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INTRODUCTION/OVERVIEW

The Wasserman Center seeks to provide every NYU student and alumni with comprehensive services and programs to assist them in their career exploration and job search success. Serving a population of over 40,000 students and thousands of alumni, the Wasserman Center remains committed to utilizing best practices and industry leading technologies to raise student awareness of its services and to ensure optimal utilization of its resources. The Wasserman Center recently engaged in a strategic planning process that evaluated our previous five-year strategic plan, expanded upon the center’s goals, reviewed accomplishments, and identified key points of continued development. The primary objective of the five-year strategic plan is to provide a visionary framework that guides the work of the center. As a result of our strategic planning process, we have identified seven areas of focus:

1. Employer Engagement
2. School Liaison Relationships and Engagement
3. Undergraduate Student Engagement
4. Graduate Student Engagement
5. Alumni Engagement
6. Communications
7. Assessment and Program Evaluation

The first five areas of focus pertain to key stakeholders to ensure our continued growth and success, and the final two areas relate to broader operational strategies that apply across these stakeholders to maximize our collective impact. Our strategic plan outlines Wasserman Center’s goals over the next five years, including short term (1-2 years) and long term goals (3-5 years). This plan is not exhaustive of our efforts but instead shows our overarching themes and guideposts for the next 5 years.

FOCUS AREA #1:
EMPLOYER ENGAGEMENT

VISION | Further establish a culture where employer engagement is a central aspect of all staff roles and expectations. Through the efforts of a diverse, skilled, and industry informed team, employers will be connected to a well prepared pool of NYU Talent to support successful outcomes via partnerships and direct service.

Goals and Supporting Strategies

1. Expand employer engagement to be inclusive of more Fortune 500 companies, entrepreneurial initiatives, and public sector organizations.
   A. SHORT-TERM GOALS
      ■ Identify leading employers in these areas.
      ■ Develop strategic outreach plan to engage employers and connect them to NYU students and faculty through targeted communication channels.
   B. LONG-TERM GOALS
      ■ Establish ongoing partnerships that lead to increased internship opportunities and full-time job placement for our students and alumni.

2. Continue to identify and evaluate industry trends with employers.
   A. SHORT-TERM GOALS
      ■ Implement ongoing employer relations training for all staff that specifically focuses on industry and employer engagement and involves industry partners.
■ Establish ongoing goals and milestones around employer engagement for all Wasserman staff.
■ Empower Wasserman staff to be owners of more successful partnerships and outcomes.
■ Incorporate employer feedback to increase life skill readiness of students upon graduation.

B. LONG-TERM GOALS
■ Expand Employer Partner program to reflect changing needs of employers, students, and the institution.
■ Create additional and formal feedback loops for employers to report on the success of NYU students, targets of opportunities, and areas of improvement.

3. Expand global career opportunities and exposure for all NYU students.
   A. SHORT-TERM GOALS
■ Reach out to global alumni and employer partners to invite them to be advocates in support of hiring goals and create more global career opportunities for students.
■ Identify and outreach to companies that have employed NYU students globally.

B. LONG-TERM GOALS
■ Restructure and relaunch the Mentor Network to encompass additional global opportunities for students and alumni.

4. Increase engagement with employers seeking experienced hires, graduate students, and diverse and international student populations.
   A. SHORT-TERM GOALS
■ Identify, target, and engage more experienced hire recruiters and probe their needs in relation to our students/alumni.
■ Develop targeted job development talking points for these areas.
■ Expand Recruiter-in-Residence/Meetup opportunities for these populations.
■ Identify diversity recruiter leads and partner to promote increased opportunities for students.

B. LONG-TERM GOALS
■ Create stronger recruiting partnerships with organizations committed to workplace diversity.

FOCUS AREA #2:
SCHOOL LIAISON RELATIONSHIPS AND ENGAGEMENT

VISION | Build upon our coordinated strategic approach to collaborate with academic partners across NYU, supporting and aligning with their mission and goals. Increase touch points with academic stakeholders and create a stronger Wasserman presence in the academic space. Expand relationship management model for executing and assessing school relationships through a culture of accountability.

Goals and Supporting Strategies
1. Continue to develop a standardized and consistent model for executing and assessing school relationships.
   A. SHORT-TERM GOALS
■ Build upon existing liaison models using SPS and Liberal Arts committees as examples to identify relevant stakeholders (Deans, Assistant Deans, Faculty, Department Coordinators/Administrators, Student Leaders), assign each relationship to a committee member, and follow up to ensure continued collaboration throughout the year.
■ Conduct orientations for department liaisons at school sites to increase familiarity with Wasserman Center’s services and programs. Encourage faculty and academic administrators/staff
to attend events to familiarize themselves with our services and expand their knowledge of relevant hiring trends.

■ To further increase academic departments’ awareness of NYU student services, encourage them to create CareerNet accounts and receive weekly e-newsletters.

B. Long-Term Goals

■ Establish and continue to evaluate touch points with school/department contacts throughout the year--attending events, visiting classrooms (if applicable), and supporting school-based student groups.
■ Work with internal communications team to increase social media engagement and encourage academic departments to cross-promote programming and initiatives.
■ Survey and conduct focus groups with faculty and school administrators to create internal tip sheet for navigating faculty relationships.
■ Identify best practices for tracking interactions/contacts.

2. Increase customized, industry and academy informed programming in collaboration with school liaison relationships.

A. Short-Term Goals

■ Implement academic focus groups from a cross-section of departments (similar to Liberal Arts Advisory Board, involving students, advisors, administrators and faculty) to utilize a variety of feedback loops and ultimately better understand student needs and concerns.
■ Work with internal assessment team to evaluate the value of current programming.
■ Design and implement learning outcomes based assessments for current programs.
■ Organize an informal roundtable networking event (housed on-site at SPS or Brooklyn where we have strong industry connections) to allow for open discussion, collaboration and brainstorming among Wasserman staff, faculty and administrators.

B. Long-Term Goals

■ Align staff experience with expertise in industry and departments in which they work closely.
■ Develop new customized programming that can serve multiple schools/academic departments (ie, CAS/Brooklyn for Computer Science, Steinhardt/SPS for MCC/Integrated Marketing, etc.).

3. Deepen existing faculty relationships and strengthen collaborations with Academic Advising/Deans as well as develop relationships with new academic partners.

A. Short Term Goals (Faculty)

■ Pilot degree-specific handouts, guides, and other materials for a select group of schools, majors and programs.
■ Attend faculty events (i.e. new faculty orientation, beginning of semester meetings, etc.).
■ Send a Wasserman representative to new faculty orientations to share more about our work and services, and consider classroom visits for the professional development portion of their curriculum (if applicable).
■ Incorporate staff development trainings that focus on enhancing internal knowledge about faculty focus areas, research and previous work experience.

Short Term Goals (Academic Advising/Deans)

■ Continue working with the Dean at the ARC to implement a survey of cross-school advisors focusing on skills they need to develop, eventually conducting a training for advising staff from different schools.
Schedule meetings at the beginning and end of each semester, as well as check-ins throughout the academic year, between Wasserman and the ARC to share calendars, curriculum changes, upcoming marquee events, information on industry related to academic discipline, etc.

Develop a Career Resources/Quick Facts Guide for advising team with information regarding career prep, job search strategies, interviewing, industry updates, recruiting timelines, etc.

B. Long Term Goals (Faculty)

- Identify “Faculty and Student Champions” that represent a cross-section of academic departments and industries.
- Create a space at Wasserman for faculty members to meet with students as well as collaborate with Wasserman staff.
- Increase faculty presence and engagement in Meet-Ups, Career Conferences, Industry Panels, etc.
- Establish consistent best practices for sharing relevant data with faculty across all schools/departments.
- Work with internal assessment team to generate a document/talking points to share information collected through various surveys.

Long Term Goals (Academic Advising/Deans)

- Create a counterparts-partnership system between Wasserman staff and academic advising.
- Maintain a physical presence in all schools that we work with throughout the University and in our global and study away sites.
- Develop cross-trainings to be held twice a year for Advising/Career Staff to keep all parties apprised of changes to programming/initiatives and facilitate opportunities for networking.
- Develop stronger partnership with Admissions and Advising with respect to incoming students.

FOCUS AREA #3: UNDERGRADUATE STUDENT ENGAGEMENT

VISION | Based on generational trends and students’ demand for individualized programming, our approach to undergraduate student engagement will continue to revolve around designing and implementing a customized student experience. This approach will take into account student developmental phases as well as students’ needs and interests. In partnership with the internal assessment and communications team, we will continue in our efforts to provide career development content in a way that is engaging and specific to students’ preferred communication and learning styles.

Goals and Supporting Strategies

1. Create additional and enhanced customized programming to address the needs of undergraduate students.

   A. Short Term Goals

   - Develop customized programming, resources and checklists for students based on different phases of the career development cycle, with a focus on Early Stage - Career Exploration:
     - *Explore Your Career* workshop and *First Year Career Week*, including orientation, career exploration sessions, basic skills workshops, etc.
     - Support students in the process of understanding the value of their degree and how to articulate their personal experience and education through “Telling Your Story”
   - Offer ongoing international student seminars addressing the topics of: OPT/CPT, U.S. Business Etiquette, International Student Job Search Strategies (introducing a multi-country approach), and Professional/Career Readiness.
   - Develop programming in alignment with different generational trends and rising fields, including:
• Developing a 5-year Plan workshop to help students prepare for having multiple careers
• Career Trend series to educate students on rising fields (i.e. freelance and contract work, UX design, graphic design, entrepreneurship, etc.).
  ■ Create and/or identify resources to better support first-generation students.

B. LONG TERM GOALS
  ■ Revamp marquee seminars by customizing content and increasing student readiness, engagement, preparation, and mobility. Consider reducing select topics to 30-minute workshops and focusing on a specific theme (resume customization strategies, tough interview questions, etc.) followed by 15-minutes of Q&A and a detailed handout.
  ■ Assess pilot programming that addresses the needs of diverse student populations (international, first-gen, vets, etc.) and grow resources and services to meet those evolving needs.

2. Further develop engagement and accessibility of virtual resources.
   A. SHORT TERM GOALS
     ■ Broadcast at least one panel, guest speaker event, or virtual panel per month.
     ■ Pilot short video resources or “Global Career Bites” (i.e. online videos, tips, handouts, etc.) for study away students at global sites.
     ■ Develop “grab and go” content that makes our resources, materials and information easily accessible to NYU students at each point in their career development.
   B. LONG TERM GOALS
     ■ Create a virtual portal available on the homepage of NYU CareerNet to educate students on relevant services, programs, and resources, as well as assess students’ needs and concerns.

FOCUS AREA #4:
GRADUATE STUDENT ENGAGEMENT

VISION | Become a central hub for all graduate students that we serve by providing continuity of service, understanding their unique needs, coaching them to become their own career development advocates and access to timely and relevant career resources.

Goals and Supporting Strategies
1. Expand the presence of the Graduate Career Development Center across all disciplines traditionally served by the Wasserman Center
   A. SHORT-TERM GOALS
     ■ Create a professional community for graduate students that allows for increased networking opportunities, career advancement, and peer to peer mentoring.
     ■ Utilize Graduate Student Advisory Board to serve as university ambassadors for graduate student population and inform best practices for the center.
     ■ Identify graduate student champions to advocate for the center and its students.
   B. LONG-TERM GOALS
     ■ Increase stakeholder understanding and awareness of graduate student specific trends.
     ■ Identify sustainable marketing strategy to further engage students, employers, and alumni and increase awareness of the center.
     ■ Develop employer and alumni engagement plans to increase opportunities for graduate students.

2. Increase graduate student specific career development tools, resources and programs
   A. SHORT-TERM GOALS
     ■ Develop transferable skills workshop where participants begin to develop their own examples of how to articulate these skills, ultimately preparing them to better market themselves strategically.
     ■ Design a Career Advancement Series.
Example topics include: Leveraging experience/education for promotions; salary negotiation; leadership development; branding; mentoring and sponsorship; conflict management; supervision and management skills; academia and non-tenure track opportunities.

B. LONG-TERM GOALS
- Develop on demand career development content that is accessible for a diverse population at various points of professional development.

FOCUS AREA #5: ALUMNI ENGAGEMENT

VISION | Enhance alumni connections to leverage their experience within the NYU community in ways that assist current students in their professional development. Provide industry specific resources to empower alumni seeking career advancement.

1. Increase efforts to identify and connect with alumni locally, regionally, and globally.
   A. SHORT-TERM GOALS
   - Continue to engage with University Development and Alumni Relations to identify strong alumni supporters.
   - Connect and cultivate relationships with NYU regional and global alumni clubs.
   B. LONG-TERM GOALS
   - Identify “Wasserman Ambassadors” in different countries in the U.S. and worldwide to support networking and career development.

2. Build upon existing models that empower alumni to be their own career advocates in the lifelong career development process.
   A. SHORT-TERM GOALS
   - Improve access and marketing of national and global career resources to alumni.
   - Market alumni services as a distinct feature/service of the Wasserman Center.
   B. LONG-TERM GOALS
   - Leverage existing technology platforms and utilize mentor database to support alumni needs.
   - Expand alumni serving staff.
   - Increase general visibility of this distinct population with relevant stakeholders.

FOCUS AREA #6: COMMUNICATIONS

VISION | The Wasserman Center uses a content-driven, cross-platform communications strategy that engages all constituents. Moving forward we will strive to enhance the Wasserman Center’s visibility among our stakeholders, achieve balance in our outreach methods, and create a strategic plan that is sustainable, efficient, and in a state of constant evolution. As the mediums through which students obtain their information change, the Wasserman Center will continue to adapt our communications strategy to best connect with students, alumni, and employers.

Goals and Supporting Strategies
1. Continue to assess and evolve our communications strategy to reflect the needs of our diverse student population and relevant stakeholders.
   A. SHORT TERM GOALS
Conduct research to better understand trends and preferred communication styles for incoming and current students. Continue to convene focus groups with first year NYU students to assess climate around communication platforms.

- Develop new early engagement programs and hashtags to gain buy in from underclassman.
- Liaise more closely with the NYU Web Communications Team (within University Relations and Public Affairs) to assess changing communications trends within NYU.
- Increase webinar usage and look into potential live-streaming of seminars/programming (Periscope, etc).

### B. Long Term Goals

- Create a standardized process to share information regarding student and employer engagement, usage, and trends.
- Evaluate new tools for effectiveness/reach and repurpose current platforms based on student engagement metrics collected.

2. Further cultivate a unique Wasserman voice and brand across all social media, ensuring strategies align with the communication purpose of the designated platform.

#### A. Short Term Goals

- Highlight outreach to special populations (as needed) and throughout the larger NYU community.
- Clearly define and communicate industry cluster/expertise model to students.
- Increase Wasserman’s interactions and visibility through Twitter, Facebook, LinkedIn, Instagram, Tumblr, Wordpress, Google+, Pinterest and other platforms that are utilized by current students, employers and alumni.
- Consider more inter-University collaborations with other large NYU accounts and offices by retweeting, tagging or interacting, and encouraging reciprocity.
- Increase global presence and international employer participation on social media platforms.

#### B. Long Term Goals

- Develop a forward thinking, customized platform to communicate with students.
- Engage with PR/Media/Marketing faculty to pilot a classroom-based collaboration or project to research and develop new communication tools for Wasserman.
- Increase global presence on social media platforms to further engage NYU students studying at our global sites, as well as our diverse population of international students.

### FOCUS AREA #7: ASSESSMENT AND PROGRAM EVALUATION

**Vision | Build upon our ongoing efforts to cultivate a culture of assessment\(^1\) and program evaluation\(^2\) that is data-driven, strategic and purposeful and maintains the integrity of the NYU Wasserman brand.**

#### Goals and Supporting Strategies

1. Enhance efforts to collaborate with Wasserman staff to continue cultivating a culture of utilizing data to refine and enhance our programming and services for all stakeholders.

   #### A. Short Term Goals

   - Empower staff to analyze existing usage and attendance data annually, doing drill downs of demographic information and school/major/level to assess which populations are making use of services, which are not accessing services, evaluate possible reasons, and determine actionable plans for future engagement.

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\(^1\) Assessment is the regular measurement of the results and efficiency of services or programs. Assessment provides the ongoing signals of what is happening, but does not explore causality.

\(^2\) Program Evaluation is the systematic process of obtaining information to be used to assess and improve a program. Evaluation looks more deeply at the program process, effects, and long-term impact and explores issues of causality.
- Use data to also inform relevant stakeholders appropriately (employer partners, academic departments, etc.).

B. LONG TERM GOALS
- Explore ways to map activity across offices and create feedback loops to foster information and best practice sharing.
- Maintain and enhance data dashboard to improve quality of data (accuracy, close to real-time, etc.).

2. Develop and deliver additional assessment and program evaluation training for Wasserman staff.
   A. SHORT-TERM GOALS
   - Establish ongoing training for internal assessment team members and broader Wasserman team to establish and increase staff comfort and accountability and strengthen quality of service.

   B. LONG-TERM GOALS
   - Incorporate assessment topics into staff professional development sessions. Include ongoing professional development throughout the year to reinforce culture of assessment.

3. Continue to use quality data to drive our decision-making and reinforce the Wasserman brand.
   A. SHORT-TERM GOALS
   - Assess the completeness and clarity of our key Wasserman data sources and develop new strategies to hold our data to the highest standards.
   - Using existing framework of annual assessment audits, check in regularly with senior leadership to ensure alignment with strategic assessment goals.
   - Periodically share key data points corresponding to major goals and best practices.
   - Assess feedback from current seminars and programming and discuss how to best incorporate consistent themes and areas for improvement.

   B. LONG-TERM GOALS
   - Continue to implement data standards to ensure clarity of our analysis process for key metrics in accordance with NACE standards.
   - Develop additional reports / data snapshots to illustrate the value of Wasserman programming and career coaching to share with relevant stakeholders.
   - Encourage modeling of best practices among team on how to use data reports to tell stories and frame conversations with university stakeholders.

4. Further focus and expand our assessment efforts to evaluate stakeholder needs.
   A. SHORT-TERM GOALS
   - Conduct benchmarking research on how peer institutions assess new student expectations of career services and needs prior to utilizing services and resources.
   - Develop and pilot generationally appropriate strategies to collect student feedback during or directly after key programs or initiatives.
   - Share key data reports with Wasserman staff members and teach them how to share them with stakeholders.

   B. LONG-TERM GOALS
   - Explore developing new student pre-assessment in addition to new Full-Time Job Survey questions to both customize the student experience and learn more about shared student needs and expectations.
   - Consider revising the Life Beyond the Square annual report and related school-specific reports, distributing them more strategically and further customize to meet stakeholder needs.
   - Analyze and assess new tools that increase and enhance the NYU stakeholder experience.
SUMMARY

The center’s commitment to quality career development is evident in the mission and the passion of our staff. In collaboration with Wasserman Center and NYU stakeholders, we intend to meet the short term and long term goals outlined in this plan by 2020. Our ongoing commitment to students, staff, and alumni has resulted in innovative and award winning programming and we look to continue that momentum for the next five years. The Wasserman Center will also incorporate the six hallmarks of the Division of Student Affairs: learning, community, diversity, wellness, quality service, and innovation to further inform our work. The team will also use industry informed practices, assessment and evaluation, as well our strong relationships to continue to be “best in class” in the career development space.