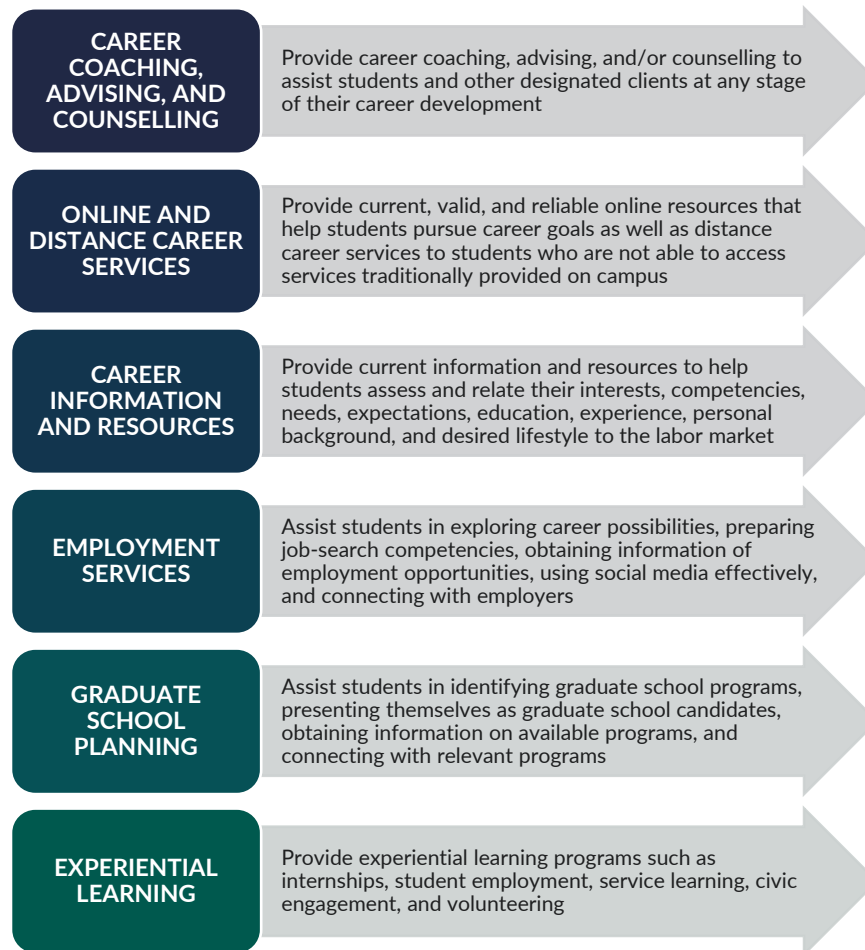
The average number of full-time staff in different roles, by the number of staff



Source: [NACE](#)

KEY PROGRAM COMPONENTS

Career services centers typically offer the following key components:



Source: NACE [2019 Professional Standards in Career Services](#)



BENCHMARKING

Career-Services

BENCHMARKED CAREER CENTER TRENDS: SERVICES

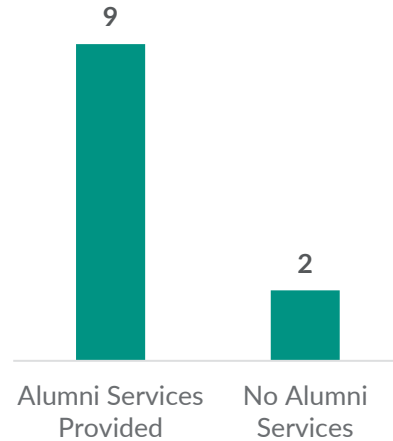
Profiled institutions most often offer current students and alumni career services such as career counseling, interview preparation, and co-op, internship, and on-campus employment information. Assistance with resume and other application materials is also frequently offered as are job fairs and events, and job boards and platforms for job searching. While not all services are available for alumni, job boards and platforms such as Handshake and access to career fairs or other events are commonly open to alumni.

Institution	Career Counseling	Job Application Document Aid	Co-op, Internship, or On-Campus Employment Information	Job Fairs, Events, and Workshops	Interview Preparation	Career/Self-Assessment	Graduate School Preparation	Job Boards or Platforms for Job Searches Ect.	Data or Analytics for Post-Graduates	Career Closet	Total
University of Illinois	X		X	X	X	X	X				6
Clemson University	X	X	X	X	X	X		X	X	X	9
Middle Tennessee State University	X	X	X	X	X			X		X	7
Stony Brook University	X	X	X		X	X		X			6
University of California	X		X	X	X		X	X			6
Illinois State University	X	X	X	X	X		X	X			7
University of Louisville	X	X	X	X	X	X	X	X			8
Kansas State University	X	X	X	X	X	X	X	X	X	X	10
Ball State University	X	X	X	X	X	X					6
Western Michigan University	X	X	X	X	X	X		X	X		8
University of North Carolina	X	X	X		X	X	X	X	X		8
Total	11	9	11	9	11	8	6	9	4	3	--

BENCHMARKED CAREER CENTER TRENDS

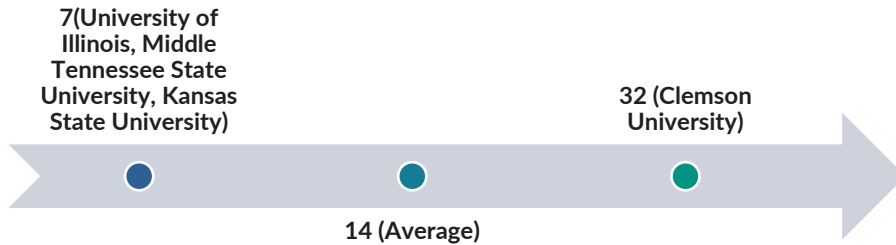
ALUMNI SERVICES

Nine of the eleven reviewed institutions appear to offer career services to alumni as well as current students. In some instances, these services are limited to the use of platforms such as Handshake with access to job postings. Institutions can also delineate between the services offered to recent alumni and older alumni. Stony Brook University differentiates itself by having a Senior Career Coach who works with recent alumni as well as mid-level and experienced alumni.



STAFF

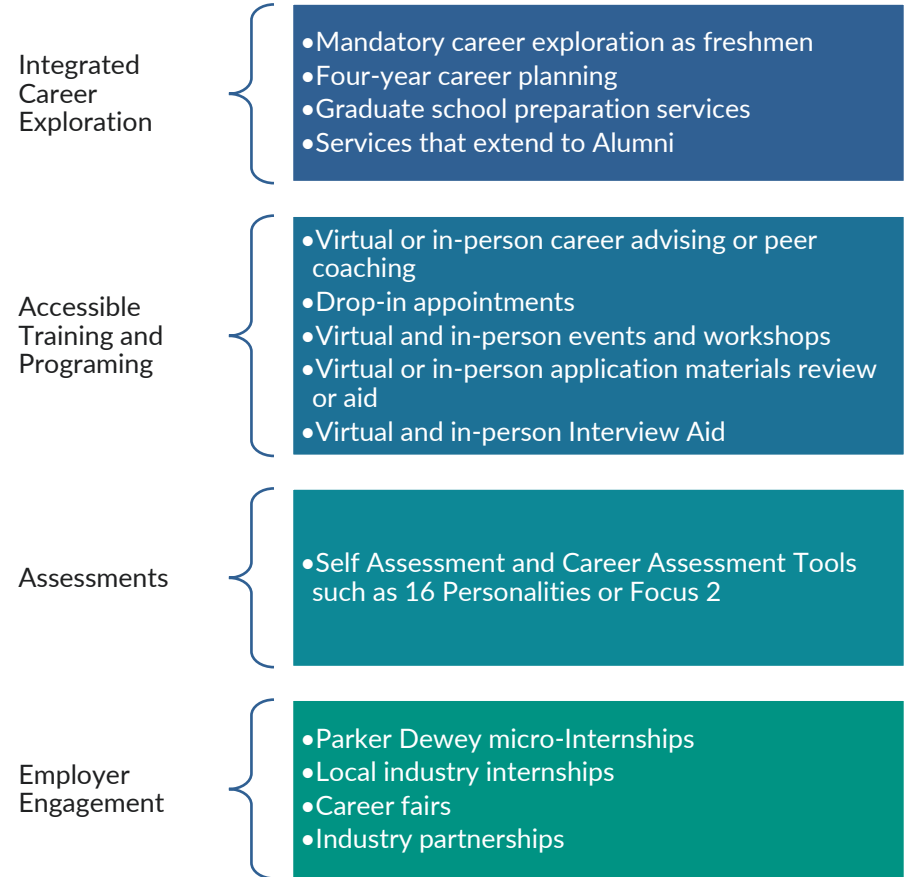
Profiled Career Centers exhibit an average full-time staff count of 14. Several institutions list seven staff while Clemson University has the most at 32. Only full-time regular staff were counted which excludes graduate assistants, interns, or student workers.



Source: Institutional Websites

CAREER-SERVICE BEST PRACTICES

Reviewed career service centers at benchmarked institutions deliver services that align with the best practices listed in the previous [section](#). Below are some examples of services that can be mapped to specific best practices.



BENCHMARKED CAREER CENTER TRENDS

ANALYSIS

Only three reviewed institutions use a decentralized structure for their career service center—**Stony Brook University**, the **University of Louisville**, and the **University of Illinois-Chicago**. Stony Brook University has career service centers that target specific interests and industries while the University of Illinois-Chicago has a central career services center with additional centers offered within some colleges/schools. The University of Louisville has separate centers for the business, engineering, and law schools.

University of Illinois-Chicago



Stony Brook University



Most of the institutions use a centralized model where individual career advisors specialize in specific disciplines; [Kansas State University](#) is an excellent example of this as it features college liaisons for different departments. It is also common for institutions to provide **peer career coaching** with majors from different schools/colleges. This allows career service centers to offer specialized career advising while maintaining a comprehensive service center.

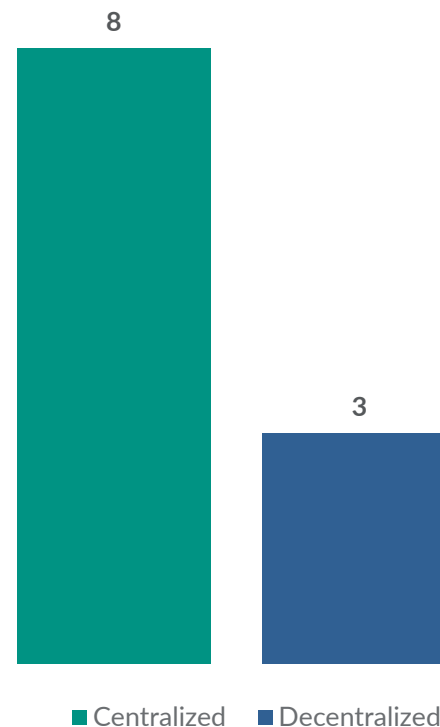
Source: Institutional Websites



HIGHER EDUCATION

CAREER-SERVICES STRUCTURE

Benchmarked institutions favor a centralized structure for offering career services. However, there are outliers. The University of Illinois-Chicago has several schools/colleges with their own centers and Stony Brook University offer career services through several specialized career communities that focus on specific interests or industries rather than certain majors or colleges/schools as shown in the graphic to the left.



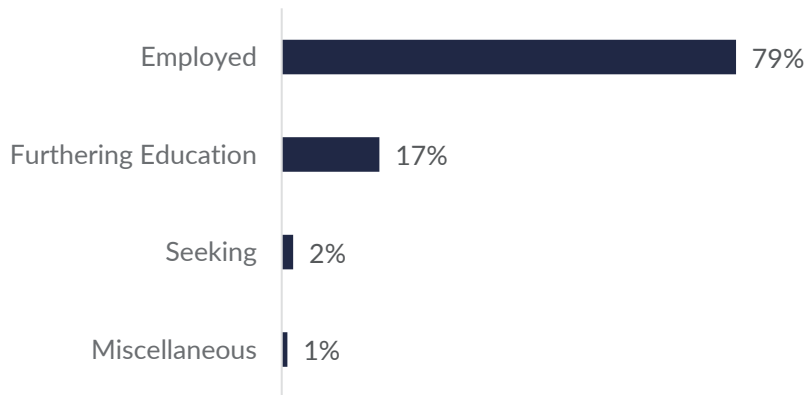
BENCHMARKED CAREER CENTER TRENDS: DATA AND ANALYTICS

DATA AND ANALYTICS

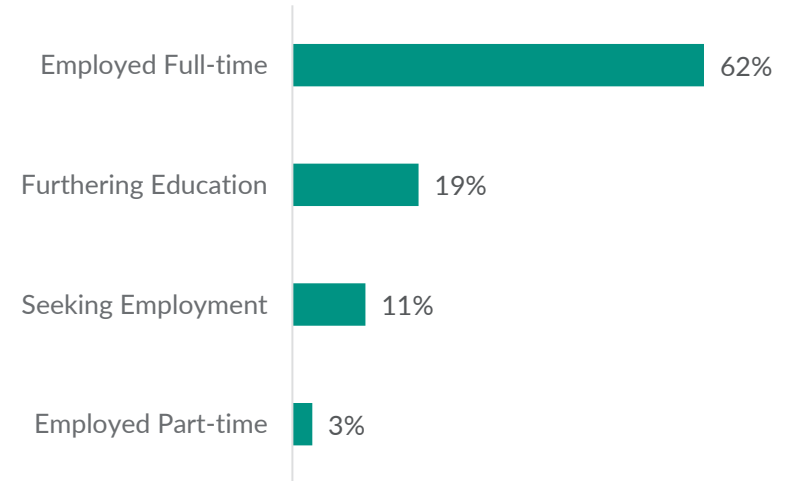
Three of the reviewed institutions provide data regarding post-graduate employment trends on career services webpages. Clemson University prepares an [annual report](#) featuring points of interest such as the professional status and destinations of recent graduates. Kansas State University provides a post-graduate [report](#) that details employment and salary information for graduates. Finally, Western Michigan University also provides an annual [report](#) of post graduate activity. **These features allow students and stakeholders to better understand the value of pursuing degrees within the institution as it pertains to employment prospects.**

The graphs included on these slides are a sampling of employment status categorizations that institutions tracked for the 2020-2021 academic year. Kansas State University had the highest overall rate of employed post-graduate students; however, both Clemson University and Western Michigan University broke this category into full and part-time employment.

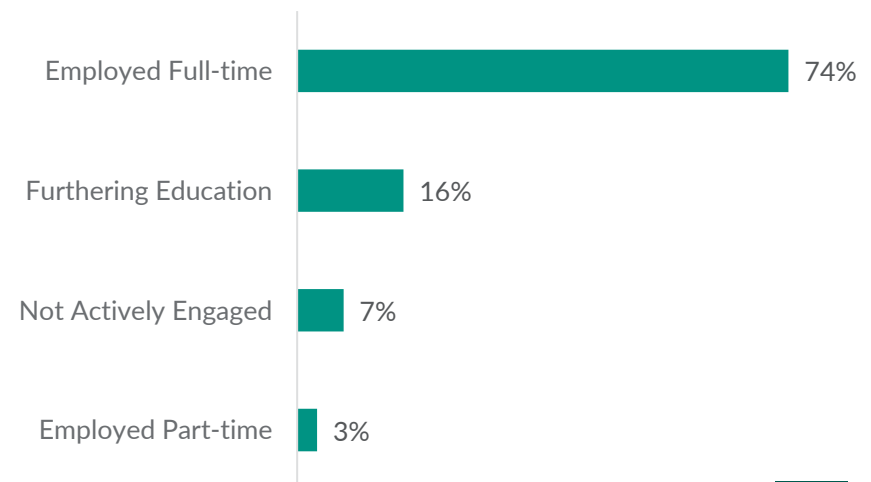
KANSAS STATE UNIVERSITY



CLEMSON UNIVERSITY



WESTERN MICHIGAN UNIVERSITY



CAREER CENTER SPOTLIGHT: CLEMSON UNIVERSITY

CLEMSON UNIVERSITY

Clemson University's Career and Professional Development Center holds the [Princeton Review's](#) number one place for career services based on student ratings and the institution's career and job placement services. The [Center for Career and Professional Development](#) is robust with 32 regular staff that oversee the Internship and UPIC Programs, the Michelin Career Center, and Cooperative Education.

The services offered by the institution are comprehensive including virtual and in-person coaching and resume and cover letter review. Further, services are available to all undergraduates, graduate students, and recent alumni. The Center for Career and Professional Development Center is also one of only three profiled institutions that provides data and analytics regarding recent graduates and their employment status.



CAREER-SERVICES

The Center for Career and Professional Development provides services that allow students to progressively plan for their professional futures. They offer services for all stages of career planning including the self assessments to get students started all the way through career closet which enables them to dress for an interview.

- Career Assessments
- Career Closet
- Career Development and Planning
- Career fairs and Events
- Counseling Services
- Cooperative Education Program/ Internship Program
- Interview Tips and Mock Interviews
- Professional Development Workshops
- Professional Networking
- Resume and Cover Letter Review

CAREER CENTERS SPOTLIGHT: BALL STATE UNIVERSITY

BALL STATE UNIVERSITY

Ball State University appears to be the only benchmarked institution that requires freshman to engage in a career services program. As the best practices section includes, integrated career exploration is an important element of career services. The mandatory [KEY Careers Program](#) provided with the Career Center at Ball State University is an excellent example of a program that attempts to engage students in career service related activities from the offset of their undergraduate careers.

“The KEY Careers Program (Knowledge, Experience, and You) is about eliminating the guesswork as you start your college career. There’s a lot to figure out as a college freshman, but making sure you’re setting off on the right foot when it comes to choosing a college major and a future career definitely shouldn’t be left up to chance or experimentation. Students who participate in the KEY Careers Program have a stronger track record of college and postgraduate success.”

All freshman complete the KEY Careers online experience during orientation after they arrive on campus. Institutional webpages report that the program has consistently earned recognition and is a best practice program.



ADDITIONAL PROGRAMS

Ball State University offers two other unique programs: the Career Ready Program and the Skills Infusion Program. The [Career Ready Program](#) is provided to both current undergraduate and graduate students. The program provides “employer engagement experience, relevant leadership and volunteer experience, and enhanced professional image, and a Career Ready certificate.” This program is voluntary, **although some faculty may require** it for certain classes. Students can sign up for the program online via the Career Center webpages.

The Skills Infusion Program

Academic-year, full-time Ball State faculty members and cocurricular staff are invited to apply for a training and collaboration experience. The goals are to help students better articulate transferrable skills learned in concert with learning outcomes and course content and to provide a gap analysis tool which students can use to reflect on skills not yet practiced or learned.

The Skills Infusion Program takes place over the course of one semester via large group workshops. Faculty members, staff, alumni, and employer partners, and Career Center representatives work together by reviewing course syllabi and mapping course outcomes to the National Association of Colleges and Employers’ (NACE) career readiness competencies.

NACE Competencies:

- | | |
|--------------------------------|--------------------|
| 1. Career and Self Development | 5. Leadership |
| 2. Communication | 6. Professionalism |
| 3. Critical Thinking | 7. Teamwork |
| 4. Equity and Inclusion | 8. Technology |

The [Skills Infusion Program](#) is a paid training and professional development program offered to full-time faculty. This program, while aimed at faculty rather than students, aligns with innovative approaches that institutions are taking to career services in that it seeks to provide training to faculty on how students can communicate transferable skills to future employers.

“The goals are to help students better articulate transferrable skills learned in concert with course content and to provide a gap analysis tool which students can use to reflect on skills not yet practiced or learned.”

UNIVERSITY OF ILLINOIS-CHICAGO

OVERVIEW

Location	Montclair, NJ
Institution Type	Four-year, public institution
Campus Setting	City: Large
Student Population	Total: 34,199; Undergraduate: 22,279
Campus Housing	Yes
Graduate Rate	62%
Transfer-Out-Rate	NA
Net Price	\$10,725
Career Services Structure	Decentralized
Alumni Career Services Available	Yes
Full-Time Staff	7 (Main Center)

UNIVERSITY OF ILLINOIS-CHICAGO

The **University of Illinois-Chicago** has five career service centers. Aside from the main center there are college/school specific centers for Business, Engineering, Liberal Arts and Sciences, and Public Health. Alumni have lifetime access to the University of Illinois career services. The institution uses Handshake. The career center seeks “to empower students in their career development” and offers comprehensive career services to promote its vision “to be leaders in an urban institution by providing exemplary service to foster student career success...”

CAREER SERVICES

Career services as listed on the main career center webpages for relevant populations:

Current Students/Alumni

- Career Advising: Individual and Walk-In Advising
 - Career Assessments
 - Interview Preparation
- Career Events: Job Fairs, Career Fairs
- Career Education: eLearning, Workshops, Discussion Panels
 - Graduate School Advising
 - Job and Internship Opportunities
 - Handshake

CLEMSON UNIVERSITY

OVERVIEW

Location	Clemson, SC
Institution Type	Four-year, public institution
Campus Setting	Suburb: Large
Student Population	Total: 27,341; Undergraduate: 21,653
Campus Housing	Yes
Graduate Rate	85%
Transfer-Out-Rate	11%
Net Price	\$23,732
Career Services Structure	Centralized
Alumni Career Services Available	Yes, to recent Alumni
Full-Time Staff	<u>32</u>

CLEMSON UNIVERSITY

Clemson University's [Career and Professional Development Center](#) combines cooperative education, internship programs, and the Michelin Career Center. Services are provided to undergraduate students, graduate students, and recent alumni. Students have access to a range of services including career assessments and planning, counseling services, and job research, interview, and resume and cover letter review. Many of these services are offered in-person as well as virtually. Clemson University also took the [Princeton Review's](#) number one spot for best career services.

CAREER SERVICES

Career services as listed for relevant populations:

Current Students and Recent Alumni

- Career Assessments
 - Career Closet
- Career Development and Planning
 - Career Fairs and Events
- Cooperative Education Program
 - Counseling Services
 - Internship Programs
 - Job Search Assistance
- Interview Tips and Mock Interviews
 - On-Campus Interviewing
- Professional Development Workshops
 - Professional Networking
 - Resume and Cover Letter Review
- Data and Reporting Resources for Recent Graduates
- Virtual Services include (career counseling, drop-ins, career assessments, mock interviews, document reviews, internship FAQs, internship assistance, job and internship searching, events, career fairs, and CPT approval process)

MIDDLE TENNESSEE STATE UNIVERSITY

OVERVIEW

Location	Murfreesboro, TN
Institution Type	Four-year, public institution
Campus Setting	City; Midsize
Student Population	Total: 21,568; Undergraduate: 18,603
Campus Housing	Yes
Graduate Rate	54%
Transfer-Out-Rate	28%
Net Price	\$12,617
Career Services Structure	Centralized
Alumni Career Services Available	Yes
Full-Time Staff	<u>7</u>

MIDDLE TENNESSEE STATE UNIVERSITY

Middle Tennessee State University's [Career Development Center](#) offers a comprehensive list of career services that are available to current students and alumni. Alongside common services such as career advising and interview or job application preparation, the institution partners with [Parker Dewey](#) to provide students with the opportunity to pursue paid micro-internships. These micro-internships can provide current students with valuable experiences while also connecting the institution and its students with local employers and also professional alumni working in local industries. Faculty also have the ability to request career service presentations.

CAREER SERVICES

Career services as listed for relevant populations:

Current Students	Alumni
<ul style="list-style-type: none"> Individual Career Advising Job and Internship Resources (Handshake, CareerShift, Big Interview, Professional Document Resources, Public Job Search Platforms) Professional Development Resources (writing guides, editable resume templates, Document Drop Program for online professional document assistance from Peer Career Ambassadors) <ul style="list-style-type: none"> Diversity Resources Career Closet Career Events and Fairs 	<ul style="list-style-type: none"> Online Free Tools for Job Search (Handshake, CareerShift, Big Interview) <ul style="list-style-type: none"> Individual Career Advising (interviewing assistance, resume and cover letter feedback, graduate school application preparation) Job Application Writing Guides (Resume, Cover Letter, and Reference writing guides, Document Drop Program for online for resume and cover letter critique) <ul style="list-style-type: none"> Career Fairs On-Campus Recruitment Program (Fall and Spring semesters) <ul style="list-style-type: none"> MTSU Alumni Association

STONY BROOK UNIVERSITY

OVERVIEW

Location	Murfreesboro, TN
Institution Type	Four-year, public institution
Campus Setting	Suburb; Large
Student Population	Total: 26,608; Undergraduate: 17,999
Campus Housing	Yes
Graduate Rate	78%
Transfer-Out-Rate	13%
Net Price	\$16,445
Career Services Structure	Decentralized
Alumni Career Services Available	Yes
Full-Time Staff	<u>19</u>

STONEY BROOK UNIVERSITY

Stoney Brook University's **Career Center** features eight Career Communities that are clustered by interests and industries rather than academic majors. The Career Communities include Arts and Communication, Applied Science and Research, Business, Education and Helping Professions, Exploring, Government, Law, and Public Service, Healthcare, and IT and Engineering. Graduate career services are also advertised on the career center webpages and Stony Brook University differentiates itself by having a Senior Career Coach who works with recent alumni as well as mid-level and experienced alumni. The career center boasts several awards and encourages faculty to integrate industry projects and practical experience into the classroom.

CAREER SERVICES

Career services as listed for relevant populations:

Current Students	Alumni
<ul style="list-style-type: none"> • Career Coaching (Peer Coach or Career Coach) • Career Exploration and Self-Assessment • Searching for Jobs and Internships • Networking and Professional Branding (Handshake, LinkedIn) • Mock Interview and Interview Preparation • Resume and Cover Letter Review • Experiential Opportunities (research, student employment, community service, industry projects, leadership, jobs, experiences abroad, employer site visits, job shadowing, and co-op, micro-credentials) 	<ul style="list-style-type: none"> • Handshake • Career Chat • Career Coaching • Alumni Network • Career Research Resources • Job Searches (career fairs and networking events)

UNIVERSITY OF CALIFORNIA-SANTA CRUZ

OVERVIEW

Location	Santa Cruz, CA
Institution Type	Four-year, public institution
Campus Setting	City; Small
Student Population	Total: 19,841; Undergraduate: 17,864
Campus Housing	Yes
Graduate Rate	78%
Transfer-Out-Rate	5%
Net Price	\$19,615
Career Services Structure	Centralized
Alumni Career Services Available	Yes
Full-Time Staff	17

UNIVERSITY OF CALIFORNIA-SANTA CRUZ

The University of California-Santa Cruz's [Career Success](#) services are available to both current students and alumni. These services include career coaching for current students and recent alumni as well as career fairs and access to Handshake. The Career Success services include experiential learning opportunities such as the Chancellor's Undergraduate Internship Program, Professional Career Development Program, and the Career Pathways Project.

CAREER SERVICES

Career services as listed for relevant populations:

Current Students	Alumni
<ul style="list-style-type: none"> • Handshake • Career Coaching (virtually and in-person) <ul style="list-style-type: none"> • Peer Coaching • Graduate and Professional School Information and Application Aid <ul style="list-style-type: none"> • Events and Workshops • Career Fairs • Online Career Assessment Tools • Resume and Cover Letter Resources • Conference Room Reservations for Interviews • Big Interview (digital platform for interview practice) <ul style="list-style-type: none"> • Networking • On-campus, off campus, and internship resources 	<p>Alumni Who Graduated up to Two Years Ago:</p> <ul style="list-style-type: none"> • Career Coaching Appointments • Free Admission to all fairs/events <ul style="list-style-type: none"> • Access to Handshake • Career Advice Network <p>Alumni Who Graduated More Than Two Years Ago:</p> <ul style="list-style-type: none"> • Free Admission to all fairs/events • Access to Handshake (includes access to virtual fairs, events, and workshops) <ul style="list-style-type: none"> • Career Advice Network

ILLINOIS STATE UNIVERSITY

OVERVIEW

Location	Santa Cruz, CA
Institution Type	Four-year, public institution
Campus Setting	Suburb; Midsize
Student Population	Total: 20,233; Undergraduate: 17,674
Campus Housing	Yes
Graduate Rate	67%
Transfer-Out-Rate	NA
Net Price	\$21,033
Career Services Structure	Centralized
Alumni Career Services Available	Not Specified
Full-Time Staff	NA

Source: Institutional Webpages
HIGHER EDUCATION

ILLINOIS STATE UNIVERSITY

Illinois State University's [Career Services](#) offers a variety of services to students, although it is less clear if these services extend to alumni. Like Middle Tennessee State University, Illinois State University's Career Services partner with [Parker Dewey](#) to offer micro-internships. Uniquely, the institution offers students free business cards and headshots to them to "give off an extra professional vibe." Students can also use the Hire-A-Redbird platform to locate job and internship opportunities and access career tips.

CAREER SERVICES

Career services as listed for relevant populations:

Current Students

- Career Advising
 - Career Ambassadors (available virtually)
 - Resume Help (available virtually)
- Interview Practice through Interviewing.com
- Huddle Room Bookings (for virtual interviews or job preparation)
 - Career Fairs and Events
 - Micro-internships
- Provides Free Business Cards and Headshots
- Hire-A-Redbird (access career tips, job opportunities, internships, and general support)
- Cultural Career Network (support for students from diverse backgrounds)
 - Graduate School Series (tips on applying to graduate school)

UNIVERSITY OF LOUISVILLE

OVERVIEW

Location	Louisville, KY
Institution Type	Four-year, public institution
Campus Setting	City; Large
Student Population	Total: 22,140; Undergraduate: 15,634
Campus Housing	Yes
Graduate Rate	62%
Transfer-Out-Rate	NA
Net Price	\$18,582
Career Services Structure	Decentralized
Alumni Career Services Available	Yes
Full-Time Staff	<u>11</u>

UNIVERSITY OF LOUISVILLE

The University of Louisville's [University Career Center](#) features a decentralized structure although its main center serves most of the student population. The exception are those students connected with the College Business, Speed School of Engineering, and Brandeis School of Law.

CAREER SERVICES

Career services as listed on the main career center webpages for relevant populations:

Current Students	Alumni
<ul style="list-style-type: none"> • Career Coaches (in-person and virtual) <ul style="list-style-type: none"> • Handshake • Self Assessment and Career Exploration • Resume, Reference, and Cover Letter aid (guides and online document drop program for feedback) • Networking (LinkedIn and local networking resources) • Job Searching and Negotiation Resources <ul style="list-style-type: none"> • Interview Prep • Applying to Graduate School Resources • Industry vs Academia Job Resources <ul style="list-style-type: none"> • Big Interview (Mock Interview Program) • Internships and Job Postings through Cardinal Careers <ul style="list-style-type: none"> • Micro-Internships • On-Campus Internship Opportunities <ul style="list-style-type: none"> • Career Fairs 	<ul style="list-style-type: none"> • Cardinal Careers, CandidCareer.com, What Can I Do With This Major (subscription resources available free of charge) <ul style="list-style-type: none"> • Career Fairs • Big Interview • Online Content (developing resumes, cover letters, interviewing, etc.) • Career Coaching (complimentary within the first two years of graduation)

KANSAS STATE UNIVERSITY

OVERVIEW

Location	Manhattan, KS
Institution Type	Four-year, public institution
Campus Setting	City; Small
Student Population	Total: 20,229; Undergraduate: 15,619
Campus Housing	Yes
Graduate Rate	68%
Transfer-Out-Rate	20%
Net Price	\$19,874
Career Services Structure	Centralized
Alumni Career Services Available	Yes
Full-Time Staff	<u>7</u>

KANSAS STATE UNIVERSITY

Kansas State University's [Career Center](#) is ranked seventh best for services by the [Princeton Review](#). While Kansas State University offers alumni some services, it primarily provides services to current undergraduate and graduate students. Career services webpages express that "the Career Center works side by side with faculty members, academic advisors, student life staff and others...to promote career readiness." Webpages report [college-to-career](#) statistics stating that 90 percent of new graduates are either furthering their education or are employed.

CAREER SERVICES

Career services as listed for relevant populations:

Current Students	Alumni
<ul style="list-style-type: none"> • Self Assessment <ul style="list-style-type: none"> • Handshake • Peer Coaching • Career Advising • Resume and Cover Letter Aid (virtual or in-person) • KSU Post-Grad Career Statistics <ul style="list-style-type: none"> • Mock Interview • Career Closet • Job or Internship Search <ul style="list-style-type: none"> • Offers and Salaries • Career Fairs and Networking • Graduate School Preparation • Recommend Resources (top career sites, job sites by career field, identity and diversity resources, civic and government resources etc.) • College-to-Career Statistics 	<ul style="list-style-type: none"> • Free Career Advising within the first 12 months after graduation • Alumni beyond one year have free access to Handshake



BALL STATE UNIVERSITY

OVERVIEW

Location	Muncie, IN
Institution Type	Four-year, public institution
Campus Setting	City; Small
Student Population	Total: 20319; Undergraduate: 14898
Campus Housing	Yes
Graduate Rate	68%
Transfer-Out-Rate	20%
Net Price	\$12,968
Career Services Structure	Centralized
Alumni Career Services Available	Yes
Full-Time Staff	<u>19</u>

BALL STATE UNIVERSITY

Ball State University's [Career Center](#) features several interesting programs and requires incoming students to engage with career services early on. All new students participate in the [KEY Careers](#) Online Experience which the institution defines as “a deep-dive career tool used during freshman orientation” that “sets out to connect the dots between your chosen major and your future career goals.” Other unique programs include the [Career Ready Program](#) for current undergraduate and graduate students and the [Skills Infusion Program](#) which is aimed at faculty. These programs incorporate several career services best practices in that they engage students early in their academic careers and introduce them to career services.

CAREER SERVICES

Career services as listed for relevant populations:

Current Students	Alumni
<ul style="list-style-type: none"> • Career Coaching • Key Careers (mandatory; begins during freshman orientation) • Career Ready (for ug and graduate students, helps develop skills such as resumes, interviews, workplace etiquette) <ul style="list-style-type: none"> • On-Campus Workshops • Interview Assistance (virtual and in-person) <ul style="list-style-type: none"> • On-Campus Interviews • Resume Assistance (virtual and in-person) <ul style="list-style-type: none"> • Employer Site Visits <ul style="list-style-type: none"> • Job Fairs • Internships 	<ul style="list-style-type: none"> • Career Coaching • Visiting Practitioner Program



WESTERN MICHIGAN UNIVERSITY

OVERVIEW

Location	Muncie, IN
Institution Type	Four-year, public institution
Campus Setting	City; Small
Student Population	Total: 18266; Undergraduate: 14587
Campus Housing	Yes
Graduate Rate	56%
Transfer-Out-Rate	26%
Net Price	\$19,749
Career Services Structure	Centralized
Alumni Career Services Available	NA
Full-Time Staff	12

WESTERN MICHIGAN UNIVERSITY

Western Michigan University's [Career and Student Employment Services](#) target **current students**. However, webpages encourage faculty to direct students to make use of career services on-campus and promote requests for career education presentations in class. While Western Michigan University career services webpages are less user friendly than those of other institutions, the webpages provide a substantial number of resources that are readily available to students and faculty such as career assessment links and [career outcome](#) information.

CAREER SERVICES

Career services as listed for relevant populations:

Current Students

- Career Advising (virtual and in-person)
 - Handshake (job searching)
- Resume Review (virtual and in-person)
 - Self Assessments
- Career Development Resources (major options, resources for graduate students, veterans, and students with disabilities etc.)
 - Networking
 - Internship Searches
 - Interviewing Aid (Big Interview)
- Career Management (social media, LinkedIn)
 - Events and Job Fairs
 - Post-graduate Activity Report
 - On-Campus Employment

OVERVIEW

Location	Wilmington, NC
Institution Type	Four-year, public institution
Campus Setting	City; Midsize
Student Population	Total: 18,030; Undergraduate: 14,488
Campus Housing	Yes
Graduate Rate	72%
Transfer-Out-Rate	21%
Net Price	\$18,792
Career Services Structure	Centralized
Alumni Career Services Available	Yes
Full-Time Staff	<u>11</u>

UNIVERSITY OF NORTH CAROLINA-WILMINGTON

The University of North Carolina-Wilmington's [Career and Student Employment Services](#) is a comprehensive career counseling center that serves both current students and alumni in furthering their career development. Similarly to several other profiled institutions, the University of North Carolina-Wilmington's career center encourages faculty and staff to engage students with the career services provided by the institution. The center lists career-focused assignments and resources that faculty can share with students. Further, like other institutions, the Career and Student Employment Services provide annual data, but it focuses instead on employer engagement than student outcomes.

CAREER SERVICES

Career services as listed for relevant populations:

Current Students and Alumni

- Career and Major Exploration (Four-year planning, Self Assessments, Informational Interviewing, etc.)
 - Resume and Cover Letter Resources (writing guides, samples)
- Job/Internship Search and Networking Resources (Handshake, Student Internship Resources, Certified Internship Program, Disney College Program, Intern Abroad)
 - Interviewing (Big Interview, On-Campus Interviews, Resources)
- Graduate and Professional School Resources (personal statement writing guides, graduate school information, etc.)
 - Career Counseling
 - Career Center Annual Reports (Only available through 2018)

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