

May 13, 2019

Onuttom Narayan, Chair, Committee on Educational Policy

Re: Student Careers after Graduation

Dear Onuttom and Committee on Educational Policy,

First, let me express my appreciation for our conversation earlier this year, and most especially for your letter dated February 21st with its very substantive recommendations. As we discussed when we met, I have been deeply engaged for some time in these questions around the career readiness of our students. As we prepare to welcome a new AVC for Career Success on July 1st, CEP's interest in these issues is very timely. I am grateful that you have raised these issues to the attention of others among the campus leadership. I am particularly happy to see your attention to the important role that academic departments play in addressing the issues.

You are right to note that salary is not a perfect or the only measure of career success. The world is far from having an adequate measure of life and career fulfillment and relating that to a university experience. In addition, it is important for us to remember that salaries are like college selectivity and graduation rates in correlating with *pre-college student characteristics*, e.g., high school GPA, SAT scores, demographic factors, and parental income. From that point of view, the best comparison for UC Santa Cruz students may be with students from UC Riverside and UC Irvine.

Having said all of that, I agree that we want to see better outcomes for our students, and that there is much more UC Santa Cruz can do to contribute to that goal.

The analysis in your letter was based on all years of graduates from 1999-2014. It might be better to look at more recent data, though as you can see below the conclusions are roughly the same.

Graduates 2011-13

	UCI		UCR		UCSC	
	2-year	10-year	2-year	10-year	2-year	10-year
Arts & Humanities	30,001	55,169	26,281	52,137	25,733	50,626
Eng & CS	63,561	101,656	57,668	96,924	65,404	114,168
Life Science	31,265	89,518	31,494	76,085	32,712	65,273
Physical Science	41,506	79,390	37,349	68,366	39,023	74,268
Social Science	37,863	69,231	31,406	59,206	30,081	57,449

Below are responses to the points you raised.

Recommendations for the administration

[Items 1 & 2]

When she arrives as AVC Career Success on July 1st, I will ask Jennifer Baszile to do the following:

- Working with Barbara Silverthorne and Lucy Rojas, provide an analysis of Career Center (CC) coach salaries and make recommendations, taking into consideration both the job requirements and equity within DSS and across campus. Without at all minimizing the salary question, I'll note here that turnover happens for various reasons, salary being one. I'll note also that Student Success and the entire campus face challenges with the salaries of our campus' many student support staff, particularly in the context of the Santa Cruz housing market.
- Take the lead in analyzing the level of CC staffing; a decision about the number of coaches and employer relations staff should be made in the context of a more holistic analysis of CC staffing and organization and in the context of the CC's planned strategies and goals. In principle I do share your concern: student enrollments have grown a great deal in past years without concomitant growth in student support staff. (This has happened both inside and outside the Career Center.) And the Career Center lost a significant number of staff during the last recession.
- Develop metrics for gauging CC success; in the area of employer engagement, the number of on-campus interviews is one measure. (Others include engagement through the CC's Handshake system and participation in Career Fairs.) Employers are arguably moving away from on-campus interviews, and they tend to focus on just a few selective institutions. We are developing alternative strategies to partner more intensively with a range of companies in the Bay Area.

I appreciate CEP's advocacy for coach-level and employer relations positions. At the same time, I'm very certain of the importance of the AVC CS position for improving the career prospects of our students. The qualitative change both CEP and I want to see happen, in areas like employer relations and partnership with academic departments, depend on it.

Please note that the three leadership positions suggested by the Career Center external review report would be filled by the three CC leadership positions that currently exist. The two positions that currently report to Director Silverthorne will likely report directly to the new AVC CS instead. This largely amounts to a realignment of responsibilities and functions, a realignment also suggested by the CC's own analyses. This realignment may or may not have funding implications, but they would be relatively modest. Please note as well that over the past year we have already created one new coach position, one that will primarily support international students. This should have some positive effects on the rest of the coaching positions. (However, CEP may have already been counting this position.) We have also already made a request for funding, via the campus resource call, of a career specialist who would support graduate students, including PhD students exploring non-academic careers.

As you know, many of us are responding to the CP/EVC's campus resource call. Student Success has many urgent needs, including funding for student basic needs, for proactively addressing student mental health concerns, for EOP counselors, for supporting graduate student needs, and funding for

¹ *Thinking about the Size and Shape of UC Santa Cruz 2040*, Office of Planning and Budget.

undocumented student services (funding from UCOP may be discontinued), just to name some. I am grateful for CEP's attention to the need for increased Career Center staffing. At the same time, before endorsing CEP's recommendation to increase staff I would need to understand how this might affect the Division's other funding requests.

[Item 3]

Space is a challenge for the Career Center. The campus context for solving it is also challenging. A recent campus study in the context of LRDP planning found that, in the area of student support services, UC Santa Cruz has the lowest ratio of assignable square footage per student (ASF/FTE) in the UC system (ignoring UCSF, which does not offer student support services in the way other UC campuses do). This study also estimated a need of 28 ASF/FTE to support the 28,000 students envisioned by current LRDP planning; this should be compared to currently existing space at 8 ASF/FTE for a population of 19,500 students.¹

It is probably not feasible to use the Silicon Valley Campus (SVC) for on-campus interviews, since this is much less convenient for most of our students and since companies might prefer that students come to them if they're coming to Silicon Valley anyway. (The Scotts Valley Center also has the first disadvantage and is not much nearer to employers than the main campus is.) But I am very interested in making use of the SVC for career readiness in other ways. For example, it might be feasible to hold career fairs that are smaller and more targeted than those at the main campus. As another example, the EVC, Pablo Reguerin, and I met very recently at the SVC with Chief Diversity Officers of companies, including Facebook, YouTube and Clorox, in order to discuss ways in which we can partner with them to increase recruitment of our students.

I appreciate the external review report's recommendations about improving the Career Center space, and will ask AVC CS Baszile to review those recommendations.

[Item 4]

I support the idea of providing scholarships for low-income students to participate in unpaid internships. (There is also a national movement towards mandating that internships are paid.) The [Koret Scholarships](#) DSS and UE provide are a modest analog to this in the area of research assistantships. I am very happy that the campus strategic academic plan identifies increased experiential learning as one of its five design principles. Internships are an important pathway to career success, and the campus should certainly increase internship opportunities. The Career Center could play an important role if we do, and this is a topic I will be exploring with AVC CS Baszile.

Recommendations for the Career Center

[Item 1]

Currently, the largest number of referrals to the Career Center come from advising staff, and the Career Center holds an annual Open House for advising staff and collaborates on projects with the Central Advising Office and with staff in the divisions and majors. However, I fully agree that more and different engagement with academic divisions and departments is an important goal for the Career Center, and ideas to do this pervade the Career Center strategic plan (attached, see particularly the section on academic integration). The 2018 Advising Task Force report suggests that the

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relationship between CC career coaches and academic divisions might be formalized in some way, and that career coach staffing might be increased to better support specialization by division and career pathway. These are things I plan to discuss with AVC CS Baszile.

[Item 2]

To some extent, different disciplines require different interventions. The Arts benefit from a focus on entrepreneurship and networking, something that lends itself to a focus on events with Alumni. Arts, Humanities, and Social Science students also benefit from assistance in self-reflection to target their job search. Employer interest is the biggest driver of the mix of industries represented at fairs. The divisional disparities in Career Fair participation that you note are due in good part to the fact that jobs in the Arts and Humanities are not recruited in bulk in the same way that jobs in Engineering and Accounting are. Companies only expend the time and money to visit campuses when there is competition for applicants (in areas where labor is in demand) and a large number of positions to fill. In addition, the Career Center depends on job fair revenue to fund its operating budget.

Yet there is opportunity for smaller, more targeted events that would benefit Arts, Humanities, and Social Sciences. These will depend on strong partnerships with academic units in order to ensure we choose the right topics and maximize the audience.

[Item 3]

I agree on the value of internships, as noted above, and am hopeful that the campus will find ways to significantly increase internship opportunities. As you note, there are internship programs in place throughout campus, including the Humanities (e.g., The Humanities Institute Public Fellows program). However, there is a need for coordination and a central repository or referral to help students and employers navigate the campus and find these opportunities.

The Career Center may have an important role in supporting the expansion of internships. As the external review report noted, though, internship programs are labor intensive. As we address this topic, we will have to be mindful of resources and of the other CC needs. Following your recommendation, we will study the UC Davis approach.

[Item 4]

I appreciate these recommendations. The CC strategic plan sets itself the goal of greatly increasing the career readiness and confidence of our students, including a focus on first-year students, and particularly students who are first-gen or otherwise underserved. I believe that the planned initiatives, for example the plan to establish the NACE competencies and to map academic course outcomes to them, helping students articulate their strengths to employers, will contribute to this goal.

Many departments already bring alumni to campus to meet with students and discuss their careers, sometimes in partnership with the Career Center. I will work with AVC CS Baszile in exploring CEP's recommendations here.

[Item 5]

Continued redesign of the Career Center website is in the Strategic Plan. Student Success allocated funding to the CC this year to hire a Marketing Specialist, who is now in place. She will be providing leadership in a re-design of the CC website. I agree it is needed.

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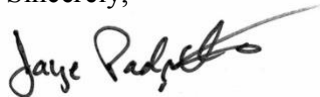
Linking of the catalog to the Career Center website pages on preparing for professional schools is underway, and we would very much appreciate CEP's continued support of that.

Recommendations for the faculty

I heartily agree with all of these points. CEP has here articulated some of the important ways in which the Career Center will need to expand its partnership with academic units. There is much here that resonates with the CC strategic plan. I see strengthened partnership with academic units as one of the highest priority areas for the Career Center.

I want to again express my sincere gratitude to CEP for its deep engagement with career readiness issues. I'd be happy to answer any questions this response raises, and I look forward to future conversations.

Sincerely,



Jaye Padgett
Vice Provost for Student Success

cc: Marlene Tromp, Campus Provost and Executive Vice Chancellor
[Also Interim CPEVC Kletzer]
Richard Hughey, Vice Provost and Dean of Undergraduate Education
Barbara Silverthorne, Director, Career Center
Shayna Kent, Senior Director of Alumni Engagement, University Relations
Bruce Schumm, Chair, Committee on Planning and Budget
Peggy Delaney, Vice Chancellor for Planning and Budget

Attachments: Career Center strategic plan

¹ *Thinking about the Size and Shape of UC Santa Cruz 2040*, Office of Planning and Budget.