

# Bridging the Gap: Helping Students Translate Competencies into Career Success

ACCJC Webinar

December 9, 2025 | 1:00 pm - 2:00 pm PST

## Welcome!

Please note the following housekeeping items:

- **The chat function will be disabled during this webinar.**
- The session is being recorded and will be posted at [accjc.org/webinar](https://accjc.org/webinar).
- After the event, a post-webinar survey will be available to provide feedback to ACCJC.

# Bridging the Gap: Helping Students Translate Competencies into Career Success

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ACCJC

Outcomes | Innovation | Improvement

nace

national association of  
colleges + employers



College of San Mateo



**Melynie Schiel**  
Vice President  
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**Niesha Taylor**  
Director of Career Readiness  
National Association of Colleges and Employers



**Marieli Rubio**  
Partner and Vice President of Impact  
Career Launch



**Jane Hsu Southwick**  
Career Counselor and Instructor  
College of San Mateo

## HIGHLIGHTS WE'LL COVER

- What are the Skills Employers Value the Most?
- Research on the NACE's Competency Assessment Tool
- Implementation and Outcomes of Embedding the NACE Career Readiness Inventory at College of San Mateo

# Connecting ROI to Student Experience

- ROI reflects economic value students gain
- Career-connected learning supports ROI
- Understanding skills employers need is core
- Measuring those skills and relaying them is key

# Consider these student cases...



## Amira

### Parenting student

Uncertain how to compete in job market after taking several years off work as family caregiver



## Robert

### First-gen college student

Frustrated that entry-level roles still ask for work experience when he is looking for his first paid job



## Diego

### International student

Nervous about his lack of English fluency when networking and interviewing

One of my main concerns about the job search process is learning how to navigate the **U.S. job market** as a career changer, especially adapting my **international experience** to local expectations.



I always have the feeling that I'm not as good as other people and there will be some skills or some areas of knowledge that I'm **missing**. But when you're interviewed, it's very important to come off confident and advocate for yourself.



I realized that I'm **not completely satisfied** with my current job, but I'm not sure what kind of work I really want to do **next**. I'm still trying to find the right direction for my future career.



**Real student community college student concerns...**

**BREAKING**

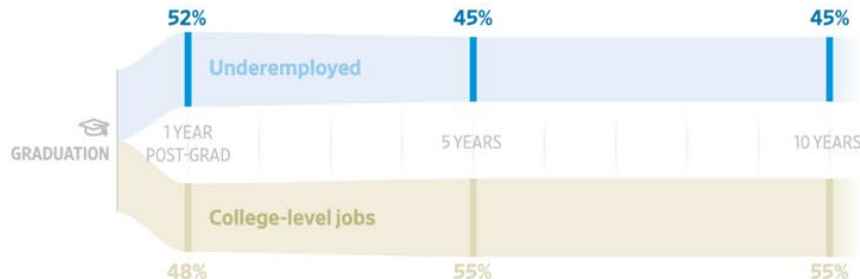
The Supreme Court allowed Fed Governor Lisa Cook to keep her job for now. It will hear arguments in January on Trump's bid to fire her.

LIFESTYLE | CAREERS

# Half of College Grads Are Working Jobs That Don't Use Their Degrees

Choice of major, internships and getting the right first job after graduation are critical to career paths, new data show

Five and 10 years after graduation, many college-educated workers remain underemployed



Source: Burning Glass Institute analysis of Lightcast Career Histories Database.

By [Vanessa Fuhrmans](#) [Follow](#) and [Lindsay Ellis](#) [Follow](#)

Feb. 22, 2024 12:01 am ET

[SHARE](#) [TEXT](#)

1377 RESPONSES [COMMENT](#)



Career Services has historically been an opt-in service...  
What if measuring and bringing awareness to career readiness is embedded within academic courses or benchmarked at orientation/completion?



# NACE REPRESENTS



- 17,000+ members
- 2,800+ Institutions and Organizations
- 10,700+ College Career Services Professionals
- 3,600+ Early Talent Recruiters

# COMPETENCIES & SKILLS GAP

96%

“Graduates are prepared for the world of work”

- Chief Academic Officers



11%

Graduates have competencies & skills required

- Business Leaders



**The NACE  
Career  
Competencies**

# Competencies

There are eight career readiness competencies, each of which can be demonstrated in a variety of ways.



Career & Self Development



Leadership



Communication



Professionalism



Critical Thinking



Teamwork



Equity & Inclusion



Technology

# Career Readiness Competencies Rated by Employers

Competencies	Weighted Average Rating
Communication	4.49
Critical Thinking	4.46
Teamwork	4.37
Equity & Inclusion	4.29
Professionalism	4.23
Technology	4.03
Career & Self-Development	3.81
Leadership	3.68

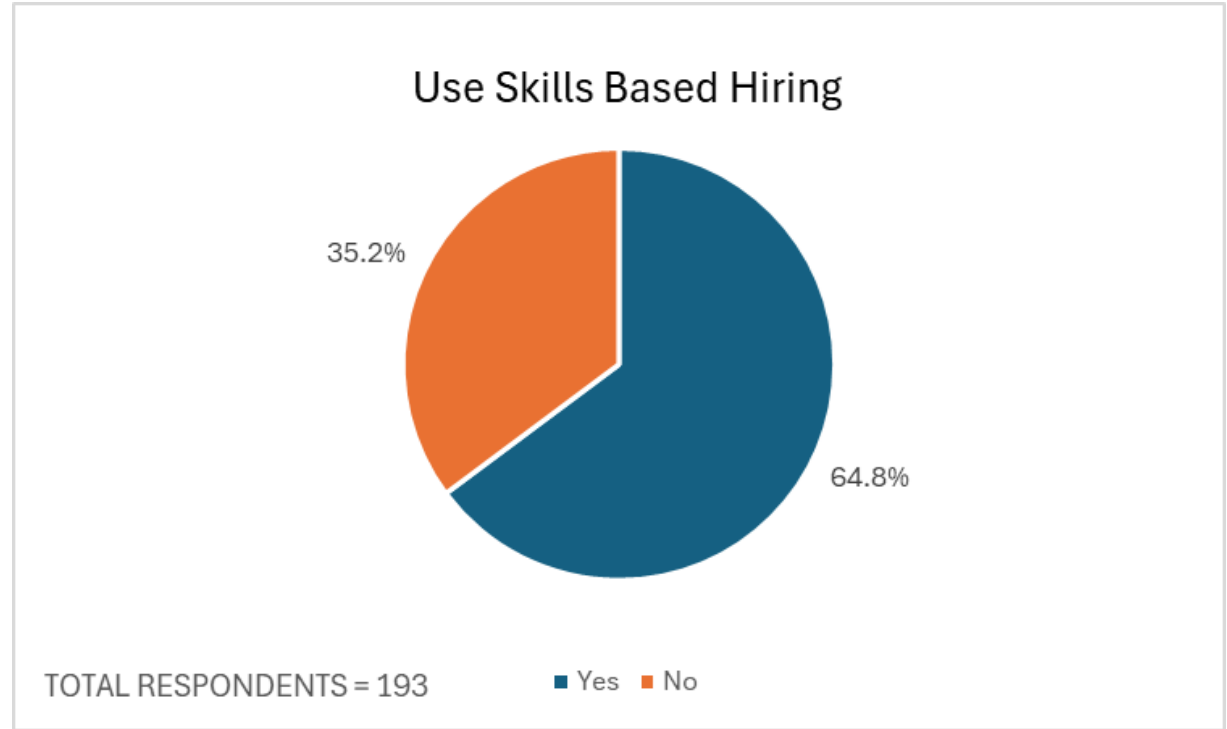
Based on a 5-point scale:

1 = Not at all important

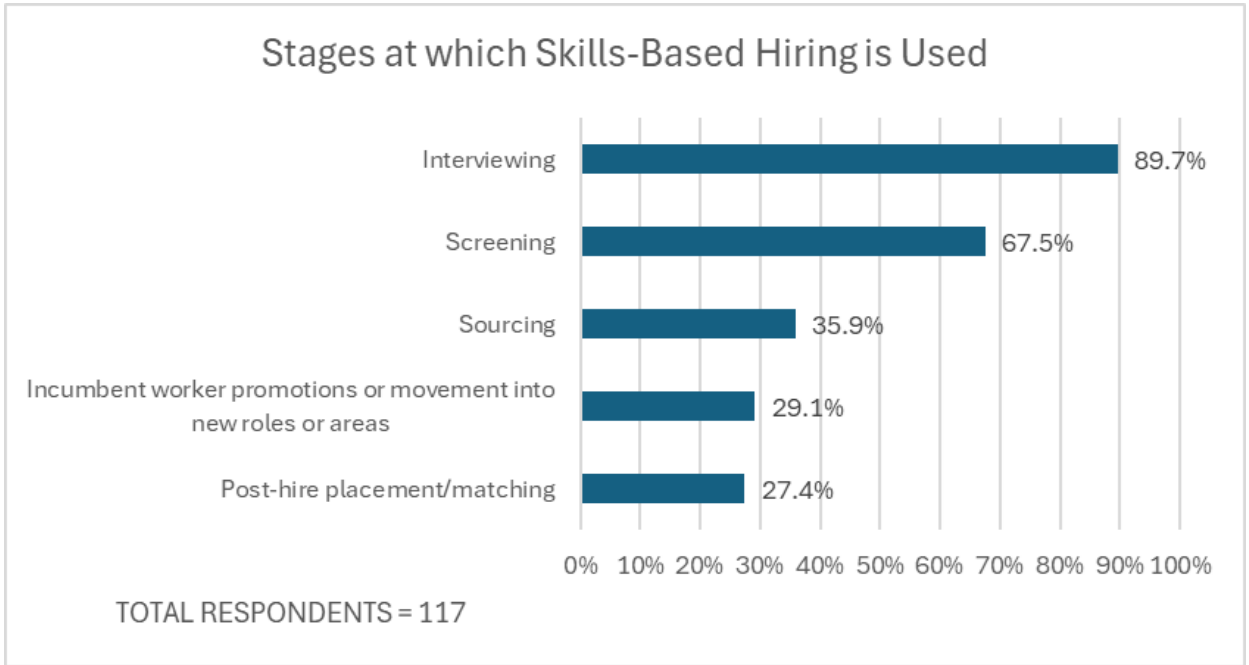
5 = Extremely important

# Most Employers Use Skills- Based Hiring Practices

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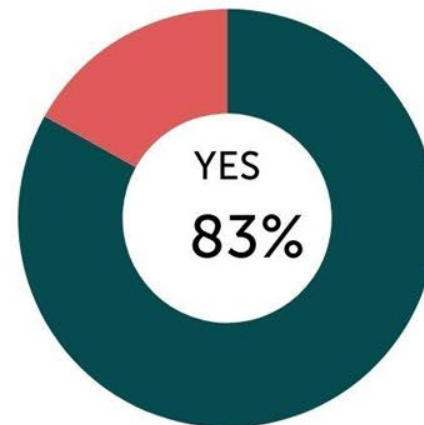


# Skills - Based Hiring Practices Used Most During Interviewing, Screening



# Career Competency Integration 2025-2026 Academic Year

Number of Respondents = 431



Number of Respondents = 330



Department-level



Institution-wide level



Division level

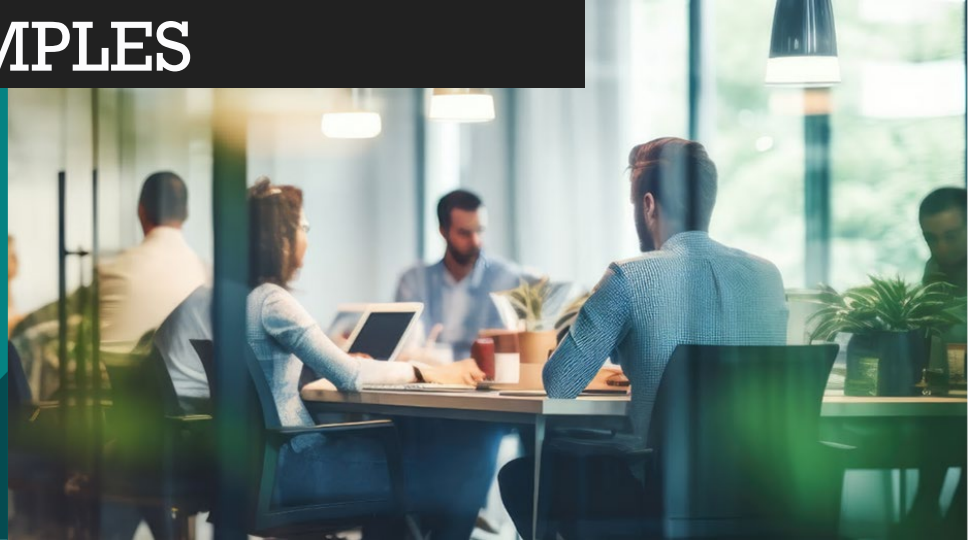


Other ways

Scale of competency implementation



# COMPETENCY INTEGRATION EXAMPLES



# NACE Faculty & Staff Fellows Training

Give you faculty and staff a career competency lens.

**Elevate your faculty and/or staff's confidence in offering impactful career advice** to all of their students.

**Take the leap and infuse career thinking into the curriculum and core experiences** to support career success and greater economic mobility for your students.

<https://www.naceweb.org/professional-development/nace-faculty-and-staff-fellows-fundamentals>

**SUNY Oswego Example**  
**Connecting Chemistry 494 to Your Career: Supplemental**  
**Handout**  
**Kristin Gublo**

*In this course, you will be building skills that employers are seeking. Included below are four career readiness competencies you will develop in this course, with examples of how they connect to the workplace, and how you can articulate these experiences and competencies through various methods to employers.*

**Written Communication**

***In the workplace***, you can expect to articulate your thoughts and ideas clearly and effectively in written form to persons inside and outside the organization.

***In this course***, you will demonstrate this career readiness competency by writing a formal report summarizing an independent research project, including the following sections: introduction (including a review of the scientific literature), description of experimental methods and procedures, experimental results including tables and graphs as appropriate, and discussion of the significance of the experimental results.

***On your resume***, you can articulate this career readiness competency by including the title of your paper and detailing your methodology and findings in succinct bullet points

**Critical Thinking/Problem Solving**

***In the workplace***, you can expect to exercise sound reasoning to analyze issues, make decisions, and overcome problems.

***In this course***, you will demonstrate this career readiness competency by writing a short paper in which arguments presented in the scientific literature are identified, analyzed, and critically evaluated.

***On LinkedIn***, you can articulate this career readiness competency by sharing the articles you researched and the conclusions you drew from your literature review to encourage discussion with others in your field of interest.

# Articulation is Critical



How can you make sure students can tell their competency development stories?



Ask students to create a bullet on their resume regarding their project and related competency development.



Add an experience/question at the end of the project or assignment that helps students practice articulating their new competency development.

How would you rate your students' awareness of where they are at in their own **career readiness**?

**POLL**



How would you rate your students' ability to communicate their career readiness to employers?

POLL





In  
partnership  
with



# Our NACE Competencies Vision

For all institutions to have baseline data and growth data  
of their students' career readiness

## NACE CAREER READINESS+ INVENTORY

(Plus Version)

NACE  
Career Readiness Competencies



+

Career-Aligned Social Capital

+

Life Design Mindsets

+

Career Mobility Best Practices

# NACE Competency Rubric Tool Example

## Communication

Clearly and effectively exchange information, ideas, facts, and perspectives with persons inside and outside of an organization.

Dimension	1 Emerging Knowledge	2 Comprehension	3 Early Application	4 Advanced Application	N/A
<b>Oral Communication</b>	Recognizes the elements of effective oral communication skills, such as: asking appropriate questions.	Understands how to use oral communication skills to convey meaning.	Sometimes uses effective oral communication skills to convey meaning.	Consistently uses effective oral communication skills to convey meaning.	
<b>Written Communication</b>	Recognizes the elements of effective written communication skills, such as: using clear topic sentences and providing evidence to support claims.	Understands how to use written communication skills to convey meaning.	Sometimes uses effective written communication skills to convey meaning.	Consistently uses effective written communication skills to convey meaning.	
<b>Non-verbal Communication</b>	Recognizes the elements of effective non-verbal communication skills.	Understands how to use non-verbal communication skills to convey meaning.	Sometimes uses effective non-verbal communication skills to convey meaning.	Consistently uses effective non-verbal communication skills to convey meaning.	
<b>Active Listening</b>	Recognizes the elements of effective active listening, such as: asking clarifying questions and summarizing what was heard.	Understands how to use active listening skills when communicating with others.	Sometimes uses active listening skills when communicating with others.	Consistently uses active listening skills when communicating with others.	

# A Proven Method

Tested for validity, usability, and reliability

**100+** NACE member schools engaged to field test the assessment tool

**600+** volunteers, including students, who participated in three phases of field testing

**18** months of rigorous field testing conducted spread through three main phases led by NACE

## Advisors for Inventory+



**Matthew Brink**

Chief Programs and Content Officer  
NACE



**Julia Freeland Fisher**

Director of Education Research  
Christensen Institute



**Bill Burnett**

Adjunct Professor, Stanford University  
Executive Director, Life Design Lab

# NACE Competencies

## Examples:

- Participating in a class discussion.
- Giving a presentation in front of an audience.
- Updating your supervisor/teacher/classmate on a project.

## Definitions:

Oral Communication = Talking, conversations, presentations, phone calls, video chats, etc.

OK



## Oral Communication *\*Required*

- I recognize (but don't fully understand) the elements of effective oral communication skills, such as asking appropriate questions.
- I understand how to (but don't currently) use oral communication skills to convey meaning.
- I sometimes (but don't consistently) use effective oral communication skills to convey meaning.

# Social Capital Questions

I have relationships with former employers and teachers/professors who would be willing to give me a formal recommendation if/when needed. *\*Required*

Employers (Choose Below) *\*Required*

2 Relationships

Teachers/Professors (Choose Below) *\*Required*

1 Relationship

I have proactively asked to have a career conversation with a professional at an organization I'm interested in working for. *\*Required*

No, and I had not considered this

Not yet but I plan to

Yes, once

Yes, multiple times

# Career Mobility Questions

I have completed at least one experience working in an environment similar to my career interests (internship, research position, part-time job, significant volunteering). *\*Required*

Yes

Not yet

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I have created career plans with guidance from a staff or faculty member at my college. *\*Required*

Yes

Not yet



In  
partnership  
with

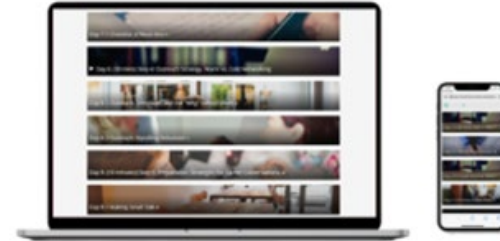
College of San Mateo

# College of San Mateo - Job Search Course

## College of San Mateo

- 3-Campus District
- SF Bay Area

How to integrate career development across campus?



## CRER 127

### Job Search Strategies

- Online Asynchronous
- 1-unit course / 6 weeks

### Objectives:

- Resume
- Cover Letter
- Interview Skills
- Networking

# One Way to Integrate Career Readiness

NACE Career Readiness+  
Inventory



## NACE Career Readiness Inventory

- Required pre/post assignment
- Reflection activity

How to introduce career readiness concepts?

## Career Launch Partnership

### 8-Step Framework

- Workbook
- Video content
- Scripts

How to increase social capital of our student populations?



# Consider these student cases...



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### **Parenting student**

Uncertain how to compete in job market after taking several years off work as family caregiver



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Frustrated that entry-level roles still ask for work experience when he is looking for his first paid job



## **Diego**

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# Implementing career readiness...

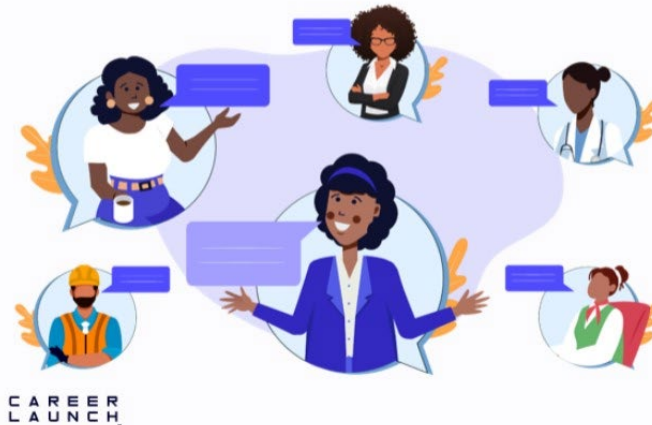


**Amira**

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## Agency & Relationships



with...

**Professionals**

**Alumni**

**Employers**

**are Critical**

# Competencies

There are eight career readiness competencies, each of which can be demonstrated in a variety of ways.



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## Career & Self Development

### Networking <sup>\*</sup>Required

- I can identify elements of effective networking, such as connecting with individuals and expecting reasonable outcomes (but I don't fully understand them).
- I understand how to (but don't currently) use networks to create new career pathways.
- I sometimes (but don't consistently) use networks to build new relationships and pathways that align with career goals.
- I consistently use networks to build new relationships and pathways that align with my career goals.

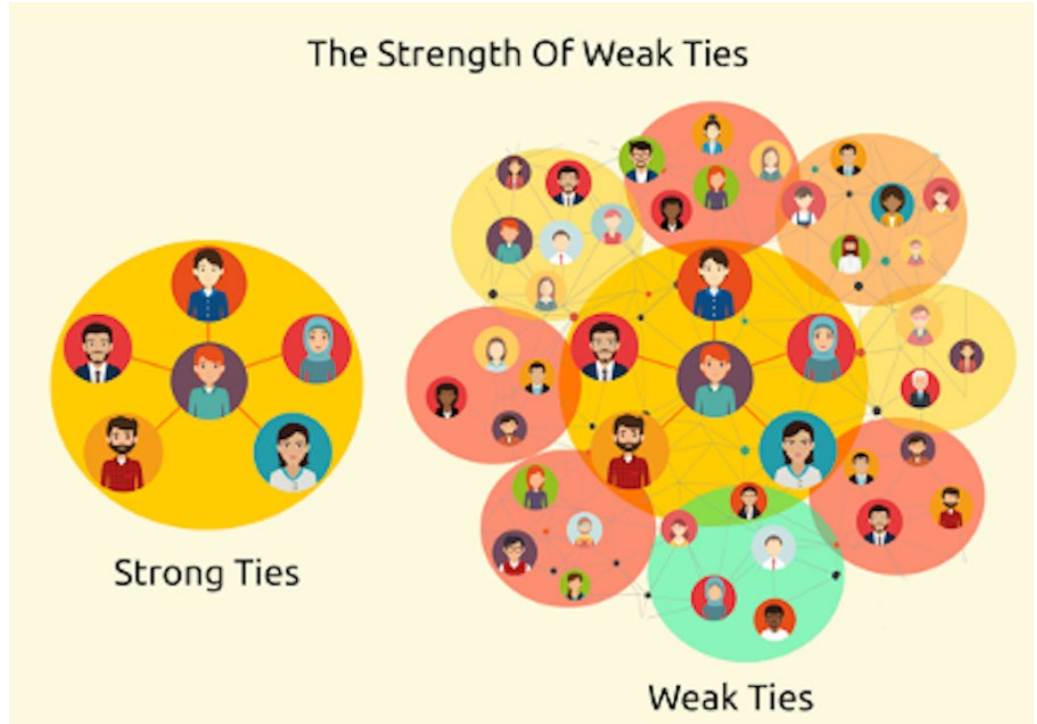
# Implementing career readiness...



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# Implementing career readiness...



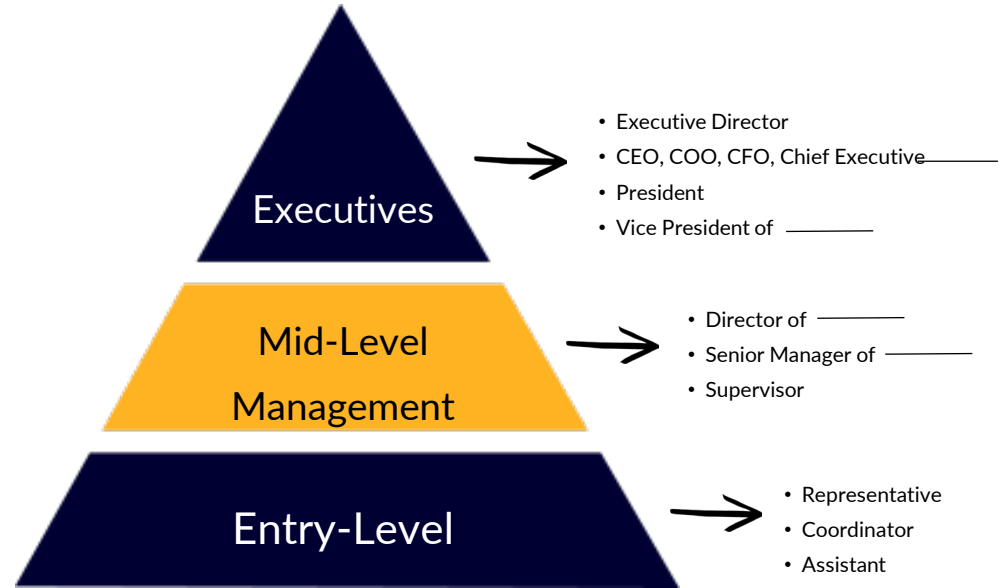
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## Career Launch Curriculum Strategic Research Module

CAREER  
LAUNCH



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# Implementing career readiness...

Week 4 | Veteran, Dreamer, Immigrant Resources



## Job Search Resources for Specific Populations

This is a list of career and job-search resources specifically catered to student populations that may need more individualized support: Undocumented, International, and Veteran Students.

## Undocumented Resources

[U.S. Federation of Worker Cooperatives](#) ➞

- Utilize this resource to filter by industry and location for worker cooperatives

[Entrepreneurship Ideas Resources from Immigrants Rising](#) ➞

- Articles and resources on entrepreneurship and freelancing

[The Non-Citizen's Guide to Entrepreneurship](#) ➞



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Career & Self Development



Leadership



Communication



Professionalism



Critical Thinking



Teamwork



Equity & Inclusion



Technology



# Competencies

There are eight career readiness competencies, each of which can be demonstrated in a variety of ways.

## Engage Multiple Perspectives <sup>\*Required</sup>

- I am aware (but don't fully understand) that different cultures may have different experiences and viewpoints.
- I understand the need for getting (but don't currently seek) input from multiple cultures.
- I sometimes (but don't consistently) seek input from multiple cultures.
- I consistently seek input from multiple cultures and then integrate the input into future decisions and actions.



Equity & Inclusion

# Implementing career readiness...

## *Week 1*

### Class Discussion - Making space for identity and culture

#### Step 1: Answer These Prompts

1. Share something about your family, childhood, identity, or cultural background that may influence your academic/career goals.
1. After reading through the course syllabus, please share any fears or concerns you feel about the job search process and why?

#### Step 2: Respond to classmate

Comment on similarity, difference, or anything else you appreciate in your classmate's original post.



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### International student

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# Implementing career readiness...

*Week 1*

Class Discussion - Finding common ground

"Watching my parents **navigate language barriers and cultural expectations** taught me how much influence messaging can have...My goal is to use these experiences to create marketing campaigns that are not only effective but also **inclusive and authentic.**"



"I can relate to growing up in a multicultural household because **understanding different perspectives has been important in my own life too.** I like how you connect that experience to your interest in marketing and creating inclusive campaigns."

# Implementing career readiness...

*Week 1*

Class Discussion - Building community

"I **originally came from Vietnam** and the culture as well as academic expectations were very different. It took me a while to feel more comfortable and believe in myself that I would be able to make it here."



"It seems you are experiencing ***imposter syndrome*** and although I am not familiar with your work, I do want to say... You would not have gotten the job if you were not qualified, so do not worry, **YOU DO BELONG THERE.**"

## NACE CAREER READINESS INVENTORY REPORT

General Access: Fall 2024 - Spring 2025

PDF



Aaliyah

Area of Study  
Journalism

Academic Level  
1st Year

Report Date  
09/26/2025

NACE Career Readiness Level



Overall Career Readiness

General



Communication



Oral Communication



Written Communication



Non-verbal Communication



Active Listening



# Overall Career Readiness Skill Level

# Student Dynamic Dashboard

**Teamwork****Build Relationships  
for Collaboration**

Understanding

**Respect Diverse Perspectives**

Advanced

**Integrate Strengths**

Emerging

**Recommendations****Participate in Study Groups**

👥 Collaborate with peers by creating or joining study groups.

**Be Thoughtful About Supporting Others**

👉 In group and team settings, think about what you can do or say to support your teammates.

**Join Relevant Communities or Organizations**

🔗 If you currently do not have many opportunities to work in groups, think about joining communities or organizations related to your fields of interest. These experiences will provide opportunities to practice your teamwork skills.

**Use Teamwork Apps**

📱 For team projects, utilize collaboration tools like Trello, Asana, or Slack to enhance your teamwork and communication skills. These apps allow you to practice organizing and managing group tasks.

**Participate in Team-Building Exercises**

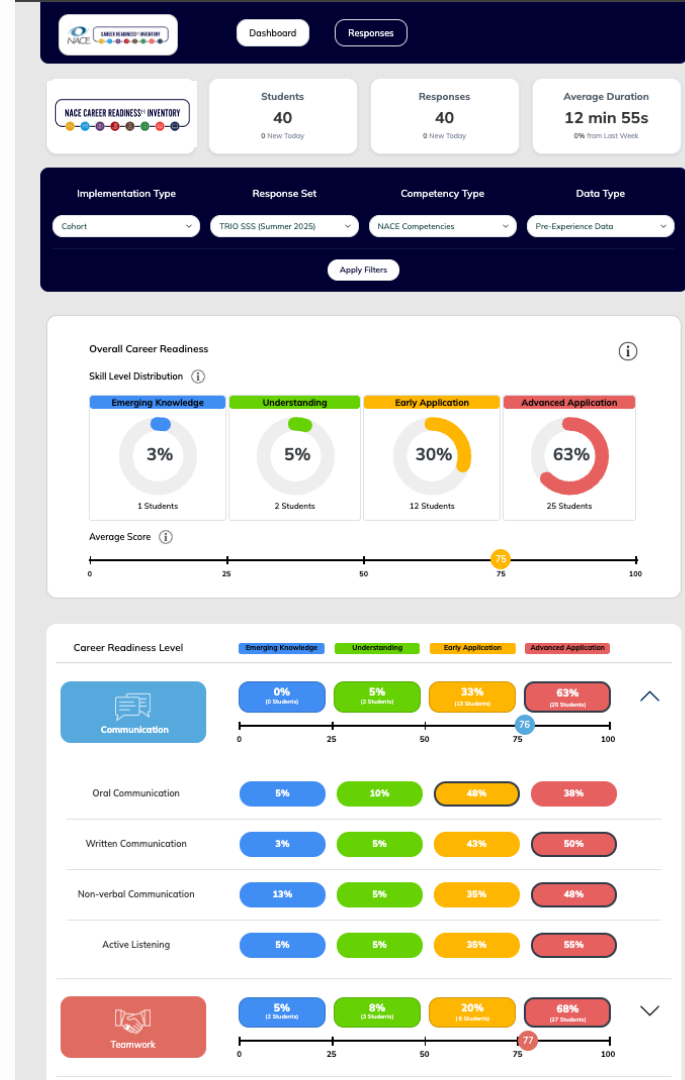
🗣️ Take the lead or participate in team-building exercises to strengthen your relationships with the people in your group or on your team. Spending time with people on your team in different environments can provide you the opportunity to get to know each other better, which can make you a better teammate.

**Participate in Team Sports**

🏆 Engage in recreational sports teams to develop essential teamwork skills such as communication, coordination, and mutual support. Participating in team sports can provide valuable lessons in collaboration and teamwork.

# Data Analytics Dashboards for Leadership

View aggregate & segmented career readiness data



# Benefits to Measuring Career Readiness



Alignment with  
your Strategic  
Plan

Increase Student  
Awareness of  
Skills

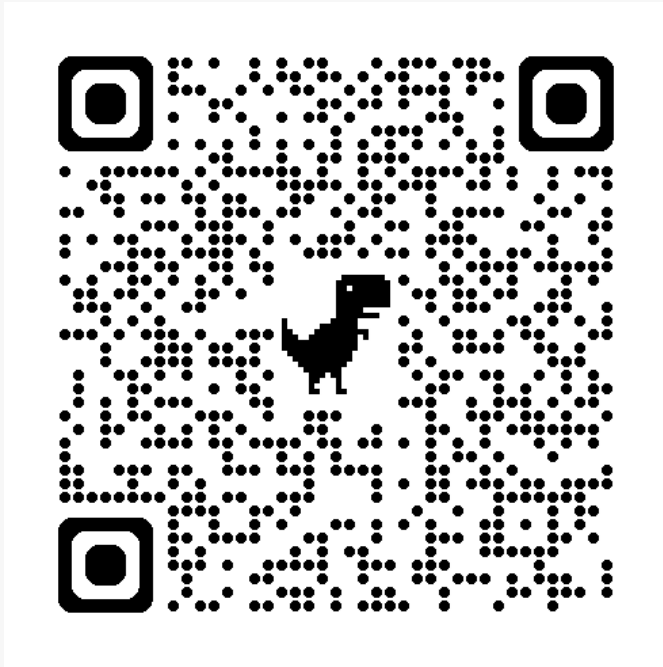
Gain Valuable  
Data to Inform  
Decision Making



**NACE National  
Benchmarking  
Data**

# Compare your Institution with National Data

To receive a copy of the NACE Career Readiness Inventory white paper and/or see a full demo , scan the code!



[careerlaunch.academy](https://careerlaunch.academy) |  
[accjc.org](https://accjc.org) | [naceweb.org](https://naceweb.org)

## Driving Employability: Track Institutional Impact with the NACE *Career Readiness+ Inventory*

by Terry Vaughan III, PhD



# Thank you for attending today! We invite you to connect with us

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[www.accjc.org/webinar](http://www.accjc.org/webinar)

Thank you!