



WICHITA STATE  
UNIVERSITY

*CAREER DEVELOPMENT CENTER*

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# STRATEGIC PLAN 2018-2021



WICHITA STATE  
UNIVERSITY

CAREER DEVELOPMENT CENTER

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WICHITA STATE  
UNIVERSITY

COMMUNITY ENGAGEMENT  
INSTITUTE

Center for Organizational  
Development and Collaboration

# Introduction

The purpose of this plan is to develop a vision of success for the Career Development Center in accordance with Wichita State University's Strategic Enrollment Management (SEM) plan. This plan will guide the Center's future priorities and decisions during the years 2018-2021. The plan addresses three strategic focus areas: Strengthening Relationships with Stakeholders, Enhancing Services, and Elevating Identity.

The strategic planning effort was informed by stakeholder input – the Center's leadership staff guided each step of the process.

## Plan Format

**Strategic Focus Areas:** Based on themes derived from data and stakeholder input, these areas are the focus of planning efforts.

**Goals and Objectives:** Based on discussions of "what success would look like" for each focus area, goals represent an overall desired end-result and objectives provide specific results to be achieved.

**Performance Measures:** Methods to track desired changes in productivity, effectiveness, efficiency and/or resource acquisition.

**Strategies:** The general means or methods used to arrive at the desired goal.

**First Step Action Plans:** Steps planned to operationalize strategies, responsible champions who will facilitate the change effort, and a general timeline for activity. These plans represent first steps. The organization and its champions will monitor progress toward desired goals and objectives. This will produce learning used to adopt, adapt, or abandon tactics over time.

**Champions:** For each strategy, the person(s) who will initiate steps, track progress, and engage others in ongoing strategic thinking and doing.

# Strategic Focus Area 1

## Strengthening Relationships with Stakeholders

### GOAL

Students, employers, and the WSU community are engaged with the Career Development Center.

### OBJECTIVES

- Career Development Center staff have strong relationships with students.
- Employers trust the Career Development Center will assist them in recruiting WSU students for employment opportunities and are satisfied with service they receive.
- In partnership with Admissions deliver career readiness programming to high school students and transfer students, with the hope they will be inspired to attend WSU.

### DASHBOARD MEASURES

- Satisfaction survey results (employers and students)
- Number of unique employers posting internships annually
- Number of returning students

### SEM ALIGNMENT

- “Remember that you are a brand ambassador for Wichita State—both on and off campus. The personal connections you make with students are vital to recruiting and retention”
- “Engage with students more and ask them how you can help.”
- “Assume the best in students and look for their strengths; find ways to remove their obstacles.”
- “Explore different department websites to learn about their student resources.”
- “Send students to OneStop for personalized help with admissions, advising, financial aid, registration and student accounts: Jabara Hall, Room 122 or [wichita.edu/onestop](http://wichita.edu/onestop)”
- Increase our presence in high schools by offering guest lectures.
- **SEM Goal 5.1.** Increase concurrent enrollment offerings to area high schools

- 1.1.** Develop an initiative to engage local and regional employers.  
**[Timeline: March 20, 2018 – June 2019]**
  - 1.1.1** Contact local and regional Chambers of Commerce to discover ways to engage with employers.
  - 1.1.2** When attending Admissions roadshows, host a concurrent event to recruit employers (I-35 corridor).
  - 1.1.3** On the WSU home web page (front door), inform employers on how to hire WSU students and how to engage with different populations on campus.
  
- 1.2** Develop relationships with area high school students to heighten their awareness of Career Development Center resources.  
**[Timeline: August 20, 2018 – July 2021]**
  - 1.2.1** Train Student Ambassadors to be deeply familiar with the Career Development Center services so that they may represent the office at recruitment, standalone, and high school events.
  - 1.2.2** Meet annually with Admission staff to discuss strategies for the year.
  - 1.2.3** Attend and collaboratively host Admission recruitment events.
  - 1.2.4** Supply WSU home web page (front door) with compelling student testimonials that support career path and applied learning options to better tell our story.
  
- 1.3** Connect with and strengthen relationships with WSU students.  
**[Timeline: March 20, 2018 – June 2021]**
  - 1.3.1** Review and repackage training session on Handshake at freshman and transfer orientation.
  - 1.3.2** Partner with HR to host Handshake training for university staff to post on-campus jobs and hire WSU students.
  - 1.3.3** Prioritize career counseling, assessments and career pathways when communicating with students.

- 1.1.1** Senior Management Team
- 1.1.2** Student Engagement Team and Student Team
- 1.1.3** Student Team

# Strategic Focus Area 2

## Enhancing Services

### GOAL

The Career Development Center services and programs meet the needs of students, employers, and the WSU community.

### OBJECTIVES

- Career Development Center’s delivery of services is: exceptional, inviting, fast, and flexible.
- Career Development Center meets the needs of a diverse and ever evolving student and employer population.
- Students who engage with Career Development Center are career ready.

### DASHBOARD MEASURES

- Satisfaction survey results (consistently high: above 80%)
- An increase in internship and enrollment every year
- First Destination Surveys

### SEM ALIGNMENT

- **SEM Goal 5.2.4.** Survey area employers to identify their training needs. Use this information to create new "for credit" initiatives for the workforce.
- **SEM Goal 5.2.5.** Work with internal and external advisory councils to determine how the University can best meet employer’s needs for an educated and skilled workforce.

**2.1** Coordinate with faculty and staff so that they champion services provided by the Career Development Center.  
**[Timeline: March 20, 2018 – July 2021]**

**2.1.1** Continue to attend SEM meetings and ensure that the Career Development Center is contributing to the plan.

**2.1.2** Create an applied learning Career Development Center faculty fellow Group.

**2.1.3** Invite WSU faculty and staff in event planning committees.

**2.1.4** Host annual Academic Advisor Breakfast.

**2.2** Evaluate the preferences of employers and students.  
**[Timeline: March 20, 2018 – July 2020]**

**2.2.1** Clarify the Career Development Center role in SEM Goal 5.2.4.

**2.2.2** Evaluate student and employer surveys, edit, and incorporate the following:

2.2.2.1 Pre and post-test

2.2.2.2 Tipping point question

**2.2.3** Revisit data gathered from past surveys and make sure that the lessons learned inform and transform the Career Development Center's work.

**2.2.4** Research national trends on student/employer preferences to inform how the Career Development Center serves its stakeholders.

**2.3** Develop new service delivery models.  
**[Timeline: April 1, 2018 – July 2020]**

**2.3.1** Inventory and evaluate current programs (apprenticeship, mentorship).

**2.3.2** Re-evaluate the Career Development Center's Employer Partnership Program.

**2.3.3** Research best practices nationally.

**2.3.4** Develop a survey to identify the needs of unique populations of students and employers. (Hours they currently work, how tied they are to Wichita, how the Career Development Center can reach them and get them involved, etc.)

**2.3.5** Investigate funding sources for new technologies.

**2.1** Career Development Executive Director

**2.2** Employer Relations Assistant Director, Engagement and Branding Assistant Director, Resource Manager

**2.3** Employer Relations Team and Student Team

# Strategic Focus Area 3

## Elevating Identity

### GOAL

Students, employers, and the WSU community have a clear understanding of the services provided by the Career Development Center.

### OBJECTIVES

- Staff have a clear understanding of how to communicate Career Development Center services to students, employers, and the WSU community.
- Employers, students, and the WSU community utilize the Career Development Center as their first stop for employment advice, recruitment needs, and professional development programing.
- WSU looks to the Career Development Center as its main driver of applied learning.

### DASHBOARD MEASURES

- Increased student traffic
- Number of job postings (increase)
- Number of times students logged into Handshake (increase)

### SEM ALIGNMENT

- Provide compelling stories about our students and graduates.
- Share interesting data points that we can use for student recruitment.
- Share photos of WSU students engaged and involved on campus.
- **SEM Goal 1.2.** Solidify the university's unique selling propositions (USP) and develop precise marketing strategies.
- **SEM Goal 1.2.2.** Listen, develop and deliver local, regional, and national marketing campaigns to deploy the solidified USP through research proven creative messages.
- **SEM Goal 3.2.2.** Enhance proactive advising to transition students out of undecided status with practices such as assigning advisors to undecided students, targeted SSC campaigns advertising career exploration and other resources with Career Development, and establish a yearlong marketing plan for contact with undecided students.
- **SEM Goal 4.1.** Develop recruitment, marketing and articulation efforts for students from along the I-35 corridor.
- **SEM Goal 7.1.2.5** Leverage alumni and Career Development Center connections to promote online degrees and help tap into a network of companies who hire WSU grad.



### **3.1** Utilize a student advisory board to inform the definition of Career Development Center success and future events. **[Timeline: July 2018 – July 2021]**

- 2.1.1** Create a student ambassadors group with the goal of identifying different ways to engage student populations.
  - 2.1.1.1 Identify the Career Development Center staff contact.
  - 2.1.1.2 Identify a name for the ambassador program.
- 2.1.2** Identify, hire, and train students who will participate in the Career Development Center ambassador program.
- 2.1.3** Educate student ambassadors in career readiness and to be familiar with Career Development Center services and programs so they may represent our office during events.

### **3.2** Continue communicating the Career Development Center’s story to WSU. **[Timeline: March 20, 2018 – July 2021]**

- 3.2.1 Highlight Career Development Center events, data, and student success stories in bi-weekly newsletter.
- 3.2.2 Share student success stories on social media, Shocker Blast, WSU Today, and on the Career Development Center’s website.
- 3.2.3 Develop an elevator pitch for the Career Development Center and make sure every Career Development Center employee knows it.

### **3.3** Establish the Career Development Center as the caretakers of the university’s “Center of Applied Learning” concept. **[Timeline: March 20, 2018 – December 2020]**

- 3.3.1 Confirm with administration that the Career Development Center should be the University’s Center of Applied Learning and thoroughly define that role.
- 3.3.2 Work with Strategic Communications on appropriate vocabulary (internships, co-ops, etc.) and possible office name change.
- 3.3.3 Determine how apprenticeship and mentorship are integrated into Career Development Center applied learning initiatives.
- 3.3.4 Determine the Career Development Center’s role in the “applied learning transcript (REAL).”

**a3.1** Student Team, Engagement and Branding Manager

**3.2** Student Engagement Team

**3.3** Employer Relations Assistant Director, Engagement and Branding Assistant Director, Executive Director

# Moving Forward

A first and crucial step to ensuring a strategic plan's effectiveness is clearly communicating the roles of stakeholders. When they understand their roles, stakeholders actively work together to implement strategies, learn from their efforts, adapt, and continue until the desired outcomes are accomplished. During the planning process, champions were identified for each focus area strategy. These champions will not necessarily be the ones doing the work associated with their named strategy; instead, they will *facilitate* the work. Performance measures will be used to track changes in productivity, effectiveness, and/or efficiency. Over time, the Career Development Center will be able to see progress towards objectives in each focus area, leading the Center to achieve its overall desired end-results.

**This strategic plan will be a living document.** Updates will constantly inform, and perhaps change, the course of the plan. Adaptability ensures that the Center may stay attuned to the needs of its stakeholders. These recommended steps will help to ensure the Career Development Center makes progress toward stated goals and objectives:

- Career Development Staff should review, revise as needed, and approve the plans.
- Ongoing strategic 'thinking and doing' is required if any progress is to be made toward goals and objects. WSU will provide a 90-120 Day Strategic Thinking and Doing Worksheet. This tool can guide the work of 'champions' as they implement strategies, monitor progress, and adapt strategies based on what is learned.

# Timeline

## Focus Area 1: Strengthening Relationships with Stakeholders

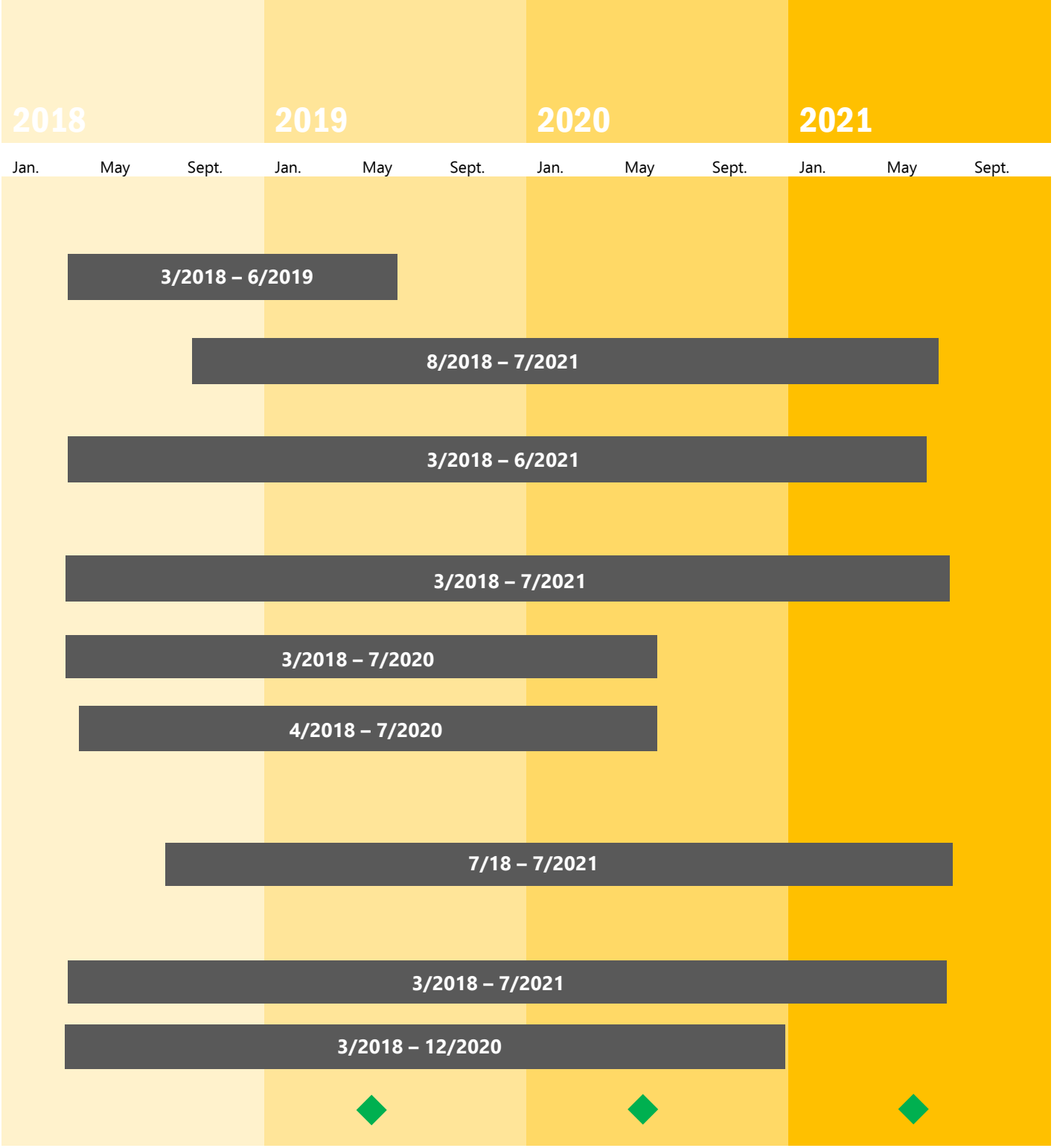
- Strategy 1.1: Develop an initiative to engage local and regional employers.
- Strategy 1.2: Develop relationships with area high school students to heighten their awareness of Career Development Center resources.
- Strategy 1.3: Connect with and strengthen relationships with WSU students.

## Focus Area 2: Enhancing Services

- Strategy 2.1: Coordinate with faculty and staff so that they champion services provided by the Career Development Center.
- Strategy 2.2: Evaluate the preferences of employers and students.
- Strategy 2.3: Develop new service delivery models.

## Focus Area 3: Elevate Identity

- Strategy 3.1: Utilize a student advisory board to inform the definition of Career Development Center success and future Career Development Center events.
- Strategy 3.2: Continue communicating the Career Development Center story to WSU.
- Strategy 3.3: Establish the Career Development Center as the caretakers of the university's "Center of Applied Learning" concept.



◆ = annual assessment



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