

MEMORANDUM

TO: Fort Wayne Senate

FROM: Cigdem Z. Gurgur, Chair
Budget Affairs Subcommittee (BAS)

DATE: March 12, 2018

SUBJ: BAS Findings and Recommendations on Consolidated Career Services and Office of Academic Internships, Cooperative Education and Service Learning (OACS)

In Fall 2017, the BAS began an inquiry as to the whether a greater impact of university resources could be achieved by re-examining the current structure of maintaining two separate units for Career Services and OACS. Specifically, there was an interest in improving the experience of stakeholders (students and employers) by consolidating the Career Services and OACS units and hence their budgets. This goal was deemed to be germane to our committee given its focus on the effectiveness and impact of the budget.

BAS investigated the matter by taking input from Deb Barrick, Director of OACS; Ashley Calderon, Director of Career Services; Marcia Dixon, Associate Vice-Chancellor for Teaching and Learning; Carl Drummond, Vice Chancellor for Academic Affairs and Enrollment Management; Eric Norman, Vice Chancellor for Student Affairs and Dean of Students; as well as David Wesse, Vice Chancellor for Financial and Administrative Affairs.

During the final drafting of this memorandum, we were pleased to learn that the Chancellor Elsenbaumer and the upper-administration have expressed support for consolidating the two units. We have included a summary of the current status of this developing situation at the end of the memorandum.

The investigation yielded the following results.

IPFW currently maintains two separate units that both connect students with employers: Career Services and OACS.

- Career Services focuses on preparing students for interviews as well as developing relationships with employers to place students in full-time positions after graduation.
- OACS develops relationships with employers for academic credit internships and administers non-academic credit internships.

BAS identified the following reasons why the current separation of Career Services and OACS may not be serving an optimal use of resources:

- Both units act as channels for the university between students and employers. As such, there are inherent duplicate efforts between the two units in regards to the cultivation and maintaining of relationships with employers.
- Both units facilitate on-campus interviews by employers but only Career Services have a physical space designed for and dedicated to interviewing.
- Resources need to be allocated to communicate to students and employers the distinction between the two units. These resources and hence costs include:
 - Time of the two unit's personnel (speaking to classes regarding each unit's scope of responsibilities, attending campus events, etc.),
 - Updating electronic materials (e.g., separate web pages), and
 - Printed promotional brochures.

In regards to why Career Services and OACS have remained separated:

- The primary rationale initially provided by IPFW administration is that OACS is responsible for academic credit internships and hence are an academic support unit while Career Services is closer to a student support unit.
- However, it is the position of the BAS that the similarities between Career Services and OACS are greater than their differences. This is likely a contributing factor in other universities having a singular unit rather than two departments; e.g. University of Wisconsin-Whitewater's Career & Leadership Development, Purdue University-Northwest's Career Center.

BAS believes that the potential benefits of combining the two units include:

- Personnel within both Career Services and OACS currently need to develop leads with and then maintain relationships with employers. Combining the two units would reduce the amount of duplicate efforts in these endeavors. The saved time and effort could be then redirected at other means of adding value to the students.
- Simplify students' experience by providing them a "one-stop" destination where they can get pre-interview assistance (e.g., resume review, mock interviews) and sign-up for job search engines (i.e., Handshake) for either internships or full-time positions. This would improve students experience by reducing confusion.

- Create a one-point of contact for employers interested in listing both academic credit internships and full-time positions. Resulting benefits would include reducing the likelihood of potential leads falling through the cracks when they try to contact the university and provide employers with a more simplified and streamlined process.
- Having all on-campus interviews performed at the physical space designed for such purposes within current Career Services location in Kettler Hall.

During BAS discussions regarding a possible merger of the two units, the point was raised that there is currently not a large enough physical space to house a combined single-unit. Specifically, there is not enough space within Career Services area in Kettler Hall for the OACS personnel. A potential remedy to this is as follows:

- The Career Services area in Kettler Hall should be used for:
 - All on-campus interviews.
 - The location of personnel who regularly meet with students and/or employers.
- Personnel of Career Services and/or OACS with less frequent face-to-face interactions can have office space in alternative locations (e.g., current OACS space in the Neff Hall).

On February 28, 2018, the BAS received an email from Vice Chancellor Norman that stated the Chancellor Elsenbaumer was supportive of consolidating OACS and Career Services. The current plan is:

- Formation of an Internship Manager that would be the primary clearinghouse and point person for all types of internships.
- Pulling all of the functionalities of Career Services and OACS to see the best alignment of responsibilities. The manager will then funnel students and stakeholders to the respective landing area.
- Ensuring that the companies will not be referred to a web page, so that the level of engagement and customer service is enhanced. This will potentially entail a change in responsibilities and duties.
- Having the consolidation be budget neutral.
- While the consolidated unit is being created, have all “for-credit” internships sent to OACS and all “non-credit” internships sent to Career Services.