Major Accomplishments/Retention Initiatives for 2010-2011

1. Secured new Student Service Fee funding for and hired one new Career Advisor. Also, successfully hired an Associate Director and another Career Advisor to replace departing staff members.

2. Assisted with the continuing development of the university’s Personalized Academic and Career Exploration program.

3. Expanded the use of social media to promote events and services to employers, students and alumni with 748 Twitter followers, 1,123 Facebook “Likes”, and 1,306 in LinkedIn Career Services Members Group. Also created a Career Services blog, an online Career Trends Alumni magazine and successfully conducted 2 “Tweet-ups.”

4. Expanded the Workforce Recruitment Program (a Federal internship program for students with disabilities) to 2 interview days, which is typically only 1 day on most campuses. All 14 students who interviewed were recommended by the recruiter. This accomplishment was featured in the university’s Hillviews magazine.

5. Increased the number of student assignments with employers in the Winter Job Shadowing program to 387, a 19% increase from the previous year.

6. Expanded the scope of the Student Employee of the Year message by engaging the Mayor of San Marcos and drafting a resolution to encourage local businesses to honor their student employees.

7. Successfully conducted 17 job fairs – 14 onsite and 3 virtual.

8. Career Planning continued to post rising student service figures:
   a. Annual face-to-face student contacts rose 10% (up for the tenth year in a row).
   b. The 48-Hour Resume program was again up to nearly 3,000 clients served.
   c. Walk-in hours, doubled last year, and served another 1,000 clients for the year.
   d. The “No-Show” rate has dropped for the third year in a row, now down to 5.6 percent.

9. Increased the graduate counseling intern staff to 39 for the year, up from 34 the previous year. This unpaid graduate counseling staff contributed more than 5,000 work hours, or at least $100,000 worth of services.

10. Successfully reorganized both the staff and the office space, including mobile technology and new internal practices related to functional roles. Electronic intake form was created to assist tracking of walk-in and telephone traffic including reasons for visiting the career center. New monthly statistical form created to capture use of social media and other virtual resources.

11. UPPS 07.07.03 was approved by President’s Council!!!!!
Progress on 2004-2012 Administrative Support Plan (Strategic Plan)

**Dept. Strategy:** Collaborate with academic internship coordinators to post all current campus internships sites into Jobs4Cats database.

FY 2005 **Comments:** Continue to work on this activity with departments. This work becomes challenging as more departments create their own internship programs. The college liaisons will be invaluable in encouraging internship coordinators to utilize Jobs4Cats.

**Dept. Strategy:** Compile “Student Success Stories” and feature them on-line on our website, academic department websites, YouTube account, etc.

FY 2005-2009 **Comments:** Completed, with ongoing updates. The videos have been renamed “Bobcat Career Clips” and are now posted on YouTube. Three new “Student Success Stories” were added in 2010-2011.

**Dept. Strategy:** Design “virtual” workshops to be hosted on our web site.

FY 2006 **Comments:** Implemented and ongoing. 19 new workshop videos were added in 2010-2011.

**Dept. Strategy:** Collaborate with departments to streamline their internship programs.

FY 2006 **Comments:** Implemented and ongoing. Nothing to report for this year.

**Dept. Strategy:** Collaborate with Alumni Affairs to create an on-line Alumni Contacts service.

FY 2006-2009 **Comments:** Implemented and ongoing. Alumni Relations developed a new alumni directory and included an option to make alumni available for informational interviews.

**Dept. Strategy:** Collaborate with Graduate College to develop specific web resources, workshops for current graduate/professional students, and undergraduates with those aspirations.

FY 2006-2009 **Comments:** Implemented and ongoing. Collaborated with the Graduate College to create a Virtual Graduate School Information Fair in Jobs4Cats, which was offered twice during the spring semester.

**Dept. Strategy:** Create online student handbook, "How to Market Yourself for an Internship.”

FY 2007-2009 **Comments:** Implemented and ongoing. Nothing to report this year.

**Dept. Strategy:** Create job shadowing brochures - one for employers and one for students.

FY 2007-2009 **Comments:** Implemented and ongoing. Brochures were uploaded to website.

**Dept. Strategy:** Update job shadowing mentor database on an annual basis.

FY 2007-2009 **Comments:** Implemented and ongoing. In progress, new contacts are being added and inactive contacts are being updated as received.

**Dept. Strategy:** Expand services offered at satellite offices.

FY 2008 **Comments:** No longer have permanent physical spaces in the College of Liberal Arts and the McCoy College of Business, but we continue to offer resume reviews, appointment scheduling, etc. at mobile tent and table sites throughout campus. Increased the number of these events from 12 to 37 this year.

**Dept. Strategy:** Expand on-line viral marketing.

FY 2008 **Comments:** Added a Career Services blog to our social media resources. Career Advisors maintained and expanded our presence in the following social media outlets: LinkedIn, Facebook,
YouTube, Blogger, Twitter. Currently working on developing Quick Response (QR) codes for use in marketing and employer relations. Held 2 popular Tweet-Up’s in San Marcos to provide networking opportunities with alumni, employers, students, faculty and staff.

**Dept. Strategy:** Expand On-line Employer Guide to include information on part-time job postings, student organizations and institutional research data.
**FY 2008 Comments:** To be developed by Fall 2011 to expedite information to employers and eliminate the cost of printing.

**Dept. Strategy:** Develop closer, collaborative relationships with MSA and ODS to ensure that underrepresented students are aware of and encouraged to use our services.
**FY 2008-2010 Comments:** Co-sponsored (with MSA and the Counseling Center) two Career Symposia and other programming for First Generation students. Collaborated with ODS to assist 14 students in securing internships with Federal agencies through the Workforce Recruitment Program.

**Dept. Strategy:** Implement an "Intern of the Year" award program for Texas State students.
**FY 2008-2009 Comments:** Not yet implemented.

**Dept. Strategy:** Collaborate with departments/colleges to expand the "Internships - A Way to Get Your Career in Gear" as it relates to their majors.
**FY 2008-2009 Comments:** Implemented Spring 2009 with the Pathways to Communications program. This strategy has been revised to expand beyond an internship focus. The liaisons all worked with their respective colleges and employer contacts to coordinate and conduct programs related to their majors.

**Dept. Strategy:** Reformat existing Job Fairs – offer more “specialized and virtual job fairs”.
**FY 2008-2012 Comments:** Collaborated with the Graduate College to coordinate and conduct two virtual Graduate College Information Fairs.

**Dept. Strategy:** Collaborate with departments/faculty to streamline the notification process to students of on-campus recruiting and interviewing opportunities.
**FY 2009 Comments:** College liaisons are now charged with the distribution of this information to their respective colleges.

**Dept. Strategy:** Create a virtual "off-campus" Part-time Job Fair.
**FY 2009 Comments:** Implemented and on-going. Currently contacting employers during the summer to encourage early posting of fall part-time jobs. Employing a strategy which includes liaisons soliciting part time jobs from all Central Texas Chambers of Commerce.

**Dept. Strategy:** Collaborate with academic units to increase the number and scope of on-campus internship sites.
**FY 2009 Comments:** Nothing to report this year.

**Dept. Strategy:** Collaborate with department internship coordinators to create an on-line orientation for new interns who are getting academic credit for internships.
**FY 2009-2011 Comments:** Nothing to report this year.

**Dept. Strategy:** Expand the job shadowing program to capstone classes in MCBA and College of Fine Arts and Communication taught during the summer semester.
**FY 2009-2011 Comments:** Nothing to report this year.
Dept. Strategy: Develop a program to provide employer contacts a reasonable and consistent means of fostering relationships with faculty members and academic departments
FY 2010 Comments: An online brochure of employer services will include this information and will be finalized and distributed online in Fall 2011.

Dept. Strategy: Assist MCBA in developing an internship program for MBA students.
FY 2010-2012 Comments: Nothing to report this year.

Dept. Strategy: Place a comprehensive list of Career Information Center resources on the website and create a search engine for convenient research.
FY 2005 Comments: List forwarded to Alkek Library with the goal of providing expanded, more accessible career resources, at three sites: Alkek Library, Career Services and the new PACE Center.

Dept. Strategy: Update the on-line "What Can I Do With This Major?" handouts and cross reference with new and existing academic programs.

Dept. Strategy: Integrate a graduate counselor into the satellite outreach program, to actually provide a sample of the services we are there to market.

Dept. Strategy: Create an on-line assessment of services.
FY 2006-2008 Comments: Completed, with ongoing updates. Survey now seeks to assess if client anxiety levels lessen for those who engage in career counseling.

FY 2006-2008 Comments: See Department Strategy above.

Dept. Strategy: Standardize feedback forms on web site to ascertain customer satisfaction and suggestions for improvements.
FY 2009-2012 Comments: No progress has been made to standardize.

Dept. Strategy: Collaborate with Alumni Relations to create an on-line Alumni Contacts service.
FY 2006-2009 Comments: Continued gathering Bobcat Career Contacts, which are being added to Mentoring section of Jobs4Cats. Seek to combine resources with Alumni Relations in FY12.

Dept. Strategy: Explore the option of virtual counseling services.
FY 2006-2012 Comments: Implemented and ongoing. Continued increase of phone appointments, online resume reviews, and video interviewing.

Dept. Strategy: Formally institute, market a "distance package" of services, for students unable to meet a counselor face-to-face, with online review of resumes, cover letters, and essays.
FY 2009-2012 Comments: Implemented and ongoing.

Dept. Strategy: Decrease the “No-Show” rate for counseling appointments from 20 percent to 10 percent, thereby serving more students overall.
FY 2007-2012 Comments: No-Shows down to 5.6 percent, after two earlier years below 10 percent.

FY 2007-2009 Comments: Completed, with ongoing improvements. As Alkek Library partnership increases we will reduce our library footprint and utilize that space for staff offices.

Dept. Strategy: Increase the visibility and the user-friendliness of the career resource library.
FY 2007-2009 Comments: Completed, with ongoing improvements. As Alkek Library partnership increases we will reduce our library footprint and utilize that space for staff offices.

Dept. Strategy: Continue opportunities for graduate counseling development, formalize the process with certificates of completion. Market opportunities to area graduate programs.
FY 2008-2012 Comments: No progress on official certification of practicum participation.

Dept. Strategy: Create a peer career advisor program.
FY2006-2012 Comments: Implemented and ongoing. Plans to continue with one or two Peer Advisors, paid or volunteer.

Dept. Strategy: Collaborate with Academic Affairs and other Student Affairs departments to create a student portfolio system.
FY 2006-2012 Comments: No action taken on this strategy because the PACE program will implement the TK-20 portfolio system in 2012.

Dept. Strategy: Target early core classes, such as English or History, for presentations to best continue our visibility with freshmen. Other marketing efforts can be geared toward introductory survey courses, for students in their first-to-second year transition.
FY 2008-2012 Comments: The emphasis of career development within the PACE program will introduce Career Services to all first-year students.

Dept. Strategy: Join forces with University College Advising Center to help students deciding on a major by providing collaborative workshops and/or programs.
FY 2009-2012 Comments: Current liaison has strengthened ties and increased referrals. This year we will have two counselors embedded in University College’s PACE program to assist the exploratory students.

Dept. Strategy: Expand PowerPoint offerings to create a comprehensive training program for supervisors and student employees.
FY 2008 Comments: Implemented and ongoing. Conducted a workshop entitled “Handling Difficult Customers”, initiated by Customer Care Coordinator.

Dept. Strategy: Expand the Student Employee of the Year program to include recognition of “off campus” employees.
FY 2010 Comments: Not yet implemented. The campus recognition program is growing with increased interest in student team awards, departmental recognition and monetary gifts for winners.

Dept. Strategy: Optimize the use of Federal Work-Study funds by both students and departments.

FY 2008 Comments: If implementation goes as discussed, Banner will allow some additional features that may aid in maximizing awards. Current economic and budget conditions have dictated fewer allocated awards and created a job surplus for most of the year. New federal law mandating the posting of work study jobs viewable to the public helps to keep campus and community informed of available jobs.

Dept. Strategy: Create virtual Community Work Study Orientation.

FY 2009 Comments: Progress. For potential employers, a PDF packet is now available online detailing the program. Beginning FY12, student employees will be asked to attend a session with their employers.

Dept. Strategy: Create mandatory Community Work study orientation.

FY 2007 Comments: Implemented and ongoing with timekeeping training and site visits by the Assistant Director coordinating the program.

Dept. Strategy: Revamp and standardize our student employee training and supervision model for our student employees (Career Associates).

FY 2009 Comments: Implemented and ongoing. The program has undergone changes creating a centralized orientation with specific trainings in respective functional areas. These changes were made based on employee feedback.

Dept. Strategy: Collaborate with major on-campus employers of students to create workshops, videos and other materials to be used in the training of student employees.

FY 2007 Comments: Implemented and ongoing. Best practices include using Facebook to communicate with employees and TRACs to offer assessments and online training to employees.

Dept. Strategy: Achieve 100 percent student enrollment in Jobs4Cats.

FY 2009 Comments: Pending upload data from Banner, profiles can be created for all students scheduled to attend an orientation program (as opposed to all accepted students). Existing alumni profiles will remain unchanged.

Dept. Strategy: Implement a “click to hear” audio of web site content.

FY 2012 Comments: Strategy is being researched.

Dept. Strategy: Add a Career Counselor (changed to “Career Advisor”).

FY 2008 Comments: This has been requested annually in order to meet national and local benchmarking standards and achieve full-time 1-1 liaisons with each college. One Career Advisor position was added in FY11 and Student Service Fee funding has been secured to add another in FY12.
Assessments for 2010 – 2011

Over 40 different assessments were administered to students, employers and other stakeholders during the year. Below are a few examples:

1. **Outcome** – Employers rated students in three areas of the Job Shadowing experience, on a scale from 1 (low) to 5 (high). Average ratings for students in each of the areas were: “Interest and Enthusiasm” (4.59), “Level of Assistance” (4.47) and “Professionalism” (4.50). From the participating students’ perspectives, the interaction was equally satisfactory: “Expectations Met” (4.51), “Gained Insight” (4.60), and “Opportunity to Learn” (4.50). **Improvement** – For years, these ratings for both employers and students have continued to be very high. This job shadowing program will change and provide a template as PACE builds an experiential component.

2. **Outcome** – Job shadowing student assignments rose by 23 percent over last year, with those with more than one assignment increasing by 67 percent. First Generation student participation was 51 percent higher. Participating employers also showed a 6 percent increase. **Improvement** – Despite the overall rise in the number of job shadowing students, participation among campus colleges was mixed. With Career Services’ stronger liaison outreach in place, we will explore ways to modify this program in order to expand its reach to more students.

3. **Outcome** – Employers participating in 2010-2011 On-Campus Interviewing (OCI) completed evaluations of their recruiting experience, rating students’ preparation for the interviews. On average for the two semesters, Texas State students’ ratings, 1 (low) to 5 (high), were: “Knowledge of Career Goals” (4.00), Presentation in Interview (4.13), and Overall Preparation (4.06). For “Knowledge of Company,” employers’ ratings of students were lower, at 3.75. **Improvement** – Employers’ OCI evaluations will continue to provide students with much-needed feedback to improve their interviewing skills and provide our staff with valuable insights on which job search areas require increased emphasis with students. Accordingly, practice interviews, workshops, and events such as Speed Interviewing need to be increasingly promoted.

4. **Outcome** – Student attendance for the Spring Job and Internship EXPO continued to decrease, from 1069 in 2009 to 813 last year (down 24 percent) to 757 this year (another 7 percent decrease). This pattern of fewer students attending the major job fairs, especially in certain colleges and departments, remains frustrating. **Improvement** – Additional “niche” fairs contributed to the lower numbers at our major fairs. We have decided to move the Fall Job and Internship Fair (and possibly Spring) to the LBJ Student Center Ballroom because it is more convenient to students and employers. It may also be less intimidating, so it is hoped that student participation will return to higher levels. Lastly, Career Services’ strengthening liaison affiliations with the university’s nine colleges should reinforce job fair marketing efforts overall.

5. **Outcome** – Career counseling clients from October and November, 2010, and March and April, 2011, responded to an online survey and yielded generally positive ratings. Notable among these, on an agreement scale from 1 (low) to 4 (high), were: “Less nervous about professional direction” (3.31), “Career concerns were addressed” (3.29), and “More likely to
complete degree” (3.42). Ratings for all questions gauging relative confidence/confidence were all more positive from Fall to Spring. **Improvement** – Lower scores in areas such as “Less nervous about academic direction” (2.95) and “More confident of interview skills” (2.86) may reflect general end-of-semester concerns, but should be addressed more fully.

6. **Outcome** – 14 of 20 career counselors who met with clients during 2010-2011 reported the extent to which they felt clients’ anxiety had been lessened as a result of counseling. The counselors thought clients who sought help with resumes or cover letters seemed less anxious (82.4 percent), followed by practice interview participants (77.7) and career exploration clients (71.3), with general job search clients perceived to be least so (66.1). **Improvement** – Counselor self-report is not the most accurate gauge of client satisfaction, however these observations intuitively reflect the client’s perspective. Those visits allowing for the most concrete improvement, such as resume reviews or practice interviews, may allow clients the most relief. Other less defined discussions, such as career exploration and the job search in general, may leave more room, and less remedy, for anxiety.

**Outreach/Presentations by Department Staff to Institutions and Communities for 2010-2011**

**Curt Schafer**
- Presented to Leadership San Marcos Class of 2010.
- Presented a session at the American Association for Employment in Education (AAEE) annual conference.
- Provided guest lecture to a graduate-level Career Development class at St. Edward's University.
- Presented sessions on teacher training at Texas State and in the USA to teachers and administrators of the First Decision Education Group in Beijing, China.
- Part of a panel presentation at the annual conference of the National Association of Colleges and Employers (NACE).
- Presented a session at the annual conference of the Texas Association of School Personnel Administrators.
- Presented at the summer conference of the Texas Association for Employment in Education. (TAAEE)
- Part of a panel presentation at the Houston Area Consortium of Career Centers (HACCC) Summer Drive-in Workshop.

**Norma Guerra Gaier**
- Presented at 13th Annual Academic Advisors Conference.
- Presented at 2011 Fashion Merchandising Forum.
- Part of a panel presentation at the HACCC Summer Drive-in Workshop.

**Karen Julian**
- Co-presented with Chris Jones at the Southern Association of Colleges and Employers (SoACE) Annual Conference.
- Represented Career Services and Texas State University at a Mini Career Fair & Luncheon sponsored by Tokyo Electron in Austin to speak with teens from the Austin Children’s Shelter on the benefits of attending college.
Chris Jones
• Hosted a “Resume and Career Plan” presentation at Jackson Chapel United Methodist Church for the San Marcos black community along with Gary Job Corps students.
• Co-hosted “Sharing Our Skills” resume workshop presentation with Pride of San Marcos Lodge # 494 for community members
• Organized an “Interview skills and Resume” workshop at Boys and Girls Club of South Central Texas in San Marcos.
• Presented at the College Day Forum hosted by Spring Branch Middle School in Spring Branch Texas for the parents of middle school students.
• Facilitated a career presentation on the vast job market to students at the Doris Miller Middle School in San Marcos.
• Coordinated and facilitated a networking event for the Young Business Professionals in San Marcos on the “ABC’s to Networking”.
• Co-presented with the CEO of Campus to Careers at the Southern Association of Colleges and Employers annual conference.

Miguel Guerrero
• Presented workshops for Rural Talent Search participants at Seguin and San Marcos High Schools.
• Miguel Guerrero presented to three College Awareness Tours for middle school students from San Marcos, Kyle and New Braunfels.

Allison Birk
• Presented to residents on an “Overview of Career Services” at The Vantage at San Marcos Apartments.

Haley Way
• Presented a session at the Kaleidoscope Counseling Conference at Texas State.
• Co-presented with Greg Hill at the National Career Development Association (NCDA) Global Conference.

Melanie Pearce (GRA)
• Presented workshops to Upward Bound participants at San Marcos and Seguin High Schools.

Greg Hill
• Presented at Practicum Fairs at UT and St. Edward’s University.
• Taught Fall and Spring graduate-level Career Development classes at St. Edward’s University.
• Co-presented with Haley Way at the National Career Development Association (NCDA) Global Conference.

Special Recognitions for Department and/or Staff
Career Services earned the status of a Veteran Friendly Office.

Curt Schafer
• Served on the Board of Directors for the Council for the Advancement of Standards in Higher Education.
• Completed two year term on the AAEE Board of Directors.
• Served on the Search Committee for the Dean of University College.
• Served as Faculty Interviewer for the Student Affairs in Higher Education candidate interview program.
• Invited to travel to Beijing and Kunming, China to tour schools and meet with teachers and administrators of the First Decision Education Group.
• Contributed an article to NACE’s online publication “Spotlight.”
• Serve as Co-Chair – Speaker’s Bureau, San Antonio Chamber of Commerce Education/Workforce Committee.

**Norma Guerra Gaier**
• Completed elected 3-year term on SoACE board of directors as Past-President.
• Serve as Professional Development Chair for San Antonio Colleges and Universities Career Centers Association (SACUCCA).
• Serve as Employer Advisory Board Chair for SACUCCA.
• SACUCCA Planning Committee for 2011 Drive-In Conference.
• Served as Co-Chair of the Student Affairs in Higher Education Interview Program Committee.
• Contributed numerous articles to SoACE’s online newsletter, “SoACE Voices.”
• Serve as Co-Chair – Speaker’s Bureau, San Antonio Chamber of Commerce Education/Workforce Committee.
• Screening Committee Member, Student Development Specialist II – Student Engagement and Greek Affairs.

**Liz Buchta**
• Served as an Emerging Stars mentor.

**Chris Jones**
• Named to Who’s Who among College Professionals.
• Recognized as Distinguished Young Alumni by Student Foundation
• Served as advisor to the NAACP & The College Democrats.
• Served as co-advisor to FOCUSED.
• Chaired the professional development committee for the Coalition of Black Faculty and Staff.
• Served on the Strategic Planning Committee for the Southern Association of College and Employers (SoACE) and created the “Texas Collection of Career Consortia” website.
• Served as an Emerging Stars mentor.
• Continued his elected position on the San Marcos City Council.

**Haley Way**
• Served as an Emerging Stars mentor.

**LaTonya Henry and Ethel Banks**
• Received 15 Year Services Awards.

**Greg Hill**
• Received 10 Year Service Award.

**Jenni Kraft (GRA)**
• Received the 2011 Graduate Student Achievement Award from the San Antonio Colleges and Universities Career Centers Association.
Major Objectives for 2011-2012

1. Hire, orient and train new staff members: Career Advisor, Office Manager, Recruiting Coordinator and two Career Counselors.
2. Secure adequate office space and internal technology resources to accommodate new staff members, as well as, our graduate counselor interns support.
3. Increase the number of employers at all job fairs by 20%.
4. Continue revision of Career Services website based on analysis of design, content and keywords.
5. Increase the number of part-time job opportunities in Jobs4Cats by 20%.
6. Provide informational resources and programs to encourage students to improve their interview skills and professional image at job fairs, campus interviews and other employer networking events (OCI).
7. Continue to build better working relationships with academic advisors, faculty and academic student organizations to promote our services, events, and OCI.
8. Expand the use of all social media efforts and develop new creative marketing methods, such as QR codes, CodeBaby, etc.
9. Promote virtual interviewing to employers as a new service.
11. Expand and improve the use of career-related technology and other resources.
12. Continue to collaborate with Alkek Library staff in compiling career-related online Library Guides, career resource centers in PACE, Alkek, and LBJSC, and a growing e-book collection.
13. Continue to expand distance services for students, such as online resume and cover letter reviews, phone appointments, and video interactions to address exploration, test interpretation, job search, etc.
14. Implement SARS Grid to initiate a more effective web-base appointment request system.
15. Pursue pass-through authentication of Jobs4Cats using Texas State net IDs to offer “one login” access to students.
16. Provide intentional guidelines and training to facilitate liaison role expectations and performances.
17. Develop outreach programming, professional development seminars and networking events to enhance employer relations activity.
18. Develop and implement a strategic plan to source and establish relationships with employers in Austin, San Antonio, Houston and the DFW region in order to increase their participation in campus recruitment programs.
19. Pursue designated fee for Career Services in order to adequately serve our increasing student population.

Major Trends/Challenges for 2011-2012

Challenges – Our two primary issues remain unresolved, namely an inadequate number of staff and an inadequate amount of space to serve a projected 33,000+ students this coming year and seemingly exponential growth in years to come.

1. **Space** – We will start planning to dismantle our Career Library this year in order to accommodate our space needs. As the economy improves and campus recruiting activity
increases, our staff members will be routinely displaced from their offices several days out of a week. This is not an efficient way to provide services to students coming in for counseling appointments and it creates a poor image for our employer guests who feel uncomfortable “stealing” a staff member’s office for the day.

2. **Staff** – We are very grateful for the new Career Advisor position granted by the Student Service Fee committee, however, we are still 4 Career Advisors short of having a full-time liaison for each college and 6-8 FTE’s short of the average number of staff for institutions in our size range. The two PACE Career Counselors will be embedded in the PACE Center and will be completely consumed with the task of caring for the career needs and mandatory career-related activities of 4000 freshmen. The demands of academic administrators, faculty, employers, and parents are increasing as the topic of what happens to the university’s graduates becomes more prominent in higher education accountability discussions. The Student Service Fee committee indicated that future funding for positions in Career Services would not be looked upon favorably and overtures for partnering funds from the academic colleges have not been fruitful. Our goal of securing enough Career Advisors to have a full-time liaison with each college appears to be in jeopardy, unless we move toward a designated fee for Career Services, perhaps to be added to the academic advising fee.

3. **Media Overload** - Students have many different media stimuli and multiple sources of information which makes it very difficult for our messages to reach them.

4. **External and Internal Competing Services** – Increased job search system competition presents more opportunities for students to choose different career-related services outside of Career Services. Vendors market directly to students, indirectly through student organizations and/or faculty and have even started contacting parents. The possibility also exists that some colleges within Texas State could choose to purchase niche services or programs if they feel that Career Services is not paying enough attention to their students.

5. **The Economy** – The recovery is taking longer than expected and it continues to play an important role in students’ decisions as uncertainty breeds despair, disinterest, disappointment, postponement of job search, and often an unrealistic concentration on graduate school as the “only option.” This malaise has decreased their interest in job fairs, on-campus interviews, and workshops that cater to full-time employment. It has also increased the number of alumni requesting our services. We have traditionally served all alumni at no charge, but we may have to re-examine that policy.

6. **High Cost of Education** – Rising costs have students working part-time, full-time, or multiple jobs to pay for school and its expenses—and many have no time to explore career options until after graduation. Also, the amount of debt load at the end of college is starting to influence seniors’ choices of jobs as loan repayment looms large for them.

7. **Employers** – As campus recruiting accelerates there will inevitably be many new employer representatives on campus. Experience from the last hiring boom would indicate that many of these folks will be new to the recruiting field and probably have minimal, if any, training. Therefore, it is likely that our staff will engage in a great deal of HR training to protect our students from potential unethical/illegal recruiting practices.
**Trends** - Some of the current and future trends are listed below:

1. **Implementation of the QEP** – This could have been in the list of challenges above, as well.
2. **Student Usage** - Students have a surfeit of online choices for obtaining career advice. Many other pay-per-use options exist as entrepreneurs recognize how lucrative this business area can be. Students may be attracted to those services by gimmicks and glitzy advertising, only to later discover their increasing costs and severe limitations. Many students are also delaying their career decision-making until after graduation and beyond, by continuing in their part-time jobs, traveling, “cocooning” with parents, etc.
3. **Recovery from the Economic Recession** - The speed of the economic recovery has obviously impacted our employer numbers this past year and influences all that we do. The uncertainty of the recovery is exacerbated by media reports that tend to sensationalize dire situations by reducing them to headlines and sound bites that often have little relevance to our region.
4. **Faculty Interaction** - Many employers now identify key faculty online and attempt to bypass Career Services offices in order to get faculty recommendations on “the best” students. Our liaison partnership with each college is designed to better promote our programs to students and also educate faculty on the legal issues surrounding their interaction with employers.
5. **Measuring Results** – Continuing the proper use of assessments and their results will enable us to examine how we make a difference in student development and which areas of our services need improvement.
6. **Technology** – The use of technology is pervasive in the delivery of career-related services and the acquisition of career information. We offer virtual interviewing services to both students and employers and will explore the newer versions of virtual job fairs. The possibilities are truly endless and we are constantly studying how we can enhance the efficiency and effectiveness of our services through the use of technology. We also have to be able to prepare our students for any and all permutations of a technology-driven job search.
7. **Internships/Co-ops** - As employers increase their emphasis on internships, our students and faculty must be aware and informed. In addition, more of our students are seeking campus and local internships due to gas prices and time constraints. On a controversial note, unpaid internships have increased and we will need to educate students, faculty and employers about guidelines recently distributed by NACE.
8. **Generation C** – This is the new moniker for this upcoming generation. “C” is primarily for “connected” through a rapidly-growing number of smartphones. Service upon demand, now not only necessitates increasing walk-in hours, satellite offices, and distance options, but revising websites to make them mobile-ready, utilizing QR codes and other forms of augmented reality to disseminate information and promote programs and services. We continue, however, to encourage our distance-users to schedule face-to-face appointments with our counselors, though more of those encounters may be done by remote video this year.
9. **Parents** – Tightening family budgets has increased parental involvement in students’ career development. We recognize this concern and involvement, but also realize that students need to be free to make their own career decisions. We maintain a separate web portal for parents to better inform those who want to be involved in the career development of their children—viewing the parent as ally rather than as adversary.
10. **RRHEC** – We saw an increase in demand for our services and worked with our colleagues there to provide workshops/speakers. We will need to provide services to the Nursing students who will be graduating this year and are also awaiting further decisions on degree programs as the operation expands into the vacated ACC space.
11. **Alumni** – Increasing numbers reconnecting with Career Services due to the economy and new leadership in the alumni office will lead to more partnerships.

12. **Niche Job Fairs** - Increasing requests for “niche” job fairs and other services by departments and colleges.

13. **Work Study Supply/Demand** – Cuts in FWS funding will create problems for students and those departments that depend so heavily on this labor force.

14. **Career Coaching Shifts** - More emphasis on personal branding, self-entrepreneurship, perpetual networking, virtual personal presentation, etc.

15. **Accountability** – The results of recent legislative decisions will unfold over the next two years, but the interest in universities being more involved in workforce development activities could result in a renewed interest/mandate for further development of a Texas high school/university/jobs tracking system.

16. **Personal Privacy in the Job Search** - The almost total elimination of personal privacy for job-seekers (e.g., drug testing, credit checks, criminal background checks, social networking checks, etc.).