FY 2019-20 Budget Submission

University Advancement
Supplemental Questions

1. **Strategic Planning and Reporting.** Please provide an overview of your Division’s progress towards the Strategic Initiatives (1-2 pages per direct reporting unit/department; for all funds), as appropriate, along with progress toward goals. A listing of divisional units/departments is attached to identify these units in Attachment 4.

   a. Explain how your Division’s measurable and anecdotal goals support the Strategic Initiatives of the University.

   Please see attached University Advancement Strategy Map. This Map outlines the Division’s initiatives as well as the actions that we will take to realize the initiatives and identifies where each UA initiative connects to or supports the larger University’s Strategic Initiatives.

   Major progress toward the actions listed under the UA initiatives shown in the UA strategy map can be found in the chart below:

<table>
<thead>
<tr>
<th>Area</th>
<th>Action under UA Initiatives</th>
<th>Progress / Accomplishments</th>
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<tbody>
<tr>
<td>Development</td>
<td>Build and Institutional Culture of Philanthropy</td>
<td>• Held two meetings of the Strategic Philanthropy Ad-hoc Subcommittee to elevate the discussion of philanthropy to campus.</td>
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<td>• To educate campus partners on their role in creating a culture of philanthropy we have participated in 3 new staff orientations (August, October 2018 and January 2019) and are regularly meeting with academic deans.</td>
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<td>• Developed key partnerships across campus to demonstrate success in collaborations in philanthropy including Peer Mentoring, Undergraduate Research, Emergency Needs, Santa Rosa Island Research Station, Nursing, MVS School of Business and Economics, Computer Science.</td>
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<td>• Implemented a process for UA to deposit and acknowledge charitable gifts received by ASI clubs (September through December 2018)</td>
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<td>• Launched senior class gift campaign (January 2019)</td>
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<td></td>
<td>Implement Strategic Plan for Philanthropy</td>
<td>• Completed the CSUCI Foundation Board Strategic Plan</td>
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<td></td>
<td>• Established the Philanthropic Investment Task Force of the CSUCI Foundation Board</td>
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| Strengthen Divisional Infrastructure for Philanthropy | • Created a Santa Barbara Task Force of the CSUCI Foundation Board. Philanthropic Productivity $2,967,921 as of January 21, 2019 toward $3.5M annual goal.
• Finalized and implementing the CSUCI Foundation Board strategic plan that includes the establishment of the Philanthropic Investment Taskforce and joining forces with the Business and Technology Partnership to better engage business leaders and industry.
• Identified fundraising priorities to support University Strategic Initiatives (August 2018).
• Developed a draft of a stewardship plan that acknowledges our donor base (July 2018).

| • An institutional moves management process is being implemented as well as a systems approach to constituent assignments and tracking metrics of in-person visits and proposals.
• Increased efficiencies in using Online Express platform for all mass emails, online giving, and event check-ins.
• Development is fully staffed with the recruitment of the Prospect Management and Systems Administrator role (January 2019).
• Completed procurement of FoundationSearch, a prospect research tool for corporate and private foundations (October 2018)
• Implemented a schedule of address updates (4x per year), email updates (1x per year), phone updates (1x per year), and death updates (1x per year)
• Aligned workload of development officers to focus on major gift fundraising. Maximize strengths and collaborations within division in support of development communications, marketing, events and administration.
• Began development of a Fundraiser Toolbox that supports in-person visits with collateral and solicitations with proposal templates, gift forms and agreements. |
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<tr>
<th>Career Services and Alumni Programs</th>
<th>Establish sustainable partnerships with industry</th>
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<tr>
<td>• Secured funding for the 2018-2019 Lacayo Internship Program.</td>
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<td>• Placed 33 funded Lacayo interns in fall 2018 and 49 in spring 2019 representing our largest cohort in the last 7 years.</td>
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<td>• Developed an Employer Recruitment Brochure.</td>
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<td>• Over the past 6-months, we documented the highest job/internship applicant submission rate with 1,086 submitted applications from August 2018-January 2019. Each document in the application is reviewed by a team member (e.g., resume, cover letter).</td>
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<td>• Established an employer engagement plan with metrics of measurement to assess progress with moving employers through the engagement pipeline towards established partnerships.</td>
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<td>• Identified a top 10 employer list based on our student/alumni interests, company growth, and hiring needs.</td>
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<tr>
<td>• Established employer engagement bi-weekly team meetings to discuss recruitment trends and strategies to engage top 10 employers.</td>
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<tr>
<td>• In partnership with our employer community, we posted over 3,414 jobs/internships for students and alumni from August 2018-January 2019.</td>
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<td>Strengthen alumni engagement</td>
<td>• Merged Career Development and Alumni Engagement launching the new vision in The Channel Magazine featuring an article titled, Merging Career Development and Alumni Engagement: A Full Circle of Support.</td>
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<td>• Established a full 25 seat Alumni and Friends Association Board focusing on diversifying board expertise and representation to ensure broad outreach.</td>
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<td>• Established and implemented new membership packages for the association enhancing the value of membership.</td>
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• Established a Distinguished Alumni Award in partnership with the Campus Annual Legacy Awards Ceremony.

• In collaboration with the Alumni & Friends Association Board Leadership, established a revised mission statement with a focus on alumni engagement. Provided framework for alumni engagement as defined by CASE as follows, “activities that are valued by alumni, build enduring and mutually beneficial relationships, inspire loyalty and financial support, strengthen the institution’s reputation and involve alumni in meaningful activities to advance the institution’s mission.”

• Established new partnerships with academic programs to assist with the launch of alumni reunions (e.g., PEEP Program, School of Education).

• Incorporated Alumni and Friends Association Membership information in career-focused workshops including Grad Check Workshops in partnership with Academic Advising.

• In partnership with SAGE Publications, Inc. established a monthly meeting with CSUCI alumni working at SAGE to provide an opportunity for focused discussion on alumni needs along with mentorship connections with current students.

• Identified PeopleGrove Mentorship Software to connect CSUCI Alumni as mentors with CSUCI students as mentees.

• Partnered with Comm 329 Course to establish a team of students who will assist with the planning, implementation, and evaluation of our first Inaugural A&FA Boating Center family-focused event.

• In partnership with a Communication Capstone Course, obtained an Alumni Ambassador focused on collecting data regarding alumni and student organization collaboration.

• Alumni Engagement Goal- 600 alumni donors
| Collaborate with Academic Affairs | • Utilize technology resources (e.g., Interview Stream) to incorporate virtual mock interviews in the classroom experience through partnerships with faculty in Business and Communication.  
• Provided [faculty engagement newsletter](#) each semester and enhanced resources on [faculty/staff webpage](#).  
• Collaborated with Communication 329 course to establish Ekho’s Career Closet providing professional attire to students and alumni. In 2018, a total of 600+ donations were provided by our campus partners.  
• In partnership with Extended University and GBL Systems, submitted a CSU Innovation Grant requesting $50,000 to fund a career readiness certificate program. |
| Facilitate a competitive employer relations plan | • Approximately 500 students registered and attended the fall Career & Internship Fair.  
• 70+ organizations recruited candidates for entry level and experienced positions. Organizations included County of Ventura, SAGE Publishing, Yardi Systems, Naval Air Systems (NAVAIR), the Trade Desk, Tesla, Enterprise Holdings, iPayment Inc., Addison Behavioral Resources, and Haas Automation, Inc.  
• Overall, employers were complimentary of our students, with 89% noting that candidates were prepared to meet and interact with employers. 95% of the employers felt that candidates possessed effective verbal communication skills while 80% felt CSUCI candidates possessed the skill-set needed for their open position(s). |
<p>| Communication and Marketing |  |
| Promote University Initiatives and Strategies | • Develop a communication plan for the University’s new initiatives, strategies and priorities (completed summer 2018). |</p>
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<tr>
<th><strong>Create Communication Plan for Philanthropy</strong></th>
<th><strong>Implement the communication plan including coordination and promotion through the “Channel Your” (Potential, Passion, Connections) campaigns (began fall 2018; ongoing).</strong></th>
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<tr>
<td><strong>Expanded the Development Communication Plan to include Conference and Events pieces and campus events (August 2018)</strong></td>
<td><strong>Completed implementation of a strategy for all grants and gift-grants to be closed out by some sort of results reporting (e.g., written report, video).</strong></td>
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<td><strong>Completed draft plan for “Stories that Make You Smile” campaign (January 2019)</strong></td>
<td><strong>Established Annual Fund Committee to enhance giving through mail and email segmentation and innovative use of social media (July 2018).</strong></td>
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<td><strong>Increased marketing for Planned Giving with starting quarterly newsletter (February 2019).</strong></td>
<td><strong>Evaluate our Brand</strong></td>
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<td><strong>Hire a consultant to complete a brand perception survey (completed spring 2018).</strong></td>
<td><strong>Strengthen our Integrated Marketing and Communication Plan</strong></td>
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<tr>
<td><strong>Complete brand perception survey of CSUCI alumni, donors, current students, general public, and community partners including elected officials, local employers, and other external stakeholders (completed spring 2018).</strong></td>
<td><strong>Utilize the completed brand perception research to define messaging and develop effective methods (Phase II) for engaging and motivating with key target audiences via the methods identified below (spring 2019; in process).</strong></td>
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<td><strong>Review results with campus leadership (completed fall 2018).</strong></td>
<td><strong>Update and strengthen our integrated marketing and communication plan, which promotes the University’s brand, reputation and community engagement through the tools outlined below:</strong></td>
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<td><strong>Strengthen our Integrated Marketing and Communication Plan</strong></td>
<td>i. <strong>Improve our internal and external communication via the NewsCenter, key messaging, Channel magazine articles, publications, newsletters, bulletin postings, and strategic communication support to the President including writing/editing, vlogs, presentation decks, speeches, remarks and talking points (began fall 2018; ongoing)</strong></td>
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| Improve Operational Communication Structures | • Communication & Marketing Structure/Staffing  
| |  i. Reorganize the Communication & Marketing team to the Division of University Advancement along with two communication professionals from Student Affairs and one from the Office of the President (completed Jan. 2017).  
| |  ii. Hire an additional full-time graphic designer to support Academic Affairs events, projects and student recruitment materials (fall 2019).  
| |  iii. Hire an additional, full-time photographer/videographer to assist with campus-wide projects (fall 2019).  
| | • Campus Internal Communication Procedures/Processes  
| |  i. Establish a campus-wide communication committee (Communication Roundtable) (completed Feb. 2017) to explore, recommend and assist with implementing new communication initiatives for the campus (ongoing).  
| |  ii. Establish an MOU with Admissions & Recruitment for graphic design requests (completed June 2017).  
| |  iii. Launch a new online communication tool (NewsCenter) to provide daily updates for University news, announcements, and event promotion (completed Aug. 2017)  
| |  iv. Establish an MOU with Academic Affairs for graphic design requests (fall 2018; on hold).  
| |  v. Update the Policy for Global Emails for Employees and create a procedure to be approved by the President’s Planning & Policy Council (PPPC) (spring 2019). | ii. Increase by 5% from the previous year, earned media/media relations including internally bred data and trendspotting into marketable stories (ongoing)  
| |  iii. Increase by 5% from the previous year, owned media/content strategy published on social media channels and the website (ongoing)  
| |  iv. Assess monthly our media monitoring and analysis (ongoing) |
| vi. | Develop a new University policy and procedure for Time, Place & Manner and Use of University Buildings in consultation with a campus-wide committee (completed fall 2017). Meet and confer with the unions regarding the policy (completed summer 2018). Submit a final policy with updates for review/approval by PPPC (completed fall 2018). |
| vii. | Develop business practices for news releases, News Center, social media postings (University and President’s accounts), light pole banner promotions, and photography (completed fall 2018). |
| viii. | Develop graphic design templates for Academic Affairs, which can be used for marketing of campus events or activities (summer 2018). |
| ix. | Collaborate with Information Technology Services to secure an online waiver for image releases for students and employees (completed spring 2019). |

**Crisis Communication**

| ii. | Provide media training to Cabinet and select campus leadership (completed April 2017). |
| iii. | Provide crisis plan overview to divisional leadership (summer 2019). |
| iv. | Document business practices for the Emergency Public Inquiry Center (EPIC) managed by C&M, which includes distribution of news releases, social media postings, website emergency banners, NewsCenter postings, and the emergency hotline, 437-3911 (completed fall 2018). |

**Conferences and Events**

<table>
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<tr>
<th>Develop an Infrastructure for Effective Event Planning</th>
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<td>• Successfully completed 25 Live Trainings for Campus and Event Planning 101 all with positive feedback from campus attendees</td>
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<tr>
<td>• Implemented a survey for external groups to understand their experience on campus. Improved relationships on campus to encourage feedback to C&amp;E for campus event improvement. Created an inquiry log to track external requests</td>
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| **Create a Comprehensive Plan for Revenue Generating Events** | • Evaluated current process for inquiries, made changes for efficiency and lessen time spent on inquiries that do not have traction to move forward.  
• Submitted a rate increase proposal that would assist in ensuring cost recovery for campus with a revenue portion. Proposal was approved.  
• Still in the process of developing a marketing plan, have made small steps. Created a package pricing plan to assist event specialists with reducing the time spent on estimates with clients while not confusing the client with all of the items we must charge for.  
• Created a marketing plan for the boating center that included a postcard promoting events and distributed among vendors and Channel Islands Harbor businesses. Hosted NACE (National Association of Catering and Events) meeting to introduce event planners to space.  
**Successfully increased external revenue by 38%** |
| **Commencement** | • Made reductions in FY18/19 to expenses to keep event costs within budget.  
• Moving Commencement to Central Mall to improve efficiencies  
• Developed a budget request that will support the projected rising costs of commencement to ensure safety and experience |
Beginning to work with the campus to identify opportunities to mitigate costs as enrollment grows.

b. Discuss any reallocation of resources in your division to address operating needs changes that have already been addressed by your division. Please list the savings or cost avoidance as a result of reallocated resources, if applicable.

Please see the campus organizational efficiencies report to understand any specific cost savings that have been realized. Please note that the cost savings for University Advancement are being calculated and implemented into the report on an on-going basis. As a result, the number noted in the report do not reflect all cost savings realized. However, we hope to complete our entries and make this information available to the campus very soon.

https://www.csuci.edu/vpbfa/organizational-effectiveness/case-studies.htm

University Advancement has reallocated monetary resources to support the following work:

- Hiring a part time consultant to focus on fundraising in the Santa Barbara area.
- Investing in a brand awareness survey to help inform the opportunities to strengthen the brand of CSUCI and create an integrated communication and marketing plan.
- Investing in fundraising collateral that reflects the campus identified fundraising priorities.
- Investing in a consultant to help the campus identify fundraising priorities.
- Communication and Marketing absorbed the cost of two consultants (a writer and graphic designer) to provide assistance for Development and Admissions-related projects. Regarding cost savings, we anticipate that a new online image release waiver will result in savings for New Student Orientation and HR for paper forms no longer printed; results of those savings will not be known until Dec. 2019.

University Advancement has reallocated staff and administrative time to support the following objectives:

- Strengthening the direct fundraising effort by creating processes that pull the front line fundraising staff out of administrative work, event planning, and extensive volunteer management.
- Centralizing administrative support and creating processes that focus on improved efficiencies and expedited administrative service to the Division.
- Using data to inform the scaling of programs to allow increased capacity in staff time and better movement toward program objectives.
2. New Funding Requests. Please provide a description of new growth funds requested in the attached Funding Request Workbook (Attachment 5). One workbook for each fund. Include a summary of any operational risks that CI must work to mitigate over time. Note that new funding for strategic investment is limited, and should not include any one-time set aside funds for Strategic Initiatives, but may include any reference to how requested funds might support the separately requested one-time funds. Your summary should provide a clear sense of how your unit intends to minimize risk, maximize service, and if necessary, repurpose existing funds to do so.

a. Address how your request supports the University’s Strategic Initiatives and the Trustees’ Student Success and Completion initiatives.

   The long term plan for Commencement will increase the efficiency and effectiveness of the overall management and operation of the event by further developing a committee of campus partners to increase cross-divisional communication and shared responsibility, developing a solid infrastructure to support the growth and sustainability of increasing student graduates, while expanding our technological footprint to further reach the families of our first generation students. Over the past eight years, the permanent campus allocation to support Commencement has remained static at $70,000. Though there is a graduation fee that participating graduates pay, this revenue coupled with the campus contribution does not cover the full per student cost of the event. The increasing number of student graduates and their guests creates a significant risk if the resources are not there to support the growth to ensure a safety and quality. By investing in the necessary resources needed for the size of attendance, the campus will be able to mitigate risk and properly address safety as well as ensure the quality of the event for the student experience as the number of graduates grows over time. The commencement chair has already evaluated necessary costs and has created efficiencies that allowed for reallocation of the existing budget to cover increased costs. As a result, all options to create additional efficiencies and cut costs while preserving the safety and quality of the event have been exhausted. Therefore request is being made that would provide a funded contingency line item in the Commencement budget which would allow the event to safely cover its costs over the next three years.

b. Discuss any major budget challenges for the division in FY20.

   University Advancement must cover any Commencement deficit with the divisional contingency. Given the current budget structure of Commencement, the ceremony is running at a deficit that is increasing annually and cannot be sustained by the Division without putting other critical University Advancement functions at risk.

3. Space. Considering your unit strategic plans please provide a short summary (1-2 pages at most per direct reporting unit/department/fund) that relates these plans to your current space assignment. You may wish to consider the following questions in your response:

   See document: Space Inventory and Needs-CDAE.docx

a. Does your current space inventory meet current programmatic requirements? Or, does the type or quality of the space place any constraints on your ability to meet program requirements? Please provide specific quality or space type concerns (location, specific quality concern, etc.).
b. Will your unit be able to accommodate your growth plans within existing inventory of space? If additional space will be necessary, please describe the amount, type, or quality of additional space you may need to meet programmatic objectives and growth plans.

4. Organizational Chart. Please include a one-page organizational chart for your division to include total FTE regular employees. Highlight any new positions that are included in this request.


Attachments

University Advancement Strategy Map

Space Inventory and Needs

University Advancement Organizational Chart
University Advancement Mission Statement
To engage and serve students, alumni, community stakeholders and University constituents through innovative and collaborative programs which will support, generate revenue, and increase philanthropic investment in CSUCI.

University Advancement Vision Statement
To build an exceptional advancement enterprise that’s committed to student success and that works in support of the University’s strategic initiatives.

University Advancement Values
- **Stewardship**: to build and strengthen relationships among all our constituents
- **Teamwork**: communicate with mutual respect towards a common goal
- **Responsibility**: to be accountable and responsible for our decisions, actions and outcomes
- **Integrity**: to adhere to the ethical standards as articulated by our various professional affiliations
- **Diversity**: to accept and respect individual differences, perspectives and experiences
- **Excellence**: to demonstrate a commitment to quality and approach challenges and opportunities with optimism

University Advancement Initiatives

**Increase Philanthropy**
(4.4 / 4.6 / 4.7)*

1. Build an Institutional Culture of Philanthropy
2. Implement Strategic Plan for Philanthropy
3. Create Communication Plan for Philanthropy
4. Strengthen Divisional Infrastructure for Philanthropy

**Strengthen Conferences & Event’s Support to Campus and Increase Revenue**
(4.10 / 4.11 / 4.13)

1. Develop an Infrastructure for Effective Event Planning
2. Create a Comprehensive Plan for Revenue Generating Events

**Improve University Communication and Strengthen our Brand**
(4.5)

1. Promote University Initiatives and Strategies
2. Evaluate our Brand
3. Strengthen our Integrated Marketing and Communication Plan
4. Improve Operational Communication Structures

**Strengthen Career Development and Alumni Engagement**
(2.13 / 4.4)

1. Establish sustainable partnerships with industry
2. Strengthen alumni engagement
3. Collaborate with Academic Affairs
4. Facilitate a competitive employer relations plan

**Strengthen Administrative Support and Financial Services for the Division**

1. Assess Internal Operations for Efficiencies
2. Improve Policies and Procedures
3. Implement Systems that Result in Proactive Administrative Support

* The numbers listed with each University Advancement initiative indicate a direct tie to the University’s strategic actions. Please reference the University’s Strategic Initiatives 2018-2023 document. Evidence based decision-making and a commitment to long-range planning are key elements to the implementation of University Advancement’s initiatives.
Current Space Inventory (CDAE):

- As our student and alumni population continue to grow and with our intentional focus on establishing sustainable partnerships with industry, the need for an accessible centralized location for all constituents served through CDAE is necessary for the University to consider.
- Average square footage of exclusively career services, not including alumni space is **2,452 sq. ft.** (2018 NACE Career Services Benchmark Report).
- Square footage of two current separate spaces in BT 1548 and 1471 is **1,345 sq ft**, only representing 55% of the average career services square footage.
- With the merge of Career Development and Alumni Engagement in 2018, we lost shared space in the existing Leadership Center in BT 1538, adjacent to the Career Center and representing 573 sq ft which impacted our ability to facilitate additional workshops and seminars.
- Current existing locations in BT 1548 and BT 1471 are centrally-located spaces directly next to Academic Affairs/Student Affairs and better aligned to incorporate other academic resources (e.g., STEM tutoring adjacent to peer advisors). Synergy exists between these support programs and should be integrated in a student-accessible location such as BT 1548 and 1471.
- An accessible larger space to host groups of students, alumni, and industry (25+) including workshops, intern orientations, coffee and careers featuring employers, networking mixers, employer information sessions, and panels is needed. Our current occupancy maximums are as follows and restrain our ability to enhance our industry partnerships:
  - BT 1548 maximum seated capacity (12)
  - BT 1471 maximum seated capacity (20)

Essential Space Needs (CDAE):

- To **work in concert with business and community leadership to develop programs that contribute to a robust economy and engaged citizenship**, an accessible space near parking is needed in order to meet our programmatic objectives and growth plans. Essential space should include the following:
  - Private interview facilities for employers and a waiting area for students/alumni to accommodate the scope of the recruiting program.
o Access to computer labs, conference, and large group meeting rooms equipped with appropriate levels of technology for employer and alumni/student usage (e.g., information sessions, employer panels).

o Reception, student/alumni check-in, and waiting area.

o Private offices for professional counseling staff to perform advising, counseling, or other confidential work.

o Support staff and Graduate Intern work areas.

o Storage space sufficient to accommodate resources, supplies, and equipment.

o Private employer workspace.

o Design of the space guarantees the security and privacy of records and ensures the confidentiality of sensitive information and conversations.

o Department personnel have shared workspaces that are suitably located and accessible, well equipped, adequate in size, and designed to support their work and responsibilities.

o Space should be intentionally designed and located in suitable and accessible space that demonstrates universal design and supports the department’s mission and goals.

CDAE Student/Alumni Engagement and Impact on Student Success:

o Over the past year, Career Development has recognized considerable growth among students/alumni accessing our services. For example, in the 17-18AY, Career Development served **3,524 through center visits, facilitated 1,732 career assessments, and provided 1,521 1:1 career counseling sessions.**

o The growth in student usage is also acknowledged through our **first-destination survey** administered to over 90% of our graduating students annually. In 2017, 50% of graduates reported using Career Development Services at least once during their time at CI, **up 3% points** from the previous year. Furthermore, Career Development is demonstrating a direct impact to supporting the transition students to career professionals. In 2017, graduates who reported using Career Development at least once were statistically **more likely to have found new employment** (23%) than those graduates that did not (16%). Additionally, graduates who reported using Career Development at least once were **twice as likely to have completed an internship** while at CI (23% vs 12%). Graduates who completed an internship were also more likely to have secured new employment (26%) than those who did not complete an internship (18%).

o Partnerships with Academic Affairs to infuse curriculum within the student academic experience resulted in **131 class presentations** conducted to over **1,853 students** during 17-18AY.

o We are also recognizing an increase in use of technology to support the developmental needs of our students. In the 16-17AY we launched appointments online and conducted 40 zoom virtual appointments. Recently, we documented the highest job/internship applicant submission rate with **1,086 submitted**
applications from August 2018-January 2019. In partnership with our employer community, we posted over 3,414 jobs/internships for students and alumni from August 2018-January 2019. Providing additional opportunities for employers to engage in on-campus recruitment programs through an accessible space is an essential component of establishing sustainable partnerships with industry.