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Ministry of Science and Higher Education - Ethiopia



Education Works

UNIVERSITY EDITION

CAREER DEVELOPMENT CENTER MANAGEMENT COURSE

June 2020

USAID'S BUILDING THE POTENTIAL OF YOUTH ACTIVITY
Institutional Capacity Development Support to Ethiopian
Higher Education Institutions

Brandeis

THE HELLER SCHOOL
FOR SOCIAL POLICY
AND MANAGEMENT
Center for Youth
and Communities



Save the Children®

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June 2020

OVERVIEW

Introduction

Welcome to Education Works: Career Development Center Management Course Pilot

For whom is this course developed?

This management course has been developed for Career Development Center university leadership who are establishing and strengthening employability development and career readiness programming for university students in Ethiopian universities.

While most suited for Career Development Center Directors, some modules and topics will also be helpful for university leadership, and other staff at the centers, such as employer partnership developers and career counselors.

Who designed this course?

The course was designed by Save the Children and the Brandeis University Center for Youth and Communities at the Heller School for Social Policy and Management in partnership with the Brandeis Rabb School of Continuing Studies for a March-May 2020 pilot with six Ethiopian universities (Bahir Dar, Hawassa, Jigjiga, Jimma, Mekelle, ad Samara) and finalized in June 2020. The course is shaped by best practice in student employability development and career readiness, including standards developed by the National Association for Career Development (NACD) and the National Association of Colleges and Employers (NACE), global research, and Rapid Assessments of six Ethiopian university Career Development Centers and employers, as well as by key informants at two additional universities and the Ethiopian Ministry of Science and Higher Education and the Jobs Creation Commission.

What can I expect to learn?

Through a series of lessons and activities (called *Performance Tasks*), you will learn how to effectively run a campus career center which serves students from their first year up until graduation. You will learn about specific tools and resources that focus on the visions, standards, programming, and operations of effective Career Development Centers on university campuses, as well as best practices for supervision and staff management. By the end of the course, you should understand these tools and practices and be able to apply some or all of these concepts to your own work.

NACE Standards and Resources from the National Career Development Association (NCDA)

Throughout this course, you will be introduced to a set of standards for a Career Development Center mission as laid out by the USA based National Association for Colleges and Employers (NACE) in its publication titled, 2016 NACE Professional Standards for College and University Career Services. The NACE standards are suggested best practices that provide parameters for your career center planning and implementation – you will have to decide which ones of these are applicable and able to be implemented in the context of your university and your student needs.

Additionally, there are attached best practice resources from the US based National Career Development Association - these too are meant to serve as guides and to generate ideas for how you might develop programming within your university context.

At the end of the course, you should have:

- ✓ Strengthened your knowledge of effective practices for university-based Career Development Center drawing upon research and case studies

- ✓ Learned about the larger Ethiopian context for youth employment and your university-based Career Development Center's role in meeting these national and regional opportunities and challenges
- ✓ Developed your skills as managers by focusing on Career Development Center standards; staff supervision and development; building well-resourced Career Development Center; and developing effective programming
- ✓ Created employability development and career readiness programming to help larger numbers of university graduates become more work ready
- ✓ Determined multiple ways to engage students and other stakeholders across the university so that employability development and career readiness efforts become core to the university's success narrative
- ✓ Learned to build and deepen partnerships with employers by being able to engage them in multiple ways along a partnership development continuum
- ✓ Assessed the effectiveness of the employability development and career readiness efforts by collecting, analyzing, and using process and outcomes data

Before you begin, we ask that you complete two tasks:

- ✓ Review the [Course Overview and Expectations](#) lesson, which will explain how and what you will learn over the next 8 weeks.
- ✓ Complete the [Self-Assessment](#) survey about your prior work experience and current knowledge about career development center management.

Once you have completed these tasks, you will be able to dive into Lesson 1.

Lesson 1: Setting Up an Effective Career Development Center on Your Campus

Lesson Objectives

At the conclusion of this lesson, you will be able to:

- ✓ *Examine* the University's responsibility for and role in employment development and career readiness
- ✓ *Analyze* the key building blocks for developing a well-integrated career center on campus
- ✓ *Evaluate* the linkages needed on campus to achieve career center goals

Learning Materials

In this week's lesson, we will learn about the global context for youth unemployment and explore the university's role in preparing its students for the job market.



[Setting up an effective career center on campus](#)

Performance Tasks

The Performance Tasks this week will help you assess how your own university is measuring up to the NACE standards. First, reflect on any gaps between what your university is doing and the standards laid out in this lesson. Then, you'll brainstorm a list of your current and future campus partners and submit your work for feedback from your coach.



[How do your career center's mission and vision statements compare?](#)



[Establish connections at your university](#)

Lesson 2: Developing an Effective Career Development Center Infrastructure, Part 1

Lesson Objectives

At the conclusion of this lesson, you will be able to:

- ✓ Evaluate the different competencies needed for career center staff
- ✓ Understand what is involved in the multi-faceted work of creating and managing a high-performing staff team
- ✓ Create a high performance and continuous learning supervision plan for Career Center staff

Learning Materials

In this week's lesson, we will learn about staffing the various job roles and core competencies that make up a successful career center. You will be asked to compare your career center against the NACE standards for Organization, Management, and Leadership and for Human Resources.



[Developing an effective career center infrastructure, part 1](#)

Performance Tasks

The Performance Tasks this week will help you assess how your own university is measuring up to the NACE standards. First, reflect on your existing organizational chart and job roles at your career center. Then, you'll map out which of the NACE core competencies you have covered in your current center and which competencies you will need to cover with future growth or training.



[Your organizational charts](#)



[Map your staff competencies](#)

Lesson 3: Developing an Effective Career Development Center Infrastructure, Part 2

Lesson Objectives

At the conclusion of this lesson, you will be able to:

- ✓ *Identify your infrastructure and facility needs and gaps*
- ✓ *List the necessary start-up and ongoing operational components for a Career Center budget*
- ✓ *Consider their technology needs*
- ✓ *Create a plan to raise resources for the Career Center*

Learning Materials

In this week's lesson, we will learn about the operations side of career center infrastructure, focusing on facilities, finances, and technology.



[Developing an effective career center infrastructure, part 2](#)

Performance Tasks

The Performance Tasks this week will help you assess how your own university is measuring up to the NACE standards. Take some time to assess where you will need to grow your Career Center's resources and how you can obtain the necessary facilities, technology, and finances to do so. We have also included an open discussion forum for this week, where you can feel free to pose questions to the class or share your reactions to the lesson.



[Open discussion](#)



[Assess your physical infrastructure](#)

Lesson 4: Career Development Center Programming, Part 1

Lesson Objectives

At the conclusion of this lesson, you will be able to:

- ✓ *Identify* the current Career Center programming activities and note its strengths and gaps
- ✓ *Consider* a comprehensive set of Employment Development and Career Readiness delivery modalities
- ✓ *Clarify* what students need to know and be able to do to be career ready

Learning Materials

In this week's lesson, we will explore what students need to learn in order to get "career ready."



[Career center programming, part 1](#)

Performance Tasks

The Performance Tasks this week will help you develop new career readiness programming or expand your current offerings. We have also included an open discussion forum for this week, where you can feel free to pose questions to the class or share your reactions to the lesson.



[Open discussion](#)

[Deepen your career readiness offerings](#)

Lesson 5: Career Development Center Programming, Part 2

Lesson Objectives

At the conclusion of this lesson, you will be able to:

- ✓ Assess which students are benefitting from your programming and who is not currently accessing any career readiness strategies
- ✓ Consider what steps and strategies it will take to expand programming over the full scope of a university student's academic engagement

Learning Materials

In this week's lesson, we will learn about how to deliver career readiness programming to students from their first year all the way to graduation.



[Career center programming, part 2](#)

Performance Tasks

The Performance Tasks this week will help you develop new career readiness programming or expand your current offerings. We have also included an open discussion forum for this week, where you can feel free to pose questions to the class or share your reactions to the lesson.



[Open discussion](#)



[Expand your Career Center's reach](#)

Lesson 6: Creating a Dynamic Presence on Campus

Lesson Objectives

At the conclusion of this lesson, you will be able to:

- ✓ *Identify the gaps in the current student outreach strategy and create a plan*
- ✓ *List the steps to engage a wide range of university stakeholders*
- ✓ *Create a plan to engage recent alumnae to strengthen their career readiness activities*

Learning Materials

In this week's lesson, we will learn about how to engage with other stakeholders on campus to embed your Career Center's work in the life of the University.



[Creating a dynamic presence on campus](#)

Performance Tasks

The Performance Tasks this week will help you take stock of your current stakeholders and develop a plan to deepen and expand your connections. We have also included an open discussion forum for this week, where you can feel free to pose questions to the class or share your reactions to the lesson.



[Open discussion](#)



[Inventory university stakeholders](#)

Lesson 7: Maximizing Engagement with Employers

Lesson Objectives

At the conclusion of this lesson, you will be able to:

- ✓ *Identify* private and public sector employer partners for outreach and create targeted messaging and strategy for each group
- ✓ *Analyze* best practices for employer partnership development and assess strengths and gaps in their current strategy
- ✓ *Create* an outreach plan and document to engage employer partners with appropriate targeted messaging for each group

Learning Materials

In this week's lesson, we will learn about how to develop meaningful and lasting partnerships with employers.



[Maximizing engagement with employers](#)

Performance Tasks

The Performance Tasks this week will help you identify key employers in your region and establish a plan to deepen or expand your partnerships. We have also included an open discussion forum for this week, where you can feel free to pose questions to the class or share your reactions to the lesson.



[Open discussion](#)



[Inventory employers in your region](#)

Lesson 8: Determining If Your Career Development Center Is Effective: Monitoring and Evaluation

Lesson Objectives

At the conclusion of this lesson, you will be able to:

- ✓ *Identify Career Center goals and outcomes for the year*
- ✓ *List the current process and outcomes data being collected, additional data points needed, and process for collecting it*
- ✓ *Create a plan to regularly analyze and use the data being collected towards a data informed continuous improvement practice*

Learning Materials

In this week's lesson, we will learn about how to evaluate your Career Center's efforts through data collection and analysis.



[Determining if your career center is effective: monitoring and evaluation](#)

Performance Tasks

The Performance Tasks this week will help you improve your evaluation processes. We have also included an open discussion forum for this week, where you can feel free to pose questions to the class or share your reactions to the lesson.



[Open discussion](#)

[Review your performance metrics](#)