

FREE TO NACE MEMBERS
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Professional Standards For College & University Career Services **Workbook**

Revised 2019



National Association of Colleges and Employers

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Introduction

This workbook is designed to be used as a companion to the NACE *Professional Standards for College and University Career Services* for those who wish to evaluate their program against the standards.

The workbook is divided into sections that generally follow the sequence of items in the standards document. In some cases, the standards document contains additional information to provide more context for the reader. Please note that some standards may apply to several functional areas within career services and that overlap does exist.

In addition:

- Each standard is defined broadly to allow for variation among institutions and career services offices.
- Not every standard will apply to every institution or career services office. These are designated with a “N/A” rating. Similarly, in some cases, there may not be enough available evidence to determine the level to which a standard is being met. In this case, the standard is rated as a “0.” (See the “Scoring” section, below, for additional information about ratings.)
- The standards pertain to career services programs, not to individual staff members, and reflect dimensions of career services that affect program performance and quality.
- **Standards that appear in bold type correspond to “must” statements;** these are considered to represent quality practice and are essential program components or functions for career services.
- Standards that appear in light-face type correspond to “should” statements; they are intended to enhance program practice with recommended program components or functions for career services.
- To achieve the most benefit from this workbook and to apply it effectively to your program and institution, cite specific examples to justify your rating of each standard.

Glossary of Terms

Engagement: “Engagement” is subjective, and it is up to the individual career services unit to define what constitutes “engagement” in terms of its constituents. For example, for some, attendance may be considered a measure of engagement, others may favor use (or level of use) as a measure of engagement, and still others may consider a combination of factors to determine “engagement.”

Equity: The term “equity” refers to fairness and justice and is distinguished from equality: Whereas equality means providing the same to all, equity means recognizing that we do not all start from the same place and must acknowledge and make adjustments to imbalances. The process is ongoing, requiring us to identify and overcome intentional and unintentional barriers arising from bias or systemic structures.

Experiential learning: Experiential learning includes internships, cooperative education, apprenticeships, job shadowing, service learning, student employment, work-based learning, civic engagement, and volunteer experiences.

Must/Should: The Professional Standards include two levels of standards: 1) Those that use the term “must” are considered essential components or functions for career services and appear in bold type; 2) those standards that are considered aspirational use the term “should.” In this workbook, “must” standards appear in bold type; “should” standards appear in regular type.

Stakeholders: Interpretation of this term is subjective to every institution but may include constituents such as students; those within the academic realm (faculty, advising, and departments) as well as administrative and student affairs colleagues; employers; alumni; and families.

Other designated clients: Based on the service sphere and mission of each career services department, “other designated clients” is intended to be flexible and inclusive and may include alumni, staff, faculty, members of the public, and employers among others.

Scoring

Rate the dimensions of your program on each standard using this rating scale:

NA = Not applicable. Standard does not apply to this institution and/or career services office.

0 = Insufficient evidence to determine the level to which standard is met.

1 = Standard is not met at all or in any appreciable manner. Program is deficient and requires extensive improvements.

2 = Partially meets standard.

3 = Meets standard.

4 = Exceeds standard.

In addition, to achieve maximum benefit from this workbook, indicate if you have made any comments.

If you have, list your comments in a numbered list that corresponds to the standard. Use comments to clarify and justify your rating of any given standard.

SECTION SUMMARY SCORE*

You can derive a Section Summary Score by adding the ratings of the section and then dividing the sum by the number of items rated in that section. (Only count those with a rating of 0 to 4; items with an N/A rating should not be included.) This average is the Section Summary Score.

Example: There are 10 standards in the section. Ratings for each are as follows

Standard 1: 3

Standard 2: 3

Standard 3: 3

Standard 4: N/A

Standard 5: 2

Standard 6: 3

Standard 7: 2

Standard 8: 3

Standard 9: 0

Standard 10: 3

Ratings for the section = 20 $([3 * 6] + [2 * 2])$

Number of items rated = 9 (excludes Standard 4)

Section Summary Score = 2.22 $(20/9)$

SUMMARIZING THE RESULTS

At the end of the workbook are two resources for summarizing your efforts:

- A summary sheet with questions to help you identify areas for development and priorities for action; and
- A summary matrix that presents your section summary ratings in chart format for visual review, which can help identify areas of strength and areas to strengthen.*

**The Section Summary Score and the summary matrix are new to the workbook and are being piloted with this update.*

I. Mission

1. Career services aligns with and advances the mission of the institution as well as support academic and experiential learning programs to promote career readiness, student learning, and student development.

N/A 0 1 2 3 4

Comments: _____

2. Career services assists students and other designed clients in developing, evaluating, and/or implementing career, education, and employment exploration, decisions, and plans.

N/A 0 1 2 3 4

Comments: _____

3. Career services helps students and other designated clients to develop self-knowledge related to career choice and work performance by identifying, assessing, and understanding their competencies, interests, values, strengths, and personal characteristics.

N/A 0 1 2 3 4

Comments: _____

4. Career services helps students and other designated clients to obtain educational and occupational information on their career and educational planning and develop an understanding of the world of work.

N/A 0 1 2 3 4

Comments: _____

5. Career services helps students and other designated clients to select personally suitable academic programs and experiential learning opportunities that optimize future educational and employment options.

N/A 0 1 2 3 4

Comments: _____

KEY: Standards that appear in bold are "must" statements; these are essential components or functions of career services.
N/A=Not applicable, 0=Insufficient evidence to determine level to which standard is met, 1=Does not meet standard, 2=Partially meets standard, 3=Meets standard, 4=Exceeds standard

6. Career services helps students and other designated clients to Gain high-impact experience through student activities, community service, student employment, research projects, apprenticeships, cooperative education, internships, entrepreneurial activities, international experiences, and other opportunities;

N/A 0 1 2 3 4

Comments: _____

7. Career services helps students and other designated clients to Develop job-search skills and ability to articulate how their competencies fit with occupational and job requirements, and organization cultures;

N/A 0 1 2 3 4

Comments: _____

8. Career services helps students and other designated clients to Link and partner with alumni, employers, industry representatives, professional organizations, community service organizations, and others who will provide opportunities to develop professional interests and competencies, integrate academic learning with work, and explore future career possibilities;

N/A 0 1 2 3 4

Comments: _____

9. Career services helps students and other designated clients to Leverage and optimize existing and emerging technologies to facilitate the career development process;

N/A 0 1 2 3 4

Comments: _____

10. Career services helps students and other designated clients to Prioritize career development as an important developmental task beginning early in the college experience; and

N/A 0 1 2 3 4

Comments: _____

11. Career services helps students and other designated clients to Encourage lifelong learning and prepare students and other designated clients to manage their careers over a lifetime.

N/A 0 1 2 3 4

Comments: _____

KEY: Standards that appear in bold are "must" statements; these are essential components or functions of career services.

N/A=Not applicable, 0=Insufficient evidence to determine level to which standard is met, 1=Does not meet standard, 2=Partially meets standard, 3=Meets standard, 4=Exceeds standard

12. Career services, regardless of model (centralized, decentralized, or hybrid), considers the needs of all designated clients when designing programs and delivering services.

N/A 0 1 2 3 4

Comments: _____

13. Career services provides leadership to the institution on career development concerns and linkages and/or coordination among other campus career-related programs and services where appropriate.

N/A 0 1 2 3 4

Comments: _____

14. Career services develops, records, disseminates, implements, and regularly reviews its mission and goals.

N/A 0 1 2 3 4

Comments: _____

Section Summary Score

Add together the ratings for this section and then divide the sum by the number of items rated. This average is the Section Summary Score.

Total ratings: _____

Total # items rated: _____

Section Summary Score (Total ratings/total # items rated): _____

KEY: Standards that appear in bold are "must" statements; these are essential components or functions of career services.

N/A=Not applicable, 0=Insufficient evidence to determine level to which standard is met, 1=Does not meet standard, 2=Partially meets standard, 3=Meets standard, 4=Exceeds standard

II. Program Components

15. The key program components of the career services function are clearly defined, designed, and implemented in alignment with the career development perspectives and needs, and the academic and occupational paths, of students and other designated clients.

N/A 0 1 2 3 4

Comments: _____

16. The key program components of the career services function are clearly defined, designed, and implemented in alignment with current research, theories, and knowledge of career development and learning.

N/A 0 1 2 3 4

Comments: _____

17. The key program components of the career services function are clearly defined, designed, and implemented in alignment with career services best practices.

N/A 0 1 2 3 4

Comments: _____

18. The key program components of the career services function are clearly defined, designed, and implemented in alignment with external constituent needs, economic trends, opportunities, and/or constraints.

N/A 0 1 2 3 4

Comments: _____

19. The key program components of the career services function are clearly defined, designed, and implemented in alignment with Institutional priorities.

N/A 0 1 2 3 4

Comments: _____

KEY: Standards that appear in bold are "must" statements; these are essential components or functions of career services.

N/A=Not applicable, 0=Insufficient evidence to determine level to which standard is met, 1=Does not meet standard, 2=Partially meets standard, 3=Meets standard, 4=Exceeds standard

- 20. The key program components of the career services function are clearly defined, designed, and implemented in alignment with technological advancements.**

N/A 0 1 2 3 4

Comments: _____

- 21. The key program components of the career services function are clearly defined, designed, and implemented in alignment with budgets and resources.**

N/A 0 1 2 3 4

Comments: _____

- 22. Career services works collaboratively with academic divisions, departments, individual faculty members, student services, employers, alumni, and other relevant constituencies of the institution to enhance students' career development.**

N/A 0 1 2 3 4

Comments: _____

23. Career services promotes career development for students as integral to the mission of the institution and encourage students to take advantage of career services as early as possible in their academic programs.

N/A 0 1 2 3 4

Comments: _____

24. Career services provides information on programs and services through institutional websites, print and electronic media, publications, presentations, outreach, and orientation programs.

N/A 0 1 2 3 4

Comments: _____

25. Career services provides information on career and employment topics, as well as emphasizing the ethical obligations of students, faculty, employers, and others involved in the employment process.

N/A 0 1 2 3 4

Comments: _____

KEY: Standards that appear in bold are "must" statements; these are essential components or functions of career services.

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Career Coaching, Advising, and Counseling

- 26. The institution provides career coaching, advising, and/or counseling to assist students and other designated clients at any stage of their career development.**

N/A 0 1 2 3 4

Comments: _____

27. Career services provides career coaching, advising, and counseling-related services through scheduled individual appointments, drop-ins, resources, group programs, career planning courses, outreach opportunities, special events, and/or any other available resources.

N/A 0 1 2 3 4

Comments: _____

28. Career services refers students to other counseling and resource agencies if assistance is needed beyond the scope of career coaching, advising, and counseling.

N/A 0 1 2 3 4

Comments: _____

29. Career services maintains appropriate records for future work with the students.

N/A 0 1 2 3 4

Comments: _____

30. Career services educates students about the potential benefits and pitfalls of social media and the importance of a positive digital "footprint."

N/A 0 1 2 3 4

Comments: _____

- 31. Career services helps students and other designated clients make career choices based on accurate self-knowledge and information about the options available to them.**

N/A 0 1 2 3 4

Comments: _____

KEY: Standards that appear in bold are "must" statements; these are essential components or functions of career services.

N/A=Not applicable, 0=Insufficient evidence to determine level to which standard is met, 1=Does not meet standard, 2=Partially meets standard, 3=Meets standard, 4=Exceeds standard

- 32. Career coaching, advising, and counseling services are in alignment with the psychosocial, personal, developmental, and cultural attributes, issues, and beliefs of students and other designated clients.**

N/A 0 1 2 3 4

Comments: _____

In alignment with the [NACE Diversity & Inclusion Statement](#), career services assists students with career issues relevant to the individual to help students:

33. Assess their skills, values, and interests and understand how these relate to academic and co-curricular options and career opportunities.

N/A 0 1 2 3 4

Comments: _____

34. Obtain, evaluate, and apply occupational, educational, and employment information.

N/A 0 1 2 3 4

Comments: _____

35. Establish short-term and long-term career goals.

N/A 0 1 2 3 4

Comments: _____

36. Explore career options through work-based learning, such as internships, shadowing experiences, summer and part-time jobs, apprenticeships, cooperative work experience and education, volunteerism, service learning, and/or other experiential education.

N/A 0 1 2 3 4

Comments: _____

KEY: Standards that appear in bold are "must" statements; these are essential components or functions of career services.

N/A=Not applicable, 0=Insufficient evidence to determine level to which standard is met, 1=Does not meet standard, 2=Partially meets standard, 3=Meets standard, 4=Exceeds standard

Online and Distance Career Services

- 37. Career services provides current, valid, and reliable online resources that help students pursue their career goals.**

N/A 0 1 2 3 4

Comments: _____

38. Career services' technology (software, hardware, and online licenses and subscriptions) is regularly updated to offer students and other designated clients appropriate and accessible online and distance resources.

N/A 0 1 2 3 4

Comments: _____

39. Career services' online resources include tools for career exploration, preparation, opportunities, and transition into the workplace.

N/A 0 1 2 3 4

Comments: _____

40. Career services regularly reviews and benchmarks online career resources to determine what to maintain, what to add, and what to discard, ensuring up-to-date resources for students.

N/A 0 1 2 3 4

Comments: _____

- 41. Career services provides online and/or distance career services to students who are not able to access services traditionally provided on campus.**

N/A 0 1 2 3 4

Comments: _____

42. Career services provides training and continued professional development to all practitioners who offer and provide such online and distance career services.

N/A 0 1 2 3 4

Comments: _____

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N/A=Not applicable, 0=Insufficient evidence to determine level to which standard is met, 1=Does not meet standard, 2=Partially meets standard, 3=Meets standard, 4=Exceeds standard

43. Career services provides online and distance career services in a manner that maintains student and data integrity, and meets institutional policy needs, state licensing regulations, and professional guidelines.

N/A 0 1 2 3 4

Comments: _____

44. Career services develops policies and procedures that ensure best practices for such services.

N/A 0 1 2 3 4

Comments: _____

Career Information and Resources

- 45. Career services provides current information and resources to help students and other designated clients assess and relate their interests, competencies, needs, expectations, education, experience, personal background, and desired lifestyle to the employment market.**

N/A 0 1 2 3 4

Comments: _____

Career information and resources include:

46. Self-assessment and career planning.

N/A 0 1 2 3 4

Comments: _____

47. Occupational and job market information (local, regional, national, and global).

N/A 0 1 2 3 4

Comments: _____

48. Undergraduate, graduate, and professional schools.

N/A 0 1 2 3 4

Comments: _____

KEY: Standards that appear in bold are "must" statements; these are essential components or functions of career services.

N/A=Not applicable, 0=Insufficient evidence to determine level to which standard is met, 1=Does not meet standard, 2=Partially meets standard, 3=Meets standard, 4=Exceeds standard

49. Employment/job search.

N/A 0 1 2 3 4

Comments: _____

50. Strategies on how to vet job and experiential learning opportunities.

N/A 0 1 2 3 4

Comments: _____

51. Resources and strategies for revising career plans.

N/A 0 1 2 3 4

Comments: _____

52. Job and experiential learning listings.

N/A 0 1 2 3 4

Comments: _____

53. Employer and industry information.

N/A 0 1 2 3 4

Comments: _____

54. Guidance on using specific current and emerging tools.

N/A 0 1 2 3 4

Comments: _____

55. Career services provides information on current and projected employment opportunities, organizational/cultural differences, and employers to ensure that candidates have the widest possible choices of employment.

N/A 0 1 2 3 4

Comments: _____

56. Career services provides students, other designated clients, and staff access to wireless internet and computer resources.

N/A 0 1 2 3 4

Comments: _____

57. Career information is conveniently available in a variety of media appropriate for students representing different populations.

N/A 0 1 2 3 4

Comments: _____

58. Career information resources is accessible, organized, and up to date with an appropriate system that is user-friendly, flexible, and adaptable to change.

N/A 0 1 2 3 4

Comments: _____

59. Career services updates web links and web resources regularly to ensure up-to-date information is available to students.

N/A 0 1 2 3 4

Comments: _____

60. Career information facilities are staffed with persons who have the appropriate counseling, advising, and information technology competencies to assist students in accessing and using career information.

N/A 0 1 2 3 4

Comments: _____

KEY: Standards that appear in bold are "must" statements; these are essential components or functions of career services.

N/A=Not applicable, 0=Insufficient evidence to determine level to which standard is met, 1=Does not meet standard, 2=Partially meets standard, 3=Meets standard, 4=Exceeds standard

Employment Services

Career services helps students and other designated clients to:

61. Explore a full range of career and work possibilities that match their career goals and workplace/community fit.

N/A 0 1 2 3 4

Comments: _____

62. Prepare job-search competencies and tools to present themselves effectively as candidates for employment.

N/A 0 1 2 3 4

Comments: _____

63. Obtain accurate information on employment opportunities and prospective employers and industries.

N/A 0 1 2 3 4

Comments: _____

64. Learn how to vet opportunities and identify fraudulent employment practices.

N/A 0 1 2 3 4

Comments: _____

65. Use social media effectively and build an internet presence and personal brand with regard to the job search.

N/A 0 1 2 3 4

Comments: _____

66. Connect with employers through campus interviews, job listings, referrals, direct application, networking, job-search events, publications, and information technology.

N/A 0 1 2 3 4

Comments: _____

KEY: Standards that appear in bold are "must" statements; these are essential components or functions of career services.

N/A=Not applicable, 0=Insufficient evidence to determine level to which standard is met, 1=Does not meet standard, 2=Partially meets standard, 3=Meets standard, 4=Exceeds standard

67. Understand various employment categories and how these might impact them, e.g., part-time employment, full-time employment, contract employment, independent contract employment, commission-based employment, work-from-home employment, virtual employment.

N/A 0 1 2 3 4

Comments: _____

68. Understand the following employer types and how employment might impact them, e.g., third-party employers, home-based employers, contract employers, multi-level employers.

N/A 0 1 2 3 4

Comments: _____

69. Make informed choices among a variety of options.

N/A 0 1 2 3 4

Comments: _____

70. Career services develops and maintains relationships with employers, alumni, and other entities that provide career development and employment opportunities for students and other designated clients.

N/A 0 1 2 3 4

Comments: _____

71. As career services engages with an increasingly global work environment, career services considers different employment practices, laws, and regulations in other countries without prejudice.

N/A 0 1 2 3 4

Comments: _____

72. When necessary, career services seeks out informed, valid, and up-to-date employment information from other countries to advise students appropriately.

N/A 0 1 2 3 4

Comments: _____

KEY: Standards that appear in bold are "must" statements; these are essential components or functions of career services.

N/A=Not applicable, 0=Insufficient evidence to determine level to which standard is met, 1=Does not meet standard, 2=Partially meets standard, 3=Meets standard, 4=Exceeds standard

Graduate and Professional School, And Advanced Degree Planning

Career services helps students and other designated clients to:

73. Identify undergraduate, graduate, or professional school programs that match their career goals.

N/A 0 1 2 3 4

Comments: _____

74. Present themselves effectively as undergraduate, graduate, and professional school candidates.

N/A 0 1 2 3 4

Comments: _____

75. Obtain information on undergraduate, graduate, and professional school programs through a variety of sources.

N/A 0 1 2 3 4

Comments: _____

76. Connect with undergraduate, graduate, and professional schools through campus interviews, referrals, direct application, events, publications, and resources.

N/A 0 1 2 3 4

Comments: _____

Experiential Learning

77. Career services provides experiential learning programs or help students identify experiential opportunities.

N/A 0 1 2 3 4

Comments: _____

KEY: Standards that appear in bold are "must" statements; these are essential components or functions of career services.
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78. Career services works closely with other departments that provide experiential learning opportunities.

N/A 0 1 2 3 4

Comments: _____

79. Career services helps students develop strategies for finding and pursuing financial resources to support experiential learning.

N/A 0 1 2 3 4

Comments: _____

80. Career services assists students in connecting with appropriate resources, faculty, and staff to obtain academic credit where relevant.

N/A 0 1 2 3 4

Comments: _____

81. Career services helps students obtain career-related experiences with organizations that provide adequate supervision and opportunities for students to reflect upon their learning and career development.

N/A 0 1 2 3 4

Comments: _____

82. Career services monitors positions posted in their offices for their experiential learning programs to ensure consistency with the NACE definition and criteria for internships.

N/A 0 1 2 3 4

Comments: _____

83. Career services assists other departments and external constituents, such as employers, in developing or enhancing existing experiential learning opportunities.

N/A 0 1 2 3 4

Comments: _____

Section Summary Score

Add together the ratings for this section and then divide the sum by the number of items rated. This average is the Section Summary Score.

Total ratings: _____

Total # items rated: _____

Section Summary Score (Total ratings/total # items rated): _____

III. Organization, Management, And Leadership

84. An institution appoints, positions, and empowers a leader or leadership team to provide strategic direction for accomplishment of mission and goals, to manage career services, and to align and support career services with mission of the institution and the needs of the constituencies served.

N/A 0 1 2 3 4

Comments: _____

85. If career services are offered by several units, the institution designates a leader or leadership team that will be responsible for ensuring coordination and communication among the institution’s programs and services.

N/A 0 1 2 3 4

Comments: _____

86. Such leadership ensures adherence to institutional and unit missions and to enhance program effectiveness and efficiency. That leadership may come from members of the management team, including the director, associate directors, and assistant directors.

N/A 0 1 2 3 4

Comments: _____

87. The organization and management of career services, including its place within the institution, support and align with the mission of the institution.

N/A 0 1 2 3 4

Comments: _____

88. Career services is organized and managed to develop positive relationships with students and other stakeholders which may include academic (faculty, advising, and departments), administrative, and student affairs colleagues; employers; alumni; and families.

N/A 0 1 2 3 4

Comments: _____

89. Additional areas for consideration in determining structure and management of career services include size, nature, and mission of the institution.

N/A 0 1 2 3 4

Comments: _____

90. Additional areas for consideration in determining structure and management of career services include changing needs and trends affecting students.

N/A 0 1 2 3 4

Comments: _____

91. Additional areas for consideration in determining structure and management of career services include number and scope of academic-related programs and services.

N/A 0 1 2 3 4

Comments: _____

92. Additional areas for consideration in determining structure and management of career services include scope and intent of recruiting services.

N/A 0 1 2 3 4

Comments: _____

93. Additional areas for consideration in determining structure and management of career services include philosophy and delivery systems for services.

N/A 0 1 2 3 4

Comments: _____

94. Additional areas for consideration in determining structure and management of career services include emerging trends and opportunities to use new and different delivery methods, e.g., direct contact, technology.

N/A 0 1 2 3 4

Comments: _____

95. Career services is coordinated with and complementary to career advising/counseling, internship administration, employment-related, and/or other designated services provided by other institutional units.

N/A 0 1 2 3 4

Comments: _____

Organization

- 96. To ensure student learning and development, career services is purposefully structured to achieve stated goals and outcomes.**

N/A 0 1 2 3 4

Comments: _____

Evidence of purposeful and appropriate structure includes:

- 97. Clearly stated and measurable goals.**

N/A 0 1 2 3 4

Comments: _____

- 98. Defined service standards.**

N/A 0 1 2 3 4

Comments: _____

- 99. Current and accessible policies and procedures.**

N/A 0 1 2 3 4

Comments: _____

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N/A=Not applicable, 0=Insufficient evidence to determine level to which standard is met, 1=Does not meet standard, 2=Partially meets standard, 3=Meets standard, 4=Exceeds standard

100. Written job descriptions, performance expectations, and regular reviews for employees.

N/A 0 1 2 3 4

Comments: _____

101. Clearly stated roles and areas of accountability.

N/A 0 1 2 3 4

Comments: _____

102. Functional work flow or organizational charts demonstrating clear channels of authority.

N/A 0 1 2 3 4

Comments: _____

103. Facilities appropriate for career services functions.

N/A 0 1 2 3 4

Comments: _____

104. Staff titles, roles, and reporting lines support the efficient and effective delivery of career services and programs.

N/A 0 1 2 3 4

Comments: _____

105. The unit to which career services reports allows for efficient and effective delivery of career services while also enabling visibility and support for the mission of career services.

N/A 0 1 2 3 4

Comments: _____

Management

106. Career services is managed effectively to achieve stated goals and outcomes.

N/A 0 1 2 3 4

Comments: _____

Evidence of effective management includes:

107. Strategic and operational planning processes.

N/A 0 1 2 3 4

Comments: _____

108. Clearly defined areas of responsibility.

N/A 0 1 2 3 4

Comments: _____

109. Effective communication practices.

N/A 0 1 2 3 4

Comments: _____

110. Decision-making and conflict resolution procedures.

N/A 0 1 2 3 4

Comments: _____

111. Assessment and accountability systems.

N/A 0 1 2 3 4

Comments: _____

112. Sound fiscal management practices.

N/A 0 1 2 3 4

Comments: _____

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 N/A=Not applicable, 0=Insufficient evidence to determine level to which standard is met, 1=Does not meet standard, 2=Partially meets standard, 3=Meets standard, 4=Exceeds standard

113. Clearly defined and regularly occurring review processes for services, policies, procedures, and budgetary issues.

N/A 0 1 2 3 4

Comments: _____

Leadership

114. Leaders in career services units provide strategic planning, supervision, and management; advance the organization; and maintain integrity through the following functions.

N/A 0 1 2 3 4

Comments: _____

Leaders in career services units provide strategic planning that:

115. Articulates a vision for the organization.

N/A 0 1 2 3 4

Comments: _____

116. Sets goals and objectives based on the needs of the populations served and desired student learning, development, and program outcomes that are aligned with the vision.

N/A 0 1 2 3 4

Comments: _____

117. Collaborates with others in the institution to integrate career services into the broader educational mission.

N/A 0 1 2 3 4

Comments: _____

118. Facilitates continuous development, implementation, and assessment of goals and outcomes congruent with institutional mission and strategic plans.

N/A 0 1 2 3 4

Comments: _____

119. Promotes institutional culture that results in student learning, development, and engagement.

N/A 0 1 2 3 4

Comments: _____

120. Conducts program evaluations that not only improve programs but also ensure that programming is responsive to the changing needs of clients, evolving institutional priorities, and changes in the work force and employment/recruiting conditions.

N/A 0 1 2 3 4

Comments: _____

121. Intentionally includes diverse perspectives to inform decision making and build a culture of inclusivity.

N/A 0 1 2 3 4

Comments: _____

122. Key constituencies of career services are identified and their needs reflected in the mission and goals of the unit. Priorities for services are defined.

N/A 0 1 2 3 4

Comments: _____

Leaders in career services units provide supervision that:

123. To the extent possible, manages human resources processes, including recruitment, selection, onboarding, and ongoing development, supervision, performance planning, evaluation, recognition, and reward.

N/A 0 1 2 3 4

Comments: _____

KEY: Standards that appear in bold are "must" statements; these are essential components or functions of career services.

N/A=Not applicable, 0=Insufficient evidence to determine level to which standard is met, 1=Does not meet standard, 2=Partially meets standard, 3=Meets standard, 4=Exceeds standard

124. Influences others to contribute to the effectiveness and success of the unit.

N/A 0 1 2 3 4

Comments: _____

125. Empowers professional, support, and student staff to pursue and accept leadership opportunities.

N/A 0 1 2 3 4

Comments: _____

126. Offers appropriate feedback to colleagues and students on skills needed to become effective leaders.

N/A 0 1 2 3 4

Comments: _____

127. Encourages and supports professional development, collaboration with colleagues and departments across the institution, and scholarly contribution to the profession and higher education.

N/A 0 1 2 3 4

Comments: _____

Leaders in career services units manage by:

128. Identifying and finding means to address individual, organizational, and environmental conditions that foster or inhibit mission achievement.

N/A 0 1 2 3 4

Comments: _____

129. Planning, allocating, and monitoring the use of fiscal, physical, human, intellectual, and technological resources.

N/A 0 1 2 3 4

Comments: _____

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130. Using current and valid evidence to inform decisions and frame future strategies for the department.

N/A 0 1 2 3 4

Comments: _____

131. Incorporating sustainability practices in the management and design of programs, services, and facilities.

N/A 0 1 2 3 4

Comments: _____

132. Understanding appropriate technologies and integrate them into career services.

N/A 0 1 2 3 4

Comments: _____

133. Leaders in career services units are knowledgeable about policies, ethical standards, regulations, and laws relevant to career services and ensure that staff members understand their responsibilities through appropriate training.

N/A 0 1 2 3 4

Comments: _____

134. Leaders in career services units manage by assessing potential risks and take action to mitigate them.

N/A 0 1 2 3 4

Comments: _____

Leaders in career services units advance the organization by:**135. Communicating effectively in writing, speaking, and digital/online venues.**

N/A 0 1 2 3 4

Comments: _____

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136. Annually reviewing, updating, and communicating goals and objectives to appropriate constituencies.

N/A 0 1 2 3 4

Comments: _____

137. Advocating for career services' participation in divisional and institutional planning, and decisions related to career services' objectives, policies, practices, and designation of students and others served.

N/A 0 1 2 3 4

Comments: _____

138. Initiating collaborative interactions with internal and external individuals and agencies that possess interests and/or concerns regarding career services, i.e., may include all phases of career development, planning, and employment.

N/A 0 1 2 3 4

Comments: _____

139. Facilitating processes to reach consensus where wide support is needed.

N/A 0 1 2 3 4

Comments: _____

140. Advocating and educating all constituencies including leadership on campus about the value and impact of career development on student success and outcomes.

N/A 0 1 2 3 4

Comments: _____

141. In making decisions about students and others served, leaders in career services units consider the type and scope of services offered and the fees, if any, that are charged.

N/A 0 1 2 3 4

Comments: _____

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Leaders in career services units maintain integrity by:

142. Modeling ethical behavior and institutional citizenship.

N/A 0 1 2 3 4

Comments: _____

143. Sharing data used to inform key decisions in transparent and accessible ways.

N/A 0 1 2 3 4

Comments: _____

144. Ensuring that all information about career services is current, accurate, appropriately referenced, and accessible to all constituencies.

N/A 0 1 2 3 4

Comments: _____

145. Addressing issues of ethical nature by staff as well as constituencies in a timely and thorough manner consistent with the ethical practices of the field.

N/A 0 1 2 3 4

Comments: _____

Section Summary Score

Add together the ratings for this section and then divide the sum by the number of items rated. This average is the Section Summary Score.

Total ratings: _____

Total # items rated: _____

Section Summary Score (Total ratings/total # items rated): _____

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IV. Human Resources

149. Career services has an adequate number of qualified professional and support staff to fulfill its mission and functions.

N/A 0 1 2 3 4

Comments: _____

150. Career services is staffed by persons who, in combination, provide the knowledge, skills, and abilities to perform primary program functions effectively.

N/A 0 1 2 3 4

Comments: _____

151. Career services embraces employment and promotion practices that are fair, inclusive, and nondiscriminatory in order to attract, retain, and develop a diverse staff.

N/A 0 1 2 3 4

Comments: _____

152. Career services develops and maintains job descriptions for all staff members.

N/A 0 1 2 3 4

Comments: _____

153. Career services provides onboarding for new staff members.

N/A 0 1 2 3 4

Comments: _____

154. Career services provides regular staff performance appraisals.

N/A 0 1 2 3 4

Comments: _____

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155. Career services provides access to professional development opportunities, including in- service training programs and professional conferences/workshops/webinars.

N/A 0 1 2 3 4

Comments: _____

156. Career services provides ongoing staff training and development to promote knowledge and skill development across program components.

N/A 0 1 2 3 4

Comments: _____

157. All staff members are trained in legal, confidential, and ethical issues related to career services.

N/A 0 1 2 3 4

Comments: _____

158. Salaries and benefits for staff are commensurate with similar positions within the institution, at similar institutions, and in the relevant geographic area.

N/A 0 1 2 3 4

Comments: _____

Career Services Leadership

159. In career services, effective and ethical leadership comes from members of the management team, including the director, associate directors, and assistant directors.

160. If career services are offered by several units, the institution designates an individual or team that is responsible for coordinating the institution's programs and services, providing strategic direction, and aligning career services with the mission of the institution and the needs of the constituencies served.

N/A 0 1 2 3 4

Comments: _____

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- 161. Career services leaders are selected on the basis of formal education and training, relevant work experience, personal skills and competencies, relevant professional credentials, and their potential for promoting learning and development in students and staff, applying effective practices to educational processes, and enhancing institutional effectiveness.**

N/A 0 1 2 3 4

Comments: _____

- 162. The institution determines expectations of accountability for leaders and fairly assess their performance.**

N/A 0 1 2 3 4

Comments: _____

Career Services Professionals

- 163. Professional staff members have the requisite formal education and training, relevant work experience, and personal skills and competencies to perform effectively in their defined roles with career services constituency groups and other specialized functions.**

N/A 0 1 2 3 4

Comments: _____

164. Constituency groups may include students, alumni, faculty, administrators, community members, families, and employers. Specialized functions may include various aspects of career development including career and employment advising/coaching/counseling, cooperative education, internships, work-study/on-campus employment, graduate and professional school advising, integration of technologies, and marketing/branding.

N/A 0 1 2 3 4

Comments: _____

165. Requisite competencies should include these threads evident among most functional areas: legal and ethical; diversity, equity, and inclusion; and interpersonal.

N/A 0 1 2 3 4

Comments: _____

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166. Career services promotes the development of these professional competencies, as well as those defined in the following (items 168 – 245) in relation to the staff member’s role. They also are further delineated in NACE’s **Professional Competencies for College and University Career Services Practitioners**.

N/A 0 1 2 3 4

Comments: _____

167. Career services professionals engage in continuing professional development activities to further develop competencies and to keep abreast of the research, theories, legislation, policies, and developments that affect career services.

N/A 0 1 2 3 4

Comments: _____

Professional staff are competent in the functional areas of career coaching, advising, and counseling, which include these core competencies:

168. Providing needs assessments and developing action plans

N/A 0 1 2 3 4

Comments: _____

169. Managing intervention, design, and implementation

N/A 0 1 2 3 4

Comments: _____

170. Testing administration and interpretation

N/A 0 1 2 3 4

Comments: _____

171. Counseling

N/A 0 1 2 3 4

Comments: _____

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172. Partnering with individuals and groups

N/A 0 1 2 3 4

Comments: _____

173. Using career, occupational, and employment information

N/A 0 1 2 3 4

Comments: _____

Professional staff are competent in the functional areas of brokering, connecting, and linking, which include these core competencies:

174. Organizing information, logistics, people, and processes toward desired outcomes

N/A 0 1 2 3 4

Comments: _____

175. Consulting – students and alumni

N/A 0 1 2 3 4

Comments: _____

176. Consulting – employers

N/A 0 1 2 3 4

Comments: _____

177. Consulting – faculty/campus community

N/A 0 1 2 3 4

Comments: _____

178. Consulting – external community

N/A 0 1 2 3 4

Comments: _____

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179. Consulting – parents/families

N/A 0 1 2 3 4

Comments: _____

180. Building and managing advisory boards

N/A 0 1 2 3 4

Comments: _____

181. Demonstrating interpersonal skills

N/A 0 1 2 3 4

Comments: _____

182. Job and experiential learning opportunity development

N/A 0 1 2 3 4

Comments: _____

183. Sourcing and planning for experiential learning

N/A 0 1 2 3 4

Comments: _____

184. Civic and community engagement

N/A 0 1 2 3 4

Comments: _____

185. Fostering global and diverse connections

N/A 0 1 2 3 4

Comments: _____

Professional staff are competent in the functional area of information management, which includes these core competencies:

186. Organization and dissemination; storage and retrieval

N/A 0 1 2 3 4

Comments: _____

187. Computing systems and applications – standard software and equipment

N/A 0 1 2 3 4

Comments: _____

188. Computing systems and applications – career planning and information

N/A 0 1 2 3 4

Comments: _____

189. Computing systems and applications – career services management systems

N/A 0 1 2 3 4

Comments: _____

190. Data entry and analysis

N/A 0 1 2 3 4

Comments: _____

191. Acquisition of appropriate career resources

N/A 0 1 2 3 4

Comments: _____

192. Web/social media design and management

N/A 0 1 2 3 4

Comments: _____

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Professional staff are competent in the functional areas of marketing, promoting, and performing outreach, which include these core competencies:

193. Marketing principles and strategies

N/A 0 1 2 3 4

Comments: _____

194. Needs assessment and goal setting

N/A 0 1 2 3 4

Comments: _____

195. Development/fundraising strategies

N/A 0 1 2 3 4

Comments: _____

196. Sales and closing techniques

N/A 0 1 2 3 4

Comments: _____

197. Relationship development and management

N/A 0 1 2 3 4

Comments: _____

198. Written and interpersonal communication

N/A 0 1 2 3 4

Comments: _____

199. Public speaking and presentation delivery

N/A 0 1 2 3 4

Comments: _____

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200. Effective use of print, web, and personal presentation methods

N/A 0 1 2 3 4

Comments: _____

201. Social media and graphic design

N/A 0 1 2 3 4

Comments: _____

Professional staff are competent in the functional areas of program and event administration, which include these core competencies:

202. Goal setting

N/A 0 1 2 3 4

Comments: _____

203. Program planning

N/A 0 1 2 3 4

Comments: _____

204. Program planning – needs assessments

N/A 0 1 2 3 4

Comments: _____

205. Program planning – program/event marketing

N/A 0 1 2 3 4

Comments: _____

206. Volunteer management

N/A 0 1 2 3 4

Comments: _____

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207. Program implementation

N/A 0 1 2 3 4

Comments: _____

208. Program evaluation

N/A 0 1 2 3 4

Comments: _____

209. Budgets and budgeting

N/A 0 1 2 3 4

Comments: _____

210. Time management

N/A 0 1 2 3 4

Comments: _____

211. Problem solving

N/A 0 1 2 3 4

Comments: _____

Professional staff are competent in the functional areas of research, assessment, and evaluation, which include these core competencies:

212. Theoretical framework.

N/A 0 1 2 3 4

Comments: _____

213. Best practices and benchmarking

N/A 0 1 2 3 4

Comments: _____

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214. Program review

N/A 0 1 2 3 4

Comments: _____

215. Learning outcomes

N/A 0 1 2 3 4

Comments: _____

216. Outcome-oriented programming

N/A 0 1 2 3 4

Comments: _____

217. Evidence-based decision making

N/A 0 1 2 3 4

Comments: _____

218. Needs assessment

N/A 0 1 2 3 4

Comments: _____

219. Utilization assessment

N/A 0 1 2 3 4

Comments: _____

220. Satisfaction assessment

N/A 0 1 2 3 4

Comments: _____

221. Measurement and analysis

N/A 0 1 2 3 4

Comments: _____

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222. Outcomes-based assessment

N/A 0 1 2 3 4

Comments: _____

223. Use of technology

N/A 0 1 2 3 4

Comments: _____

224. Research

N/A 0 1 2 3 4

Comments: _____

225. Evaluation

N/A 0 1 2 3 4

Comments: _____

Professional staff are competent in the functional areas of teaching, training, and educating, which include these core competencies:

226. Needs assessment

N/A 0 1 2 3 4

Comments: _____

227. Program/workshop design and delivery

N/A 0 1 2 3 4

Comments: _____

228. Researching, evaluating, and integrating information

N/A 0 1 2 3 4

Comments: _____

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229. Effective teaching strategies

N/A 0 1 2 3 4

Comments: _____

230. Coaching

N/A 0 1 2 3 4

Comments: _____

231. Mentoring

N/A 0 1 2 3 4

Comments: _____

232. Working with individuals and groups

N/A 0 1 2 3 4

Comments: _____

233. Working with diverse populations

N/A 0 1 2 3 4

Comments: _____

234. Working with people with disabilities

N/A 0 1 2 3 4

Comments: _____

235. Use of technology for delivery of content

N/A 0 1 2 3 4

Comments: _____

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Professional staff are competent in the functional areas of management and administration, which include these core competencies:

236. Needs assessment and satisfaction measures

N/A 0 1 2 3 4

Comments: _____

237. Program design, implementation, and evaluation

N/A 0 1 2 3 4

Comments: _____

238. Strategic and operational planning

N/A 0 1 2 3 4

Comments: _____

239. Program integration and integrity

N/A 0 1 2 3 4

Comments: _____

240. Staffing

N/A 0 1 2 3 4

Comments: _____

241. Staff onboarding, training, and mentoring

N/A 0 1 2 3 4

Comments: _____

242. Staff development and supervision

N/A 0 1 2 3 4

Comments: _____

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243. Budget planning and administration

N/A 0 1 2 3 4

Comments: _____

244. Political sensitivity and negotiation skills

N/A 0 1 2 3 4

Comments: _____

245. Synthesis, interpretation, and reporting of current and longitudinal information

N/A 0 1 2 3 4

Comments: _____

Pre-professional Positions

246. Paraprofessionals, interns, and graduate assistants are carefully selected, trained in helping skills and institutional procedures, closely supervised, and evaluated regularly.

N/A 0 1 2 3 4

Comments: _____

247. Degree or credential-seeking interns are qualified by enrollment in an appropriate field of study and by relevant experience.

N/A 0 1 2 3 4

Comments: _____

248. These individuals must be trained and supervised adequately by professional staff members holding educational credentials and related work experience appropriate for supervision.

N/A 0 1 2 3 4

Comments: _____

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249. Pre-professional staff are provided with clear and precise jobs descriptions, pre-service training based on assessed needs, and continuing education development. Training should include customer service, program procedures, and information and resource use.

N/A 0 1 2 3 4

Comments: _____

Student Employee and/or Volunteer Positions

250. Student employees and volunteers are carefully selected, trained in helping skills and institutional procedures, closely supervised, and evaluated regularly.

N/A 0 1 2 3 4

Comments: _____

251. Student employees and volunteers are trained on how and when to refer those in need of assistance to qualified staff members and have access to a supervisor for assistance in making these judgments.

N/A 0 1 2 3 4

Comments: _____

252. Student employees and volunteers are provided with clear and precise job descriptions, pre-service training based on assessed needs, and continuing educational development.

N/A 0 1 2 3 4

Comments: _____

253. Training includes customer service, program procedures, and information and resource use.

N/A 0 1 2 3 4

Comments: _____

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Support Staff and Technical Positions

254. Each organizational unit has administrative and technical staff or support adequate to accomplish its mission.

N/A 0 1 2 3 4

Comments: _____

255. Such staff are be technologically proficient and qualified to perform their duties, knowledgeable of ethical and legal uses of technology, and have access to training.

N/A 0 1 2 3 4

Comments: _____

256. The level of staffing and workloads is adequate and appropriate for program and service demands.

N/A 0 1 2 3 4

Comments: _____

257. A technical support person or support service is available to maintain computer and information technology systems for career services.

N/A 0 1 2 3 4

Comments: _____

Section Summary Score

Add together the ratings for this section and then divide the sum by the number of items rated. This average is the Section Summary Score.

Total ratings: _____

Total # items rated: _____

Section Summary Score (Total ratings/total # items rated): _____

KEY: Standards that appear in bold are "must" statements; these are essential components or functions of career services.

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V. Financial Resources

258. Career services has dependable sources for adequate funding to ensure achievement of its mission and goals.

N/A 0 1 2 3 4

Comments: _____

259. Career services demonstrates financial stewardship and strategy and fiscal responsibility consistent with institutional policies and procedures as well as local, state, and federal regulations.

N/A 0 1 2 3 4

Comments: _____

260. The career services office develops and maintains a budget strategy that includes a positive outcome for the organization's mission and prepares for potential budget variations.

N/A 0 1 2 3 4

Comments: _____

261. In establishing funding priorities, a comprehensive analysis of institutional resources is conducted to determine the following elements and develop a compelling case for internal resources: relevant expenditures, current internal resources, and unmet needs of the unit and their impact on constituents and the institution. Once the unit's unmet needs are identified, a compelling storyline is prepared.

N/A 0 1 2 3 4

Comments: _____

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262. Consistent with institutional policies and procedures, career services develops a funding strategy that includes funding sources outside of the institution for special projects, programs, or student funding that fulfills the unit's mission. Whenever possible, these sources, or sponsorships, may include but are not limited to employers, alumni, members of the community, grant and government agencies, foundations, and professional associations.

N/A 0 1 2 3 4

Comments: _____

263. This funding strategy includes sufficient data detailing anticipated benefits and outcomes of additional funding to support needs and priorities. Such external funding is not be used as a replacement for institutional funds but can be used to supplement existing budgetary funds.

N/A 0 1 2 3 4

Comments: _____

264. Requests for external funding are undertaken in collaboration with appropriate institutional partners.

N/A 0 1 2 3 4

Comments: _____

Section Summary Score

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VI. Facilities

265. Career services has adequate, accessible, and suitably located facilities appropriate for constituents served, to support the unit's mission and goals.

N/A 0 1 2 3 4

Comments: _____

266. Consistent with the unit's goals and mission, the career services office is accessible, located conveniently, and projects a welcoming, professional atmosphere for students, employers, alumni, faculty, staff, parents and families, and the community.

N/A 0 1 2 3 4

Comments: _____

267. Parking for visitors, if available, is adequate and convenient.

N/A 0 1 2 3 4

Comments: _____

268. Career services facilities is compliant with universal design principles.

N/A 0 1 2 3 4

Comments: _____

269. If acquiring capital equipment as defined by the institution, career services takes into account expenses related to regular maintenance and life-cycle costs.

N/A 0 1 2 3 4

Comments: _____

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270. Facilities and equipment are evaluated on an established cycle, including consideration of sustainability, and are in compliance with codes and laws to provide for access, health, safety, and security.

N/A 0 1 2 3 4

Comments: _____

271. Career services staff members have work space that is well equipped, adequate in size, and designed to support their work and responsibilities.

N/A 0 1 2 3 4

Comments: _____

272. For activities and interactions requiring privacy, staff members have private space that is appropriately furnished and proximate.

N/A 0 1 2 3 4

Comments: _____

273. Career services provides professional staff with private offices for advising, counseling, coaching, or other work situations requiring privacy; work space for support and student staff; a reception and/or student waiting area; and sufficient storage space.

N/A 0 1 2 3 4

Comments: _____

274. Career services provides a career resource center relevant to the populations of the unit and school.

N/A 0 1 2 3 4

Comments: _____

275. Equipment and facilities are secured to protect the confidentiality and safety of records.

N/A 0 1 2 3 4

Comments: _____

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276. All staff members are provided with a location to secure their own work.

N/A 0 1 2 3 4

Comments: _____

277. For career services centers offering campus and remote interviews, facilities and technology is available for students, alumni, and employers to interact and conduct private interviews consistent with the unit's mission and goals.

N/A 0 1 2 3 4

Comments: _____

278. The number of employment interview rooms and technology meets employer, student, and alumni needs.

N/A 0 1 2 3 4

Comments: _____

279. An employer lounge or flexible and accessible space is made available.

N/A 0 1 2 3 4

Comments: _____

280. The career services facility has internet connectivity and access to conference rooms and large-group meeting rooms that have an appropriate level of technology to support service delivery.

N/A 0 1 2 3 4

Comments: _____

281. Information technology specific to enhancing awareness of career resources is available for students and staff to support career services functions.

N/A 0 1 2 3 4

Comments: _____

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282. Career services facilities are accessible to all persons in compliance with all applicable local, state, and federal laws.

N/A 0 1 2 3 4

Comments: _____

283. Accommodations for clients with special needs are provided by career services, preferably in cooperation with the department or organization serving the client.

N/A 0 1 2 3 4

Comments: _____

284. Career services provides office hours at times appropriate for its constituencies.

N/A 0 1 2 3 4

Comments: _____

285. Career services regularly evaluates constituents' needs regarding hours, usage, and methods of service delivery.

N/A 0 1 2 3 4

Comments: _____

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VII. Technology

286. Career services staff is well-informed about current trends and uses of technology and able to anticipate emerging technologies for use in career services.

N/A 0 1 2 3 4

Comments: _____

287. The career services office implements appropriate technology relevant to institutional and unit mission and goals for career services.

N/A 0 1 2 3 4

Comments: _____

288. Career services develops a strategic plan for the selection, replacement, updating, and/or integration of technologies that support career programs or services.

N/A 0 1 2 3 4

Comments: _____

289. The career services office partners with the unit responsible for technology on campus to ensure that adequate hardware, software, and resources are available to support existing and new technology.

N/A 0 1 2 3 4

Comments: _____

290. Career services makes informed choices regarding the use of available technology, including systems developed internally by the college/university; systems available through professional associations; or private, vendor-based systems.

N/A 0 1 2 3 4

Comments: _____

KEY: Standards that appear in bold are "must" statements; these are essential components or functions of career services.

N/A=Not applicable, 0=Insufficient evidence to determine level to which standard is met, 1=Does not meet standard, 2=Partially meets standard, 3=Meets standard, 4=Exceeds standard

291. Career services establishes a vetting process to review resources and vendors.

N/A 0 1 2 3 4

Comments: _____

292. Career services uses benchmarking and a network of professionals to evaluate technology and assess trends.

N/A 0 1 2 3 4

Comments: _____

293. Career service provides feedback to vendors on integrity, need, and use of products to push improvement of existing products and development of new products.

N/A 0 1 2 3 4

Comments: _____

294. Career services ensures that technology within career services, including websites, is consistent with and integrated within the college or university technology infrastructure.

N/A 0 1 2 3 4

Comments: _____

295. Career services seeks resources to ensure technology is ADA compliant.

N/A 0 1 2 3 4

Comments: _____

296. Career services explores methods of collaboratively funding resources on campus and/or with other institutions.

N/A 0 1 2 3 4

Comments: _____

297. Career services cultivates adequate funds through various means (grants, university funding, partnerships, consortiums) to support technology purchases and upgrades as needed.

N/A 0 1 2 3 4

Comments: _____

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298. Career services uses campus resources (funding, technology, staffing), when available, to develop or implement products and services.

N/A 0 1 2 3 4

Comments: _____

299. Specific technology for career services that is considered includes career services websites that provide up-to-date information regarding mission, location, staffing, contact information, programs, and services available to students and other designated clients.

N/A 0 1 2 3 4

Comments: _____

300. The website is integrated within the college/university technological infrastructure and include links to appropriate sites both within and external to the institution.

N/A 0 1 2 3 4

Comments: _____

301. Career services considers computer-based and/or online recruiting and employment systems that support the career services mission for part-time, full-time, and internship employment, and, as relevant, for co-op and/or other forms of experiential learning opportunities. These systems include opportunity listings and student resume databases.

N/A 0 1 2 3 4

Comments: _____

302. Career services considers computer-based assessment and computer-assisted career guidance systems that support the mission of career services.

N/A 0 1 2 3 4

Comments: _____

303. Career services considers social media platforms, apps, and resources.

N/A 0 1 2 3 4

Comments: _____

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304. Career services considers appropriate tools to support virtual advising, programming, and recruiting.

N/A 0 1 2 3 4

Comments: _____

305. Career services considers access to wireless internet.

N/A 0 1 2 3 4

Comments: _____

306. Technology used by career services ensures student confidentiality and is consistent with legal and ethical standards.

N/A 0 1 2 3 4

Comments: _____

307. Data security and privacy of student records adhere to the institutional, legal, and technology privacy policies.

N/A 0 1 2 3 4

Comments: _____

308. Career services works to ensure alignment with institutional requirements meeting internet data management standards.

N/A 0 1 2 3 4

Comments: _____

Section Summary Score

Add together the ratings for this section and then divide the sum by the number of items rated. This average is the Section Summary Score.

Total ratings: _____

Total # items rated: _____

Section Summary Score (Total ratings/total # items rated): _____

KEY: Standards that appear in bold are "must" statements; these are essential components or functions of career services.

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VIII. Institutional and External Relations

309. Career services develops and maintains productive relationships with relevant institutional stakeholders and external key stakeholders and audiences.

N/A 0 1 2 3 4

Comments: _____

310. Career services develops institutional support for career development, transition, and employment services for students and other designated clients.

N/A 0 1 2 3 4

Comments: _____

311. Career services shares information with key stakeholders, including trustees and governing boards.

N/A 0 1 2 3 4

Comments: _____

312. Career services strives toward strategic long-term partnership development, tracking, and evaluation.

N/A 0 1 2 3 4

Comments: _____

313. Career services participates in relevant campus activities to communicate career services information to students and other campus stakeholders.

N/A 0 1 2 3 4

Comments: _____

KEY: Standards that appear in bold are "must" statements; these are essential components or functions of career services.

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314. Career services arranges appropriate programs that use alumni and employer experience and expertise.

N/A 0 1 2 3 4

Comments: _____

315. Career services establishes cooperative relationships with other offices and services to support mutual referrals, exchange of information, sharing of resources, institutional priorities such as accreditation reviews, and other program functions.

N/A 0 1 2 3 4

Comments: _____

316. Career services creates and effectively use advisory groups, which may include employers, alumni, faculty/staff, and students.

N/A 0 1 2 3 4

Comments: _____

317. Career services consults with legal counsel on contracts, internal documents, and policies.

N/A 0 1 2 3 4

Comments: _____

318. Career services raises issues and concerns with the institution's legal counsel regarding compliance with employment laws as they pertain to recruitment and hiring of students and alumni.

N/A 0 1 2 3 4

Comments: _____

319. Career services encourages staff participation in professional associations and community activities related to career and employment issues.

N/A 0 1 2 3 4

Comments: _____

KEY: Standards that appear in bold are "must" statements; these are essential components or functions of career services.

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320. Career services participates in professional staff development activities.

N/A 0 1 2 3 4

Comments: _____

321. Career services develops and maintains cooperative relationships with vendors and other service providers.

N/A 0 1 2 3 4

Comments: _____

322. Career services informs and educates units that are responsible for communicating with external stakeholders and audiences on career-related information, topics, and programs.

N/A 0 1 2 3 4

Comments: _____

323. Career services informs and educates the administration and faculty on topics concerning employment requirements, labor market trends, specific jobs, and employment that may be related to academic planning and curriculum development.

N/A 0 1 2 3 4

Comments: _____

324. Career services provides outcomes information and reports to the academic administration, trustees, faculty, and key offices of the institution regarding career services for students, employers, and alumni.

N/A 0 1 2 3 4

Comments: _____

325. Career services provides feedback and data to faculty, administrators, and students on the preparation of graduates for employment and undergraduate, graduate, and professional school to aid curriculum development and individual career planning.

N/A 0 1 2 3 4

Comments: _____

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326. Career services encourages dialogue among employers, faculty members, trustees, and administrators concerning career issues and trends for students and graduates.

N/A 0 1 2 3 4

Comments: _____

327. Career services provides families with information and relevant data on career education programs and services and key results related to employment and graduate study outcomes for recent graduates and alumni.

N/A 0 1 2 3 4

Comments: _____

328. Career services serves as an institutional resource for the media and provides key information and data related to career development, labor market trends, and employment outcomes as appropriate and in accordance with institutional policies.

N/A 0 1 2 3 4

Comments: _____

329. Career services works with appropriate institutional offices to market the unit's services and impact.

N/A 0 1 2 3 4

Comments: _____

330. Career services has procedures and guidelines consistent with institutional policies for communicating with the media.

N/A 0 1 2 3 4

Comments: _____

331. Career services has procedures and guidelines consistent with institutional policies for contracting with external organizations for delivery of programs and services.

N/A 0 1 2 3 4

Comments: _____

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332. Career services has procedures and guidelines consistent with institutional policies for cultivating, soliciting, and managing gifts.

N/A 0 1 2 3 4

Comments: _____

333. Career services has procedures and guidelines consistent with institutional policies for applying to and managing funds from grants.

N/A 0 1 2 3 4

Comments: _____

334. Career services has procedures and guidelines consistent with institutional policies for safeguarding and managing student data.

N/A 0 1 2 3 4

Comments: _____

Section Summary Score

Add together the ratings for this section and then divide the sum by the number of items rated. This average is the Section Summary Score.

Total ratings: _____

Total # items rated: _____

Section Summary Score (Total ratings/total # items rated): _____

KEY: Standards that appear in bold are "must" statements; these are essential components or functions of career services.
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IX. Employer Relations and Recruitment Services

335. Employers are both vital partners in the educational process and primary customers for college/university career services. Each career services unit develops policies and practices to ensure the highest quality employer relations and services.

N/A 0 1 2 3 4

Comments: _____

336. Career services develops strategic objectives for employer relations/services and job development that yield maximum and optimal opportunities for students and other designated clients.

N/A 0 1 2 3 4

Comments: _____

337. Career services develops, maintains, and enhances relationships with employers that may provide career development, employment opportunities, and educational programming for students and other designated clients.

N/A 0 1 2 3 4

Comments: _____

338. Career services enhances customer service and fosters improvement by using feedback from employers.

N/A 0 1 2 3 4

Comments: _____

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339. Career services provides employer feedback to institutional stakeholders and students on the students' preparation for jobs, the curricula, and the hiring process.

N/A 0 1 2 3 4

Comments: _____

340. Career services informs, educates, and consults with employers on the nature of services provided.

N/A 0 1 2 3 4

Comments: _____

341. Career services provides employment market and trend data to institutional stakeholders to help inform understanding of the economy and its impact on graduates in the marketplace.

N/A 0 1 2 3 4

Comments: _____

342. Career services promotes employer adherence to professional and ethical standards that serve as conduct models for students and other designated clients.

N/A 0 1 2 3 4

Comments: _____

343. Career services educates employers on appropriate policies and procedures related to recruitment and institutional relations and engagement with student populations.

N/A 0 1 2 3 4

Comments: _____

344. Career services develops and implements marketing strategies to cultivate employment opportunities for students.

N/A 0 1 2 3 4

Comments: _____

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345. Career services optimizes opportunities for employers to engage candidates for employment.

N/A 0 1 2 3 4

Comments: _____

346. Career services maximize students' exposure to employers and encourages dialogue among employers and institutional stakeholders concerning career and employment issues while respecting appropriate academic and co-curricular standards.

N/A 0 1 2 3 4

Comments: _____

347. Career services facilitates employer involvement and communication with students and institutional stakeholders.

N/A 0 1 2 3 4

Comments: _____

348. Career services encourages employer participation in evaluative processes such as surveys and rankings.

N/A 0 1 2 3 4

Comments: _____

349. Career services uses employers' experiences and expertise in support of institutional activities.

N/A 0 1 2 3 4

Comments: _____

350. Career services performs research on industry and employment market trends.

N/A 0 1 2 3 4

Comments: _____

351. Career services encourages employer involvement in academic and program development.

N/A 0 1 2 3 4

Comments: _____

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352. Career services involves employers in student development.

N/A 0 1 2 3 4

Comments: _____

353. Career services ensures equity of access to students and maintains the integrity of that access.

N/A 0 1 2 3 4

Comments: _____

354. Career services staff understand the variety and diversity of needs and employment practices among small businesses, large corporations, government agencies, and nonprofit organizations.

N/A 0 1 2 3 4

Comments: _____

355. Career services provides employers with the institution's EEO guidelines.

N/A 0 1 2 3 4

Comments: _____

356. Career services defines the various types of employers it will serve and articulates policies that guide its working relationships with these employers.

N/A 0 1 2 3 4

Comments: _____

357. Career services offers a variety of services to employers that bridge the connection between student interests and employer needs.

N/A 0 1 2 3 4

Comments: _____

358. These programs and services include, but are not limited to, the following types of programs and services:

- on-campus recruiting activities such as career fairs, information sessions, and on-campus interviews;
- recruiting systems that provide students with timely access to opportunities and, in compliance with privacy regulations and related institutional policies, provide employers with access to student information;

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- employer site visits;
- meetings with faculty members; information about academic programs;
- assistance in recruiting diverse student populations;
- experiential learning options;
- salary information;
- advertising and promotional vehicles to reach students;
- career center advisory board memberships; and
- individual employer recruiting and college relations consultations.

N/A 0 1 2 3 4

Comments: _____

359. Career services provides information to employers on the institution's operations, enrollment, curricula, and interviewing logistics, e.g., policies, procedures, transportation, lodging.

N/A 0 1 2 3 4

Comments: _____

360. Career services encourages employer participation in career planning courses, career conferences, career and alumni fairs, cooperative education, internships, and other experiential learning.

N/A 0 1 2 3 4

Comments: _____

361. Career services provides information and services to assist recruiters in communicating effectively their opportunities to specific and targeted student populations;

N/A 0 1 2 3 4

Comments: _____

362. Career services encourages employers to list job vacancies on a continuing basis and provide timely information to career services staff on their job offers, salaries, and hires.

N/A 0 1 2 3 4

Comments: _____

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363. Career services encourages employer support of the institution, which may include scholarships and other forms of support and engagement.

N/A 0 1 2 3 4

Comments: _____

364. Career services develops policies for working with third-party recruiting and contract organizations. This may include requiring recruiters to disclose the identities of organizations they represent and agreeing to abide by the ethical guidelines documented in the **NACE Principles for Ethical Professional Practice**.

N/A 0 1 2 3 4

Comments: _____

365. When institutions have established learning outcomes for student engagement or experiential learning, career services provides information to direct or educate employers to ensure understanding of learning outcomes.

N/A 0 1 2 3 4

Comments: _____

Section Summary Score

Add together the ratings for this section and then divide the sum by the number of items rated. This average is the Section Summary Score.

Total ratings: _____

Total # items rated: _____

Section Summary Score (Total ratings/total # items rated): _____

KEY: Standards that appear in bold are "must" statements; these are essential components or functions of career services.

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X. Legal, Policy, And Risk Management

366. Career services complies with federal, state, and local laws; regulations; institutional policies; and contracts that relate to their respective responsibilities and professional practices and that pose legal obligations, limitations, risks, and liabilities for the institution as a whole.

N/A 0 1 2 3 4

Comments: _____

367. For the relevant laws, regulations, and policies, career services takes steps to be sufficiently informed and seek advice from legal counsel or other experts when questions arise that include, but are not limited to:

- **Family Education Rights and Privacy Act (U.S.) or other laws regarding disclosure of student information contained in education records;**
- **privacy and maintenance of data and records, including those maintained in electronic form by the career services or by another entity acting at its request;**
- **defamation law regarding references and recommendations on the behalf of students;**
- **equal employment opportunity laws regarding employment referral practices of the career services unit and others employed by the institution that refer students for employment;**
- **affirmative action regulations and laws regarding special programs for special student populations;**
- **regulations and laws regarding disabilities and accessibility;**
- **labor standards and liability issues pertaining to experiential learning programs, such as the Fair Labor Standards Act (U.S.) and other related laws and regulations;**
- **how to obtain current and accurate work authorization practices in countries other than where the student is authorized to work;**
- **laws regarding eligibility to work in the United States;**

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- **institutional policy regarding safety standards and practices for students traveling to work or participating in university-sponsored experiential activities;**
- **laws regarding contracts governing service provided by outside vendors; and**
- **laws and policies regarding grant applications.**

N/A 0 1 2 3 4

Comments: _____

368. Career services staff members exercise due diligence and use reasonable and informed practices to protect students and limit the risk and liability exposure of the institution, its officers, employees, and agents. (Note: In this regard, the institution provides access to risk management resources and legal advice for staff as needed to carry out assigned responsibilities.)

N/A 0 1 2 3 4

Comments: _____

369. The institution informs career services staff in a systematic and timely fashion about extraordinary or changing institutional policies, legal obligations, and potential liabilities.

N/A 0 1 2 3 4

Comments: _____

370. Staff members are informed about the institution’s risk and liability insurance coverage, personal liability coverage, and related insurance coverage options and are referred to external sources if the institution does not provide coverage.

N/A 0 1 2 3 4

Comments: _____

371. Career services has written policies and procedures on all relevant operations, transactions, or tasks that have legal and institutional policy implications.

N/A 0 1 2 3 4

Comments: _____

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372. These policies and procedures are approved through appropriate institution processes and published in appropriate documents accessible to those affected by the policy and procedure.

N/A 0 1 2 3 4

Comments: _____

373. Career services regularly reviews policies.

N/A 0 1 2 3 4

Comments: _____

374. The revision and creation of policies is informed by best practices, available evidence, and policy issues in higher education and the profession.

N/A 0 1 2 3 4

Comments: _____

375. Career services has procedures and guidelines consistent with institutional policy for responding to threats, emergencies, and crisis situations.

N/A 0 1 2 3 4

Comments: _____

376. Systems and procedures are in place to disseminate timely and accurate information to students, other members of the institutional community, and appropriate external organizations during emergency situations.

N/A 0 1 2 3 4

Comments: _____

377. Career services staff neither participates in nor condones any form of harassment or activity that demeans people or creates an intimidating, hostile, or offensive environment.

N/A 0 1 2 3 4

Comments: _____

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378. Career services obtains permission to use copyrighted materials and instruments.

N/A 0 1 2 3 4

Comments: _____

379. Career services purchases materials and instruments from legally compliant sources or seeks alternative permission from the publisher or owner.

N/A 0 1 2 3 4

Comments: _____

380. References to copyrighted materials and instruments include appropriate citations.

N/A 0 1 2 3 4

Comments: _____

381. Career services staff are knowledgeable about internal and external governance systems that affect programs and services.

N/A 0 1 2 3 4

Comments: _____

382. Contracts with outside vendors include adherence to ethics, confidentiality, security, data ownership, data management and retention, and institutional policies, and reflect support of career services' programs, goals, and standards.

N/A 0 1 2 3 4

Comments: _____

Section Summary Score

Add together the ratings for this section and then divide the sum by the number of items rated. This average is the Section Summary Score.

Total ratings: _____

Total # items rated: _____

Section Summary Score (Total ratings/total # items rated): _____

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XI. Access, Diversity, Equity, And Inclusion

383. Career services ensures that services, programs, and resources are provided on a fair and equitable basis and are consistent with laws and institutional policy.

N/A 0 1 2 3 4

Comments: _____

384. Career services adheres to the spirit and intent of equal opportunity laws in all activities.

N/A 0 1 2 3 4

Comments: _____

385. Career services' operating policies and procedures do not discriminate on the basis of race, color, religion, age, national origin, gender, gender identity, sexual orientation, disability, neurodiversity, marital status, veteran status, and transfer and/or distance status. Exceptions are appropriate only where provided by relevant law and institutional policy.

N/A 0 1 2 3 4

Comments: _____

386. Career services ensures the accessibility of its programs, services, facilities, and resources, including technology, to all students and other designated clients.

N/A 0 1 2 3 4

Comments: _____

387. Career services consults with institutional human resources, facilities, technology, and other experts to enhance the accessibility of its programs, services, facilities, resources, and technology.

N/A 0 1 2 3 4

Comments: _____

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388. Career services' mode of operation, including hours, customer service systems, distance education, and resources, responds to the needs of all students and designated clients.

N/A 0 1 2 3 4

Comments: _____

389. Career services seeks to identify, prevent, and/or remedy any discriminatory, unethical, or unlawful practices associated with the delivery of its services.

N/A 0 1 2 3 4

Comments: _____

390. Career services has protocols and procedures in place, including consultation with the institutional legal counsel, and, if applicable, with diversity, equity, and inclusion offices, to respond to concerns about discrimination, inequity, and fraudulent or unscrupulous activities by employers using the services.

N/A 0 1 2 3 4

Comments: _____

391. Career services staff informs faculty members about legal and ethical issues related to referring or recommending students or other designated clients to employers.

N/A 0 1 2 3 4

Comments: _____

392. Career services nurtures inclusive environments where commonalities and differences among people are recognized and valued.

N/A 0 1 2 3 4

Comments: _____

393. Career services addresses the characteristics and needs of a diverse population when establishing and implementing policies and procedures.

N/A 0 1 2 3 4

Comments: _____

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 N/A=Not applicable, 0=Insufficient evidence to determine level to which standard is met, 1=Does not meet standard, 2=Partially meets standard, 3=Meets standard, 4=Exceeds standard

394. Career services enhances student and employer awareness and appreciation of differences by collaborating with the institution's relevant support services, experts, and programs.

N/A 0 1 2 3 4

Comments: _____

395. Career services provides educational programs that help students and other designated clients from diverse backgrounds or with special needs to identify and address their unique needs related to career development and employment.

N/A 0 1 2 3 4

Comments: _____

396. Career services engages in partnerships and cooperative programming with other offices representing diverse and special populations to ensure appropriate service delivery.

N/A 0 1 2 3 4

Comments: _____

397. Consistent with its goals and mission, career services proactively addresses significant imbalances in student participation relative to the diverse composition of its student body.

N/A 0 1 2 3 4

Comments: _____

398. Career services proactively addresses staff diversity relative to the diverse composition of its student body or designated clients.

N/A 0 1 2 3 4

Comments: _____

399. Career services recruits, hires, and retains a diverse staff.

N/A 0 1 2 3 4

Comments: _____

KEY: Standards that appear in bold are "must" statements; these are essential components or functions of career services.

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400. Career services proactively addresses changes in demographic profiles and instructional delivery methods to ensure accessible resources, services, and programs.

N/A 0 1 2 3 4

Comments: _____

Section Summary Score

Add together the ratings for this section and then divide the sum by the number of items rated. This average is the Section Summary Score.

Total ratings: _____

Total # items rated: _____

Section Summary Score (Total ratings/total # items rated): _____

XII. Ethics

401. All persons involved in the delivery of career services to students and other designated clients adhere to the highest standards of ethical behavior as outlined in the National Association of Colleges and Employers' *Principles for Ethical Professional Practice* as well as any additional professional standards, codes, and best practices that may apply.

N/A 0 1 2 3 4

Comments: _____

402. In addition to adherence to these standards, leaders/managers actively provide guidance and education on these standards to all persons involved in providing career services, including, but not limited to, entry-level professionals, support staff, student staff, interns, graduate assistants, faculty, volunteers, employers, and other administrators.

N/A 0 1 2 3 4

Comments: _____

403. Guidance on ethical rights and responsibilities is provided to students and other designated clients.

N/A 0 1 2 3 4

Comments: _____

404. Guidance on ethical rights and responsibilities is included on the career services website.

N/A 0 1 2 3 4

Comments: _____

405. All career services staff are aware of and comply with the provisions contained in the institution's human subject research policy and other relevant institutional policies addressing ethical practices and confidentiality of research data concerning individuals.

N/A 0 1 2 3 4

Comments: _____

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406. When handling institutional funds and funds generated through career center activities, all career services staff ensure that such funds are managed in accordance with established and responsible accounting procedures and the fiscal policies or processes of the institution.

N/A 0 1 2 3 4

Comments: _____

407. Career services staff use suitable means to confront and otherwise hold accountable in a timely and thorough manner other staff members who exhibit unethical behavior.

N/A 0 1 2 3 4

Comments: _____

408. Career services staff members are knowledgeable about and practice ethical behavior in the use and security of technology, ensuring adherence to related legal standards and institutional policies, including policies regarding accessibility of technology.

N/A 0 1 2 3 4

Comments: _____

409. Career services staff are educated about and take appropriate action based on the policies and procedures of handling employers who are conducting business unethically or criminally with students and other designated clients.

N/A 0 1 2 3 4

Comments: _____

410. Career services staff use suitable means to confront and otherwise hold accountable employers and partners who exhibit unethical behavior.

N/A 0 1 2 3 4

Comments: _____

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411. Career services staff are knowledgeable about the general employment market and ethically represent those realities, including any challenges around work authorization, to students and other partners on campus.

N/A 0 1 2 3 4

Comments: _____

412. Career services staff members ensure that privacy and confidentiality are maintained with respect to all communications and records to the extent that such records are protected under the applicable laws, regulations, and appropriate statements of ethical practice.

N/A 0 1 2 3 4

Comments: _____

413. Information contained in students' education records is not be disclosed without written consent except as allowed by relevant laws and institutional policies.

N/A 0 1 2 3 4

Comments: _____

414. Career services staff recognize and avoid conflicts of interest in carrying out their responsibilities and recuse themselves whenever necessary.

N/A 0 1 2 3 4

Comments: _____

415. Career services staff perform only those duties that conform to the scope of their education, position, competence, and experience.

N/A 0 1 2 3 4

Comments: _____

416. Career services staff are educated on how, when, and to whom to refer individuals in need of further assistance.

N/A 0 1 2 3 4

Comments: _____

KEY: Standards that appear in bold are "must" statements; these are essential components or functions of career services.

N/A=Not applicable, 0=Insufficient evidence to determine level to which standard is met, 1=Does not meet standard, 2=Partially meets standard, 3=Meets standard, 4=Exceeds standard

Section Summary Score

Add together the ratings for this section and then divide the sum by the number of items rated. This average is the Section Summary Score.

Total ratings: _____

Total # items rated: _____

Section Summary Score (Total ratings/total # items rated): _____

XIII. Program Evaluation, Assessment, and Research

417. In support of career services' mission, goals, and student learning and development outcomes, career services regularly conducts systematic program evaluations, using quantitative and qualitative metrics, to support and improve programs and services, adjust to changing constituent needs, and respond to environmental threats and opportunities.

N/A 0 1 2 3 4

Comments: _____

418. Core program evaluation focus areas include strategic plan, mission, staffing, diversity efforts, recruiting trends, and other areas covered in the Professional Standards.

N/A 0 1 2 3 4

Comments: _____

419. Although methods of assessment vary, a sufficient range of measures is employed to ensure objectivity and comprehensiveness.

N/A 0 1 2 3 4

Comments: _____

420. Data collected includes responses from students, employers, and other affected constituencies.

N/A 0 1 2 3 4

Comments: _____

421. Thorough analyses of data is conducted and then applied to decisions that lead to improvement of services.

N/A 0 1 2 3 4

Comments: _____

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422. Career services employs comparable evaluation methods by consulting and using professional association and peer institutional resources, such as NACE benchmarking surveys, to assist with industry benchmarking and to merge findings for industrywide analyses and reporting.

N/A 0 1 2 3 4

Comments: _____

423. Career services collaborates with institutional research units, state agencies, accrediting bodies, academic graduate programs, and other evaluative groups that generate and assess evaluation information to ensure comprehensiveness and quality.

N/A 0 1 2 3 4

Comments: _____

424. Core program evaluation metrics and methods include a clearly articulated assessment plan; annual review of goal completion; benchmarking with other institutions to identify best practices; quantitative and qualitative measures of engagement in programs and services; quantitative and qualitative measures of constituent* satisfaction and feedback on all programs and services offered by career services; systematic needs assessment on appropriate constituency to guide program development; impact of career services on retention and degree completion through learning and program outcomes; graduating student, e.g. first destination, surveys at or following graduation; and alumni follow-up surveys at regular intervals.

N/A 0 1 2 3 4

Comments: _____

425. Every five to seven years, using the **NACE Professional Standards**, career services conducts both an internal review, i.e., self-study, and external review.

N/A 0 1 2 3 4

Comments: _____

- 426. Career services periodically evaluates how well it complements and enhances the institution's stated mission and educational effectiveness.**

N/A 0 1 2 3 4

Comments: _____

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N/A=Not applicable, 0=Insufficient evidence to determine level to which standard is met, 1=Does not meet standard, 2=Partially meets standard, 3=Meets standard, 4=Exceeds standard

427. Career services identifies and pursues opportunities to support the institution's improvement plans and accreditation efforts.

N/A 0 1 2 3 4

Comments: _____

428. Career services develops an assessment plan to improve career-related student learning and development outcomes.

N/A 0 1 2 3 4

Comments: _____

429. Career services uses NACE and other professional relevant resources, e.g., CAS, NASPA, ACPA, NCDA, to develop student learning and development outcomes that address career readiness, career development, and career management, i.e., searching and securing opportunities, as well as institutional strategic plans and accreditation standards.

N/A 0 1 2 3 4

Comments: _____

430. Career services prepares and disseminates annual reports and special program evaluation reports to appropriate constituents that address career services philosophy; mission, goals, and objectives; programs and services; activities/outcomes; and graduate follow-up information.

N/A 0 1 2 3 4

Comments: _____

431. Career services gathers, participates in, promotes, and/or conducts relevant research on career development; academic success; institutional issues, e.g., admissions and retention; student learning outcomes; employment trends; and career interests.

N/A 0 1 2 3 4

Comments: _____

**Constituents may include students, faculty, staff, employers, alumni, and others.*

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Summary Scores and Observations

Section Summary Score Matrix

Transfer your Section Summary Scores to the matrix below. Using an "X," plot each score on the associated rating continuum. Only transfer and plot scores that are between 0 and 4. (Do not transfer the N/A ratings.) Then connect the X's with a line to highlight areas of strength and areas you may want to strengthen.

Section	Section Summary Score	Section Summary Score Plot
Mission		0 1 2 3 4
Program Components		0 1 2 3 4
Organization, Management, & Leadership		0 1 2 3 4
Human Resources		0 1 2 3 4
Financial Resources		0 1 2 3 4
Facilities		0 1 2 3 4
Technology		0 1 2 3 4
Institutional & External Relations		0 1 2 3 4
Employer Relations & Recruitment Services		0 1 2 3 4
Legal, Policy, & Risk Management		0 1 2 3 4
Access, Diversity, Inclusion, & Equity		0 1 2 3 4
Ethics		0 1 2 3 4
Program Evaluation, Assessment, & Research		0 1 2 3 4

