

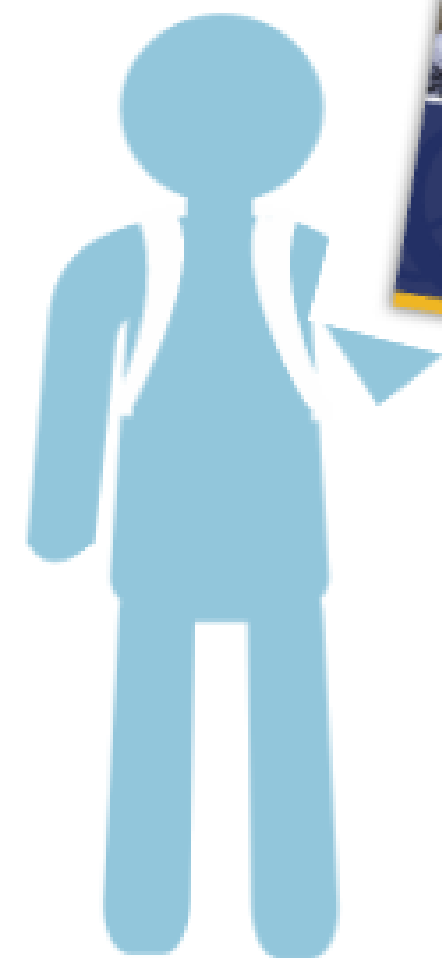
# Student-Centered Support Services Success: Linking Support to Career Mobility

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Vision Destination:  
Empowered  
Learners

Vision Destination:  
Career  
Mobility

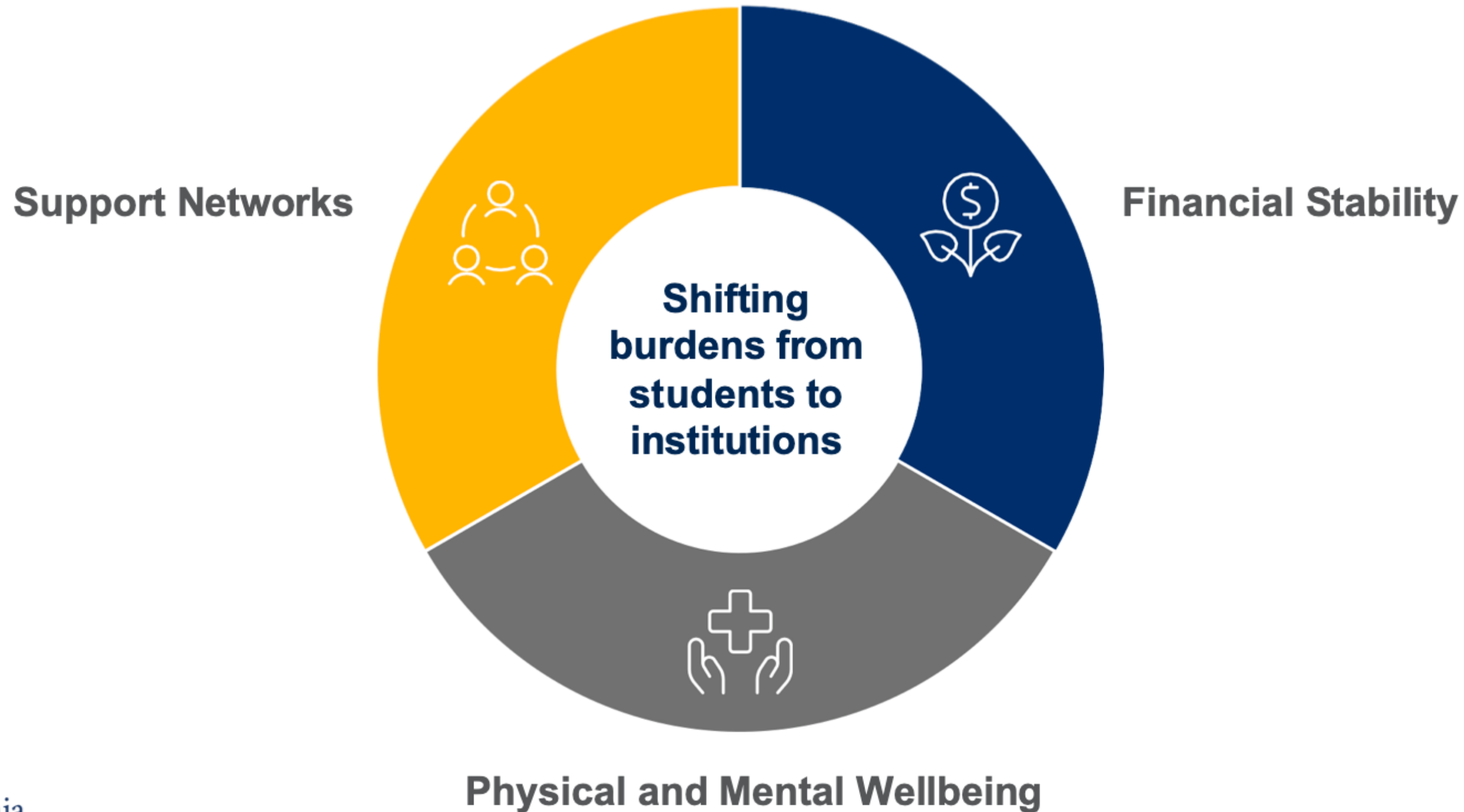
Vision Destination:  
Unconditional  
Belonging

# Office of Equitable Student Learning, Experience, and Impact (ESLEI)



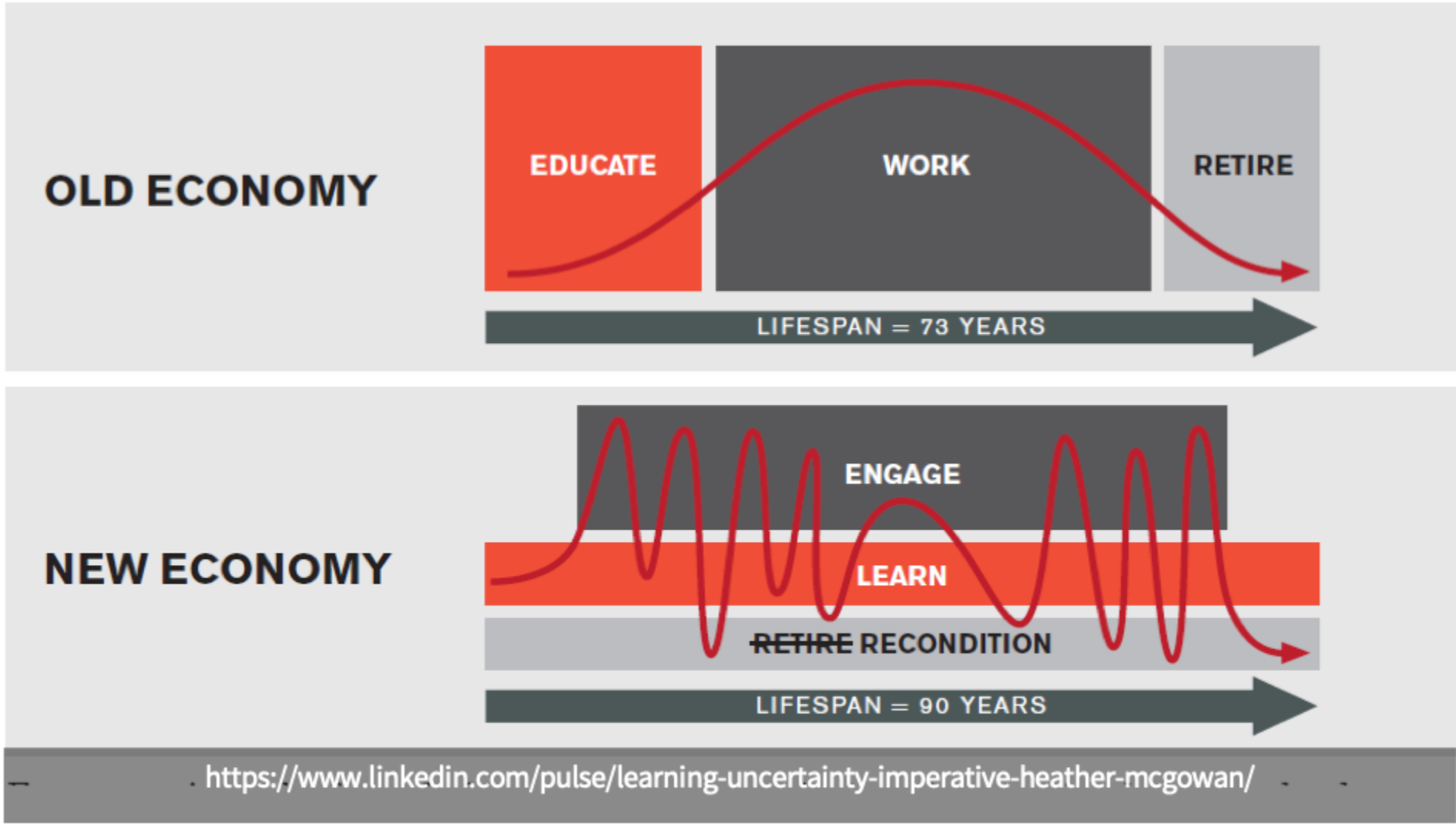
# Student-Centered Support Ecosystem

Changing the Paradigm: Social Determinants of Success



# Transformation: Student Support Ecosystem & Career Mobility

Figure 2: Shifting Life Blocks Framework--Dynamic Education-Work Trajectory



“The illiterate of the 21<sup>st</sup> century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.”

~Alvin Toffler



# Career Mobility

## Ladder



Employees move from one role to the next, generally up, and generally within a given silo or function

## Lattice



Employees move up, around, and sometimes down inside the org

## Agency



Employees move around the org based on their skills, knowledge, and preferences

## Outside In



Workers with specific skills are brought into the org to accomplish certain projects or pieces of work

## Reset



Employees are reskilled and redeployed into new roles, based on the org's needs and strategy

# Framed by Opportunity Structures: Why This Work Matters

## Definition:

Opportunity structures refer to "a **matrix that relates personal characteristics** (e.g., age, disability, race, gender, education, financial status) **to the cultural and social opportunities and options that are available to an individual** throughout his or her life."

Inadequate education and job availability are elements that can serve to block a particular opportunity structure for certain segments of the population ([APA Dictionary of Psychology](#)).

- Opportunity structures are replicated on campus.
- Opportunity structures **impact students differently**, which may mean that career mobility and **student employment outcomes are structural**.



# National Landscape Analysis Findings

- Finding 1.** Programs that lead to higher wages are less available to students of color
- Finding 2.** Regional economies impact lifetime earnings
- Finding 3.** College students' first job is the most critical
- Finding 4.** Integrated, applied, experiential learning improves employment outcomes and increased wages

# Discussion Question

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## **What are your reflections so far on the national landscape findings?**

- 1) Looking at financial stability & networking, what do you know about programs that lead to higher wages? Are they more/less available to students of color?
- 2) How do student support services relate to career mobility and to student financial stability?



# California Student Employment Landscape Findings



# CA Landscape Analysis Findings

## **Findings coalesced around these four topics:**

- Equity
- Data
- Strategy and Structure Surrounding Student Employment
- The Student Employment Portfolio of Services and Programs

# 1) Equity

**Equity is variously defined and misunderstood**, which contributes to uncoordinated and ineffective efforts to address inequities in employment outcomes.

Colleges **lack structures and processes** to enable college employees who focus on career mobility **to integrate and use data to ensure student employment outcomes are equitable.**



## 2) Data

**Data are scarce, siloed, and under-utilized** to know what is happening on campus and **how to improve services and employment outcomes.**

**Using data to measure effectiveness against goals is an underutilized practice** in the continuum of services related to career.

### 3) Strategy and Structure

There was **limited visibility of student employment outcomes reflected** within college strategic plans, possibly signaling the low priority of employment outcomes.


Most respondents were **not able to report how the student employment data was being used** by college leadership, even when it was collected and shared.

## 4) Activities, Experiences, and Guidance

Career-related student support services are varied, with some **personnel largely engaged in 'heroic' efforts with little attention to the intentional design of coordination** across campus.

Student participation in **work-based learning makes it easier to secure employment.**



A student in a plaid shirt is focused on working on a wooden guitar body in a workshop. The student is using a hand plane to smooth the wood. The workbench is cluttered with various tools and materials, including a roll of green tape and a wooden block. The background shows a typical workshop environment with a white wall and a black metal stand.

Student-centered  
Support  
Ecosystem &  
Career Mobility In  
Action

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# Taking Action



How can you use these findings to link career mobility to college support eco-systems?

**Questions, Answers,  
& A-Ha Moments**



**Thank You!**

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