



Testimony of

Katie Nailler

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City College of New York  
The City University of New York

Co-President of the Career Services Association of CUNY

New York City Council  
Higher Education Committee  
Career Services

November 8, 2018

Good Morning Chairperson Barron and members of the Higher Education Committee. I am Katie Nailler, Co-President of the Career Services Association of CUNY also known as CSAC and Director of the Career and Professional Development Institute at City College of New York. Thank for the opportunity to provide an overview of the services offered at the career centers across CUNY. CSAC is comprised of the 27 career services offices across CUNY where the directors meet monthly to coordinate career services efforts on the campuses as well as plan professional development opportunities for their staff.

Every three years the Career Services Association of CUNY (CSAC) conducts a survey of the 27 career centers within CUNY to report on the different activities, budget and staffing that are present at the different campuses. This is not a required survey for a campus to complete. The most recent survey was conducted during the summer of 2018 where 21 of the 27 career centers completed the survey. It is important to note that activities and services do vary between campuses due the needs of students at a particular campus or staffing and financial resources available to a particular campus. My testimony will reflect information gathered in the survey regarding the services provided.

All of the career centers offer career counseling appointments, career workshops, and internship assistance. Eighty percent offer career assessment tools and host general career fairs, while over 70% offer drop-in career counseling, career resource library, and work with academic departments, and 62% of the career centers host specialized career fairs. Other additional services some campuses offer includes virtual career counseling, for credit career classes, coordinated work-study program, credential filing, leadership and professional development programs. Last, 67% of the career centers manage an internship program.

All career centers assist students with getting internships. All of the campuses assist students with getting internships through resume critiques, cover letter reviews and interview prep. These same activities are also offered to those students seeking fulltime employment. Additional assistance provided by a majority of the campuses includes employer recruitment events and a campus online internship database. Other assistance campuses indicated includes mentorship programs, LinkedIn profile assistance, employer referrals, employer site visits, and workshops.

The campus career centers are also involved in other career services related programming outside of the student and employer activities and services. All of the campus career centers indicated that they are involved in New Student Orientation. Ninety-five percent of the career centers serve Alumni. Sixty-two percent of the career centers are involved in the collection of post-graduate outcomes for their college. Thirty-five percent of the career centers are also involved in Fundraising, Internship Grants, CUNY EDGE, Curriculum Design, and Graduate School Planning Advising. Twenty-four percent each are involved in Faculty Development and Transfer Advising.

In addition to the services offered to students, all CUNY career centers offer services to employers to recruit students to their job and internship opportunities. At a minimum the career center has an online job database for employers to post opportunities. Based on their indicated numbers, the Senior Colleges serving more than 10,000 students had an average of 4,658 jobs posted in the 2017-2018 academic year while Junior Colleges serving more the 10,000 students had an average of 1315 jobs posted in the 2017-2018 academic year. Based on their indicated numbers, Senior Colleges serving more than 10,000 students had an average of 2083 internships posted in the 2017-2018 academic year while Junior Colleges serving more the 10,000 students had an average of 312 internships posted in the 2017-2018 academic year.

In addition to posting opportunities, over 90% of the 21 career centers offer information sessions and contributing to mock interviews as an employer service. Eighty percent further offer participation in networking events, and over 70% each also offers interview days, participation in career panels, and tabling. Ninety-five percent of the colleges offer career fairs to their students. In the academic year of 2017-2018, the mean total number of students attending all the career fairs hosted by a career center is 1166.

All these events, services and activities do get marketed to students. When marketing services and events to students, all of the career centers utilize emails to students and enlisting the assistance of faculty to notify students. More than 90% use flyers and posters posted around campus, in addition to Social Media Platforms. Eighty-five percent of the campuses partner with other departments, enlist the assistance of academic advisors to notify students, and notify student clubs and organizations at the colleges. Fifty percent

make short classroom presentations to market services and events to students. Other options utilized by specific career centers include using texting, information posted on TV monitors in the office and on-campus, taking their "office" out into the hallways, or weekly newsletters, videos, and blogs. These marketing strategies do vary among campuses due to the evaluation of their effectiveness given the student population and staffing resources. In the academic year of 2017-2018, the mean total number of students attending all events hosted by a career center except career fairs at each campus is 2587. The number of student attendees ranges from 158 to 9100 per campus.

I hope my testimony has provided you with a strong understanding of the services offered by the CUNY Career Centers. I will now introduce Angie Kamath the University Dean of Continuing Education and Workforce Development.



Testimony of  
University Director of Career Services and Professional Development  
Zina Richardson  
The Central Office of Student Affairs  
**The City University of New York**

New York City Council  
Higher Education Committee  
Oversight Hearing - Career Services and Job Placement at the City University of New York

November 8, 2018

Good morning, Chairperson Barron, members of the Higher Education Committee, staff, and guests. Thank you for convening this Oversight Hearing on CUNY Career Services and Job Placement. My name is Zina Richardson and I am the University Director for Career Services at the Central Office of Student Affairs at City University of New York.

CUNY has 27 career centers across 24 community and senior colleges and serves as an educational partner within the CUNY system. One of the most important principles on which our services are based is our commitment to preparing students to make informed decisions about majors and careers; all while empowering them to develop and achieve their professional aspirations. Students are taught how to effectively market themselves and gain the confidence, skills and knowledge needed to be career ready in today's global workforce.

No career center is successful without the benefits of key partnerships and collaborations. We are working to assure that each center is developing sustainable partnerships with alumni relations, fundraising and development, admissions, academic advising, selected faculty, researchers, workforce development, student clubs and organizations and institutional research and assessment.

Our career centers offer a suite of services that include individualized career coaching and assessment, as well as strategic workshops and training that assist students and alumni in building career skills through personal branding, mock interviewing and effective communication and networking. We place emphasis on the career preparation work we do with students and alumni as much as on employment outcomes.

We follow the Principles for Employment Professionals of the National Association of College and Employers (NACE), the organization that governs the profession of career services professionals. These guidelines work to help both students and employers get the most of the recruitment process. Practices must be fair to the students eager to be considered for an opportunity within an organization. Each of our 27 career centers coordinate with employers and industry professionals to come to campus for on-campus recruiting activities, conduct corporate site visits, organize speaker panels, executive mentoring and networking events as well as posting thousands of jobs and internships each month on the campus career-management system.

In general, the career centers strive to expand the targeted focus of employers to include *more* students rather than fewer. Keep in mind, career services is optional for students and alumni. Services are advertised through social media outlets, individual campus websites, in-class presentations, freshman orientation, weekly emails and student clubs and organizations.

Career centers have increasingly been called upon to do more in helping produce the successful career outcomes of our graduates. We respond to numerous requests for assistance such as providing candidates for the 311 and NYCHA call centers, interviewing and selecting students to participate in The America Needs You (ANY) Fellows Program, an intensive two-year program for high-achieving, low-income, first-generation college students, the Clinton Global Initiative Internship Program, the SEEK/CD Internship Program and working closely with DCAS and the Administration for Children's Services to streamline the application process for CUNY students.

The Central Office of Student Affairs support the career centers by providing value-add resources, information and services. We recognize the ongoing need to prepare students for lifelong learning as well as the need to increase the number of internship coordinators, career coaches and industry liaisons that assist and mentor our students daily.

Over the past ten years our office has funded the Vault.com platform, an influential rankings, ratings, and review of thousands of top employers and internship programs across the country. This past spring we funded 3 borough-wide Industry Career Fairs; an opportunity for students across the CUNY system to come together and engage with employers. These events yielded over 700 student participants. In addition, we partner with The National Association of Colleges and Employers (NACE) to fund on-going professional development training for our diverse career services staff that lead to credentialing and certification.

In partnership with University Workforce Development, we are now in the process of securing a university-wide RFP for a uniformed career management system (CMS) that will manage, collect and report on internship and employment data, industry engagement, and outreach efforts.

The Career Services Association of CUNY (CSAC) is the professional association of career service professionals from the senior, community, graduate schools and the CUNY Central Office. We share information about best practices and collaborate with each other on various career related presentations and projects.

Katie Nailler is the Director for the Career and Professional Development Institute at The City College of New York and co-chair of CSAC. Katie will provide more information on the role of CSAC and detailed data points on the services and resources available at our career centers.



**TO: City Council Higher Education Committee**

**FROM: Angie Kamath, University Dean, CUNY**

**RE: Oversight - Career Services and Job Placement at CUNY**

**DATE: November 6, 2018**

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Good morning, Chair Barron and members of the City Council. My name is Angie Kamath and I am the University Dean of Continuing Education and Workforce Programs at The City University of New York.

I am pleased to be joined today by Interim Vice Chancellor Rosa and my colleagues from City College and Hostos Community College.

I wanted to share with the Committee the work that my team is involved with that we call Career Success Initiatives. CUNY has long been an engine of career mobility for its students. We know from insights of our industry partners that our students would benefit further from a more intentional approach to creating strong career foundations for students. The CUNY Career Success Initiatives provide funding and resources to bring together faculty, career services and student affairs professionals, academic advisors, and other University staff to create a comprehensive model that supports CUNY students throughout their academic journey, and connects their academic pursuits with opportunities to build and explore their career interests. Our objective is to make it possible for every CUNY campus to take advantage of shared technologies, innovations, resources, and best practices to support the career needs of CUNY students, no matter their academic focus or status.

In 2017, Interim Vice Chancellor Rosa and I began work together planning to implement a set of initiatives from CUNY's strategic framework that aim to improve college access and readiness, increase graduation rates, and give graduates better tools for achieving career success. Members of the planning team involved faculty and staff from a variety of colleges and the central office. We also held focus groups with students to gain feedback directly from their experiences. The team has been engaged in developing a new career success strategy at the University that addresses experiential learning, instructional design, and employment. CUNY has identified twelve key NYC industry sectors to focus on in this career success initiative:

- Art/Creative
- Education
- Energy
- Finance
- Healthcare
- Hospitality
- Industrial/Construction
- Life Sciences
- Nonprofit & Community Organizations

- Public Sector/NYC Government Agencies
- Technology
- Transportation/Logistics

Key goals of the new strategy include:

- (1) Intentional **employer engagement** with a sectoral focus:
  - a. Building University-wide capacity to organize students, employers, and faculty in professional development activities specifically for key sectors of the NYC economy
  - b. Creating a clear **entry point to CUNY for employers** that makes it easier for employers to connect with relevant academic programs and well-prepared students wherever they are enrolled across 24 campuses
- (2) Increased **hands-on learning** for students:
  - a. Ensuring that CUNY students have developed and practiced foundational, transferrable, and career readiness skills
  - b. Increasing the number of paid internship placements, full time employment (or the equivalent) placements, contract/freelance work that leads to full time work/wages, and students pursuing post-graduate education
  - c. Making it easier for all students across the University to find career coaching and preparation, and access opportunities relevant to their chosen career path
- (3) **Industry-informed** academic programs and courses
  - a. Cultivating ongoing partnerships between employers and CUNY faculty or academic programs to enhance curriculum, expand student skill sets to meet job market demand, and ultimately place students into internships and jobs
- (4) System-wide **infrastructure & assessment**
  - a. Creating a data and evaluation system that is connected to existing systems and tracks experiential learning, post-graduate employment, and wage earnings
  - b. Securing sustainable public funding of the CUNY Career Success mode

Over the past year we have awarded 21 schools Career Success Grants to improve job outcomes for students, ensure curriculum reflects the job market, and help prepare students for the world of work. Projects include ideas to improve transfer student career preparation, to infuse advising with more career focused content, to work directly with faculty to enhance coursework, to assess all students on their career readiness. These are great ideas and we want to support and scale some of this work CUNY wide.

This work is important and we have a clear body of research that informs our approach:

- Young people with Bachelor's degrees are paid higher wages, have lower rates of unemployment, and are less likely to live in poverty compared with

those earning only a high school diploma, some college, or a two-year degree (Pew Research Center, 2014).

- Over the last 50 years, a greater share of jobs in the U.S. have demanded a postsecondary credential, and this trend is projected to continue (Carnevale, Smith, & Strohl, 2013).
- By 2020, 65% of all jobs will require a postsecondary education; up from 28% in 1973 (Carnevale, Smith, & Strohl, 2013).

Substantial disparities in economic returns to higher education persist by gender and race

- On average, women earn an estimated 25% less than men over the course of their lifetimes (Carnevale, Rose, & Cheah, 2011).
- Across all levels of educational attainment, earnings of African Americans and Latinos are considerably less than those of their White and Asian counterparts (Carnevale, Rose, and Cheah, 2011).

Recent research highlights the importance of a high-quality first job and the pitfalls of underemployment among recent college graduates (Burning Glass Technologies, 2018).

- Burning Glass sample of workers found a considerable number (43%) were underemployed in their first job.
- Those who were underemployed in their first job were five times more likely to remain underemployed five years later than workers who were not.
- The initial rates and long-term effects of underemployment were more pronounced among women than men.

The City University of New York is well-positioned to not only provide its students with a high-quality education, but to also prepare them to succeed in the labor market.

- Recent research has highlighted the unique contribution that a CUNY degree makes to the economic mobility of low-income New Yorkers (Chetty, Friedman, Saez, Turner, & Yahan, 2017).
- We have worked on large at-scale internship programs like the CUNY Service Corps, Cultural Corps, and STEM Internships serving over 1500 students each year in paid work experiences.
- We have over 6,000 students participate in career exploration activities this past year in the areas of technology, finance, digital marketing, and social justice and government sectors.
- We have hired a team of Business Outreach staff who work with employers to market our talented, motivated and diverse student body.

This is important because we need to make it easier for employers to access our talented CUNY students.

- We need to invest in new or improved data sources and practices to provide the information students need to plan their academic and post-academic careers
- We will update and share labor market trends, improving University responsiveness to workforce demands, especially in New York City (see: Jobs for New York's Future, 2012).
- We will structure career readiness activities into the pathway towards a CUNY degree
  - Expand experiential learning opportunities and focus on transferable skills in course curriculum
  - Increase opportunities for, and availability of, internships
  - Support the construction and use of student networks in career exploration
  - Social networks (especially within demographic and residential groupings) play a positive role in employment and career attainment (Bayer, Ross, & Topa, 2008; Chellman, Conger, & Turner, 2018; Ioannides & Loury, 2004).

We have seen a new energy and interest in ensuring our students and graduates are both prepared and have access to strong economic mobility. We appreciate the Council's interest in our work and hope we may find ways to work together to help more New Yorkers.

Testimony Presented by Christopher Rosa, Ph.D.,  
Interim Vice Chancellor for Student Affairs  
The City University of New York  
before

New York City Council  
Higher Education Committee

Oversight Hearing - Career Services and Job Placement at the City University of New York  
November 8, 2018

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Good Morning Chair Barron and Distinguished Members of the Higher Education Committee. Thank you for the opportunity to appear before the Higher Education Committee and present testimony on "Career Services and Job Placement at CUNY."

My name is Chris Rosa and I am honored to serve as CUNY's Interim Vice Chancellor for Student Affairs. The Central Office of Student Affairs is responsible for the stewardship and development of CUNY's network of campus-based career services centers. At CUNY, we take great pride in the University's role in helping generations of low-income, first-generation college-educated, underserved and immigrant students succeed. CUNY's commitment to the career development of its students is an important dimension of our holistic commitment to their success.

I'm joined today by my colleagues Angie Kamath, University Dean for Continuing Education and Workforce Development; Zina Richardson, University Director of Career Services; and Katie Nailler, Director of the City College Career Services Office and Co-chair of the Career Services Association of CUNY.

To quote our University's Interim Chancellor Dr. Vita Rabinowitz, "With social mobility increasingly used to determine which colleges are contributing most to the American Dream, CUNY's singular quality, affordability and diversity set it apart as perhaps the most potent engine of economic advancement in the United States." In light of our abiding commitment to social mobility through higher education, we were proud to learn that nine senior colleges and two community colleges at CUNY again dominated the *Chronicle of Higher Education's* rankings of public U.S. campuses with the greatest success in lifting low-income students into the middle class. Indeed, our network of campus-based career services centers is among the key factors that give CUNY the capacity to serve as an unprecedented engine of social mobility.

CUNY's 2016-2020 Master Plan, *The Connected University*, emphasizes that: "As the 21st century labor market has become increasingly complex and technological advances have speeded up the pace of change in specific occupations, CUNY has expanded its services and support to students, graduates, and employers around career preparation and success, with the goals of improving job and career outcomes for students and better meeting employer needs."

Towards these ends, CUNY's career services centers are dedicated to educating, advising, and connecting students to career and post-graduate opportunities. Our goal is to provide comprehensive services that help students apply their academic knowledge and personal values to the world of work or post-graduate study. These centers assist students as well as CUNY alumni with all phases of their career development.

### Services

CUNY has 27 Career Centers across 24 campuses. The career services centers are staffed by professionals with expertise in the areas of career advising, employer relations and information technology. At many colleges, there are advisors who specialize and work with students majoring in different disciplines – *e.g.*, business, humanities and STEM. Several campuses offer evening and weekend hours. All career centers assist students with getting internships as well as post-graduate employment.

Career centers offer early career exploration, career coaching, résumé and cover letter reviews, mock interviews, career events, career resource libraries, mentorships, professional development, job and internship searches, career action plans, and personal branding. In addition, CUNY's career services offices link students to co-curricular experiential learning opportunities and thereby help students to transform academic knowledge into human capital that readies them for competitive employment.

Another core responsibility for CUNY's career centers is connecting with and providing services to employers. Campus career centers create many different kinds of opportunities for employers to interact with students. Career centers offer resume referrals; organize job fairs, information sessions, company visits and interviewing on campus; and offer free online job/internship databases. In addition, approved employers are able to search databases created by the colleges that contain student resumes so that employers can identify students who possess the qualifications they are seeking.

### Technology

CUNY's 2016-2020 Master Plan also emphasizes the importance of digital resources: "Career support is an essential element of student services. CUNY's college career centers will expand the use of digital resources to improve the flow of information about job growth areas, internships, and employment opportunities."

Our career centers leverage technology in order scale their services to serve more of CUNY's more than 270,000 students. All centers use online job posting systems. Many leverage e-Portfolio with digital badging to validate skills acquisition, digital tutorials, web-based career counseling, career webinars, and virtual interview preparation. Career centers throughout CUNY rely on technologies that provide an avenue to market job and internship opportunities. All centers use online job posting systems, including Symplicity, a career services management tool and online job database. Most campuses also use Vault, an industry exploration platform

that helps students check out thousands of reviews, ratings, and job and internship posts. Furthermore, CUNY is in the process of procuring an a digital, enterprise solution, career services platform that will empower CUNY to better leverage all career services assets across our system to connect our talented students to career opportunities. This system will also be "forward-facing" to employers, allowing them to post job openings directly so that they can be accessed directly by student candidates across our University.

In closing, CUNY's career services centers play an essential role in career development, empowering students to develop those aspects of their identities that are related to work, helping them to link what they are learning in the classroom to a range of possible career pathways, and raising their career aspirations. Through this process, our career services help prepare CUNY's extraordinarily talented and diverse candidates to take their rightful place in the workforce of our City, State, country – and the world.

Thank you again for this opportunity as well as your ongoing commitment to the City University of New York. It now gives me great pleasure introduce my colleague Zina Richardson, who will highlight, in richer detail, CUNY's commitment to career services.

THE COUNCIL  
THE CITY OF NEW YORK

CUNY Panel

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

☐ in favor ☐ in opposition

Date: 11/8/18

(PLEASE PRINT)

Name: Lisanette Rosano

Address: Dir. of Career Services

I represent: Hosts/CUNY

Address: \_\_\_\_\_

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CUNY Panel  
1 of 4

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

☐ in favor ☐ in opposition

Date: 11/8/18

(PLEASE PRINT)

Name: Christopher Rosa

Address: Interim Vice Chancellor for Student Affairs

I represent: CUNY

Address: \_\_\_\_\_

THE COUNCIL  
THE CITY OF NEW YORK

CUNY Panel  
2 of 4

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

☐ in favor ☐ in opposition

Date: 11/8/18

(PLEASE PRINT)

Name: Zina Richardson

Address: University Director of Career Services and Prof. Development

I represent: CUNY

Address: \_\_\_\_\_



THE COUNCIL  
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CUNY Panel  
3 of 4

Appearance Card

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☐ in favor ☐ in opposition

Date: 11/8/18

(PLEASE PRINT)

Name: Katie Nailler

Address: Director, Career and Professional Development  
Institute

I represent: City College/CUNY

Address: \_\_\_\_\_

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THE COUNCIL  
THE CITY OF NEW YORK

CUNY Panel  
4 of 4

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

☐ in favor ☐ in opposition

Date: 11/8/18

(PLEASE PRINT)

Name: Angie Kamath

Address: University Dean of Continuing Ed and  
Workforce Programs

I represent: CUNY

Address: \_\_\_\_\_

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