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	Category	Student Affairs	Last Review date	
	Policy Number	STU-007	Next Review date	14/06/2029
	Responsible Entity	VP Student Affairs	Approved By	President

Overview

AIU was founded with a specific educational purpose: to provide Kuwaiti students with an American-model university education that equips them to lead, innovate, and contribute to Kuwait's national development. That purpose is not fulfilled at graduation. It is fulfilled when graduates succeed in careers that reflect the knowledge, skills, and professional formation their university education was designed to produce. Career Services at AIU is the institutional function that bridges the gap between the classroom and the career, making the connection between what students learn and how they apply it in professional life explicit, supported, and measurable.

Accrediting agency requires that institutions monitor and analyze student outcomes following graduation and use those results for improvement; requires that student support services are sufficient in nature, scope, and capacity to promote students' academic, personal, and professional development; requires that the effectiveness of student support services is assessed and the results are used for improvement. Together, these requirements mean that a Career Services program at AIU must do three things: deliver genuine services that support professional development; analyze the graduation employment surveys; and use that evidence to improve both career services and academic programs.

AIU's Career Services Center provides a comprehensive range of services, programs and materials focusing on career exploration and decision making, professional development, experiential learning and employment assistance, hosting an annual Career Fair, and facilitating connections between students and local business partners. This policy formalizes that operation, defining what the Career Services Center must provide, how internship placements are governed, how graduate outcomes are analyzed, and how the evidence feeds back into the institution's quality assurance cycle.

Scope

This policy applies to all AIU Career Services Center activities, programs, and staff. It governs the services provided to all enrolled students at all levels (undergraduate and graduate). It governs the internship placement governance framework for both credit-bearing and non-credit internships supported by the Center. It applies to all academic Schools in their coordination with the Career Services Center on program-specific professional development and placement requirements.

Purpose

The purposes of this policy are to:

- Define the comprehensive service portfolio of the AIU Career Services Center across five service categories: career exploration and advising; professional development and employability; internship and work-integrated learning; and employer engagement support and recruitment;
- Establish the governance framework for internship placements, ensuring that learning agreements, workplace supervision, student monitoring, and assessment of learning outcomes are systematically managed involving the Academic Affairs, Deans, Faculty, and Academic Engagement and Partnerships;

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- Define the graduate outcomes tracking system with Alumni Affairs and Academic Affairs, assist the Institutional Effectiveness and Alumni Affairs with the annual graduate survey and the KPI framework, through which AIU fulfils accreditation requirements;
- Establish the Key Performance Indicators and targets against which Career Services effectiveness is measured and reported annually;
- Connect career services outcomes to the IE-001 assessment cycle, ACA-004 program review, and IE-003 strategic planning, so that graduate employment data informs curriculum and program decisions;
- Align AIU's career services with the Kuwait Vision 2035 national development framework, specifically the employment and workforce development priorities of Kuwait's economic diversification agenda;
- To support graduate outcomes monitoring, sufficient student support services for professional development, assessment and improvement of student support services, and disaggregated student outcomes data, assist Institutional Effectiveness and Alumni Affairs' in graduate data collection and analysis for further amendment of services.

Definitions and abbreviations

Career Services Center (CSC): The institutional unit responsible for career development services, employer connections, and internship placement support. The CSC is located within the Student Affairs portfolio and reports to the VP Student Affairs.

Career Services Coordinator: A professional staff member of the CSC qualified in career counselling, career development facilitation, or a related field, responsible for delivering individual and group career services to AIU students, as well as managing the programs and events.

Work-Integrated Learning (WIL): Any structured learning experience that takes place in a workplace setting and is formally connected to a student's academic program, including credit-bearing internships, and practicums. WIL at AIU is coordinated between the CSC and the relevant academic School.

Credit-Bearing Internship (internal and external): An internship that carries academic credit as part of a specific program's curriculum, assessed through defined learning outcomes, and requiring a Learning Agreement, workplace supervision, and academic assessment components.

Learning Agreement: A three-party written agreement signed by the student, the workplace supervisor, and the relevant AIU Dean or Department Chair, specifying the learning objectives, planned activities, duration, supervision arrangement, and evaluation criteria for a credit-bearing internship.

Employer Partner: An organization, government, private sector, or NGO, that has entered into a formal or informal relationship with AIU to provide internship placements, employment opportunities, or employer engagement activities for AIU students and graduates.

Graduate Outcomes Survey: AIU's annual survey of graduates at one year and three years following graduation, measuring employment status, job quality, career trajectory, and program satisfaction conducted and administered by Institutional Effectiveness and Alumni Affairs. The primary instrument for accreditation compliance.

Employability Readiness: The Kuwait National Development Plan establishing economic diversification, workforce nationalization, and knowledge economy goals that guide the priority sectors and professional competencies that AIU's career services and academic programs emphasize.

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Annual Career Services Report: The annual report produced by the CSC Director covering service utilization, KPI performance, employer engagement, graduate outcomes data analysis, and improvement actions for the following year.

Policy

Article 1: Governing Principles

The following principles govern the design and delivery of career services at AIU:

- Education-careers integration:** Career development is not a separate layer on top of academic education - it is integrated with it. Faculty design authentic assessments with professional relevance; advisors connect course content to career pathways; employer engagement informs curriculum development. The Career Services Center works in partnership with academic Schools, not in parallel to them.
- Student agency:** Career services support students in developing their own career direction - they do not prescribe career paths. Services are designed to build students' capacity to make informed, autonomous career decisions, not to channel them toward particular employers or sectors.
- Equity of access:** Every AIU student has access to core career services regardless of their Program, academic year, academic standing, or financial circumstances. The Career Services Center does not operate a 'high demand' premium tier, services are available to all enrolled students.
- Evidence-based improvement:** The Career Services Center collects or receives data on service utilization, student outcomes, employer satisfaction, and graduate employment, and uses that data to improve its Programs every year. Career services that are not evidenced to be working are revised or replaced.
- Kuwait context:** AIU's career services are designed for the Kuwait employment and international markets. Career preparation reflects the professional norms, employer expectations, and workforce development priorities of the world, including Kuwait Vision 2035 objectives and the Kuwaiti-national private sector employment context.
- Employer partnership:** The value of AIU career services depends substantially on the quality of AIU's employer relationships which are administered by Academic Engagement and Partnerships Department. The Career Services Center actively cultivates a diverse employer partner network, not simply as a placement mechanism but as an ongoing connection between the university and the professional community that informs curriculum relevance and employability Program design.

Article 2: The AIU Career Services Center - Core Services

The Career Services Center provides the following services, organized across five categories. Service minimums specified are institutional floors, not targets. All services listed are available to enrolled students at all levels and in all Programs. The CSC Director reports annually on performance against all service delivery standards:

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Service Category	Services Provided
A. Career Exploration and Advising	
Individual career counselling	One-to-one appointments with career services' staff to explore career options, identify strengths and interests, discuss career pathways aligned with the student's Program, and develop a personal career action plan. Appointments are available to every student on demand and by invitation.
Career assessments	Validated career interest and aptitude tools to help students make informed career decisions.
Group career workshops	Structured workshops on career exploration topics delivered at least twice per semester: career options by discipline, career decision-making frameworks, understanding the Kuwait labor market, developing relevant skills.
Resume and CV development	Workshops on resume and CV writing adapted to Kuwait and GCC employer expectations; one-to-one resume review for all students who request it. This includes promotion of CV crafting digital tools.
Cover letter and application support	Workshops and individual support on drafting effective cover letters and supporting job applications. This includes promotion of cover letter crafting digital tools.
Interview preparation	Mock interview sessions (in-person and video format); interview skills workshops covering behavioral, competency-based, and case interview formats; video self-assessment tools where available. This includes promotion of interview practicing digital tools.
Portfolio and professional presence	Workshops on professional portfolio development, LinkedIn profile optimization, and professional online presence - relevant across disciplines including Engineering, Design, Business, and Education.

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Internship placement support	Maintenance of the AIU External Internship Portal; proactive identification of internship opportunities for students; coordination with Deans and Department Chairs on Program-required internship and practical training components.
Internship monitoring	Monitoring of student placement progress during internship periods, including check-in contacts, supervisor liaison, and coordination with the PUC e-training platform requirements where applicable.
On-campus Student Employment Program (OSEP)	Managing OSEP, which offers job opportunities for students within AIU departments and schools, including the Portal administration, program design, and coordination with supervisors, Finance Department, and students.
B. Employer Engagement and Recruitment	
Annual Career Fair	AIU Annual Career Fair connecting students and graduates with employers from Kuwait public sector, private sector, and GCC organizations. Minimum of 20 employers participating annually; structured to provide both employment and internship opportunities.
On-campus employer presentations	Coordination of employer information sessions, company presentations, and on-campus recruitment events throughout the academic year.
Job Navigator and vacancy dissemination	Maintenance and regular update of the AIU Job and Internship Vacancy Board (digital), circulating current openings from employer partners to registered students.
Employer partnership development support	Proactive support in development of relationships with employers in sectors relevant to AIU's Program disciplines (Business, Engineering, Design, Education).

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Article 3: Internship and Work-Integrated Learning Governance

Internship placement is one of the most educationally significant activities the Career Services Center supports. The following governance framework applies to all internship placements coordinated through or supported by the CSC. This framework is consistent with the Ministry of Higher Education's e-training platform requirements and with PUC practical training regulations:

Requirement	Standard
Employer eligibility	Organizations hosting AIU interns must be legally registered businesses, government entities, or NGOs operating in Kuwait or the GCC with appropriate supervisory capacity for the student's discipline.
Supervision standard	Each intern must have a designated workplace supervisor who holds appropriate professional seniority in the relevant field; the supervisor must be available to the student for guidance on a regular basis and must complete AIU's internship supervisor evaluation.
Learning agreement	A three-party Learning Agreement is signed before the internship begins by the student, the workplace supervisor, and the relevant AIU Dean or Department Chair. The Agreement specifies the learning objectives, the activities planned, the duration, the supervision arrangement, and the evaluation criteria.
Duration	Credit-bearing internships must meet the minimum duration required by the Program's curriculum and PUC regulations. Non-credit internships supported by the Career Services Center have no minimum duration but are encouraged to be at least four weeks to produce meaningful professional learning.
Credit internship monitoring	The Career Services Center maintains contact with the student and workplace supervisor at minimum at the midpoint and end of the internship. Concerns raised by either party are addressed within ten working days.
Student deliverables	Students completing credit-bearing internships submit a placement report and a reflective journal or portfolio as specified in the Program's internship

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	course requirements. These deliverables are assessed by the faculty course coordinator.
Supervisor evaluation	Workplace supervisors complete AIU's standardized Employer Supervisor Evaluation Form at the internship's conclusion. Results are used in: the Program's PLO assessment for internship-related learning outcomes (IE-001); the Annual Career Services Report; and Program review (ACA-004).
Safety and welfare	Students on internship placement remain subject to AIU policies. Any workplace safety concern or welfare issue is reported to the Career Services Center and to the relevant Dean within 24 hours. The Career Services Center coordinates the institutional response.
PUC compliance	Where the PUC e-training platform or other Ministry of Higher Education reporting requirement applies to practical training, the Career Services Center coordinates compliance in coordination with the Registrar and the relevant Dean.
Insurance	Students on approved internship placements are covered by AIU's institutional liability policy for education-related external placements. Students are advised to confirm any additional insurance requirements with the host employer.

Credit-bearing internship academic requirements, including the curriculum objectives, credit value, learning outcomes, and assessment components, are governed by the relevant Program's curriculum approved under ACA-004. The internship and future employability outcomes are strongly linked to the academic programs' quality and content. This policy governs the placement and governance dimensions; the academic dimensions are governed by the Program's curriculum policy.

Article 4: Graduate Outcomes Tracking

AIU tracks the professional outcomes of its graduates because accrediting agency requires it and because graduate employment data is one of the most important signals about whether AIU's educational Programs are delivering on their promise. This policy governs use of data in student services; the development, administration, data collection, and analysis fall under Institutional Effectives and Alumni Affairs responsibility. Graduate outcomes data is used in the Annual Career Services Report and career services enhancement strategies.

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The following framework governs graduate outcomes tracking:

- Annual graduate survey:** The Office of Alumni, in coordination with the IR Director (IE-002), administers an annual survey of all graduates from the previous academic year. The survey measures: employment status (employed, in postgraduate study, seeking employment, not seeking); employment sector and role level; relevance of AIU education to current role; skills most and least valued by employers; and satisfaction with AIU's career preparation support. The survey is conducted between eight and fourteen months after graduation.
- Three-year graduate survey:** A second survey is administered to graduates at approximately three years following graduation, measuring career progression, role advancement, further study, and retrospective assessment of AIU's contribution to career outcomes. The three-year survey data is used in the five-year Program review under ACA-004.
- Survey methodology and response rates:** The IR Director recommends appropriate survey methodology to maximize response rates. A target response rate of 40% or above is established as the minimum for the data to be considered representative for KPI reporting purposes. Where response rates fall below 40%, the IR Director and Office of Alumni Director jointly review whether supplementary data collection is needed.
- Disaggregation:** Graduate outcomes data is disaggregated by Program, school, and, where sample sizes permit statistical validity, by gender and nationality, consistent with accreditation requirement. Disaggregated data identifies any Program or demographic group whose graduate outcomes diverge materially from the institutional average.

Use of data: Graduate outcomes data is used in: the Annual Career Services Report; the Annual Institutional Effectiveness Report (IE-002); Program review under ACA-004 (employment outcomes are a required review component); and, in aggregate form, on AIU's public website as consumer information for prospective students.

Article 5: Key Performance Indicators and Annual Assessment

The Career Services Center is accountable for performance against the following Key Performance Indicators, reported annually in the Annual Career Services Report and in the Annual Institutional Effectiveness Report:

KPI	Definition and Measurement	Target (Year 3 from Launch)
Internship placement rate	Percentage of students completing a credited internship or work-integrated learning component who were placed within the academic year in which the placement was required	>=75% of students requiring placement placed within the required semester

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Career services utilization	Number of participants who attended/used at least one Career Services Center service during the academic year (excluding passive job board access)	>=500 participants per year
Annual Career Fair participation	Number of employer organizations participating in the AIU Annual Career Fair	>=20 organizations
Employability skills workshop attendance	Number of student workshop attendances across employability skills workshops (resume, interview, professional presence) per academic year	>=300 attendances per year
OSEP student engagement	Number of filled vacancies	>= 50 per semester
OSEP departments representation	Number of departments represented in the vacancy list	>=8 departments/schools each semester
Student satisfaction with career services	Percentage of career services users who rate overall service quality as Satisfied or Highly Satisfied in the post-event satisfaction survey	>=80% satisfaction rate

KPI targets are reviewed annually in the Annual Career Services Report and are revised through the strategic planning process (IE-003) where evidence shows that targets are either consistently exceeded (suggesting they should be raised) or consistently unachievable (suggesting a Program or resource constraint requiring a different response). KPI below-target performance triggers a documented improvement action in the Annual Career Services Report, consistent with the close-the-loop requirement in IE-001.

Article 6: Employer Engagement

The quality of AIU's employer relationships determines the quality of the opportunities available to students and graduates. The Academic Engagement and Partnerships Department leads AIU's employer engagement Program, with Career Services and Alumni Affairs providing support and contributing to the development of new connections:

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- a. Employer Partner Register: The Academic Engagement and Partnerships Department maintains a current Employer Partner Register listing all active employer partnerships, the nature of each relationship in the light of career services activities (vacancy posting, internship provider, event participant, advisory), and the date of most recent interaction.
- b. Sector coverage: The employer partner portfolio is designed to reflect AIU's Program disciplines - Business, Engineering, Design, Arts and Sciences, and Education, with particular emphasis on sectors aligned with Kuwait Vision 2035 priorities. No single sector constitutes more than 40% of the employer partner portfolio. The CSC may suggest portfolio enhancements and collaborate with new partners directly, supporting the Department in achieving balanced sector coverage.
- c. Employer Advisory Input: Employer engagement and employer feedback, obtained through the employer supervisor evaluation forms, the Career Fair, and employer engagement events - is included to the annual career services report and shared with Faculty Councils and Deans for consideration in curriculum and Program development under ACA-004. This is the mechanism through which employer voice reaches curriculum decisions.
- d. Non-discrimination in employer access: AIU does not provide employer partners with access to AIU students or student data for recruiting purposes where the employer has demonstrated discriminatory hiring practices. The CSC screens employer partner requests against this standard and declines to facilitate employer access where it cannot be demonstrated that the employer's practices are consistent with ADM003 (Equal Opportunity and Non-Discrimination Policy). Final decisions on employer access rest with the Academic Engagement and Partnerships Department.

Article 7: Roles and Responsibilities

Role	Career Services Responsibilities
VP Student Affairs	Oversees the Career Services Center as part of the Student Affairs portfolio; approves the Annual Career Services Report; ensures adequate staffing and resourcing; reports career outcomes data to the President.
Director, Career Services Center	Leads the Career Services Center; manages staff, employer relationships, and Program calendar; produces the Annual Career Services Report; coordinates with Deans on internship placement; oversees the OSEP, represents AIU at employer and student engagement events, oversees the Career Fair.
Career Services Coordinator	Provides individual career counselling, resume reviews, and mock interview sessions; delivers group workshops; maintains the Career Services Portal and databases; coordinates internship placement

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	monitoring; administers student satisfaction surveys, manages OSEP, organizes the Career Fair.
Deans and Department Chairs	Coordinate with the Career Services Center on Program-specific internship requirements; ensure Learning Agreements are in place for all credit-bearing internships; integrate career development content into Program advisory discussions; provide industry contacts, support career services events.
Faculty Members	Include career relevance in course design where appropriate; refer students to the Career Services Center; serve as Faculty Liaison in internship course coordination; contribute to employer engagement through their professional networks.
IR Manager (IE-002)	Conducts the surveys and provides graduate outcomes data to the Career Services Center for the annual survey; tracks graduate employment rates as an institutional KPI; develops and conducts the exit survey, which focuses on student experience in academic and student life and satisfaction with programs, teaching materials, and conference experience, incorporates career outcomes data in the Annual Institutional Effectiveness Report.
Alumni Affairs Department	Manages the graduates-related activities, including employability assessment, events organization, engagement, and outreach, develops and conducts the graduate survey, administers the Alumni Portal and webpage, creates and shares job opportunities, and provides the employment-related information to Career Services and Deans for student services and academic programs enhancement.
Students	Actively engage with Career Services Center resources; attend events and workshops, register on the job and internship vacancy platform; complete the post-event satisfaction survey; complete the graduate outcomes survey upon graduation; contribute to the alumni network.

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Article 8: Data Privacy

Student and graduate personal data processed through Career Services activities, including career records, survey responses, and internship placement records, is governed by ADM-002 (Privacy and Personal Data Protection Policy) and Personal Data Processing Consent form. The following specific provisions apply:

- Employer data sharing: Student personal data is not shared with employers without the student's explicit written consent. Employers who post vacancies on the AIU vacancy board have access to the vacancy posting system but not to individual student profiles or data without student-initiated contact.
- Graduate survey data: Graduate survey responses are stored and analyzed in de-identified aggregate form. Individual responses are not shared with faculty, Deans, or Program administrators in identifiable form.
- Internship records: Internship placement records, including Learning Agreements, supervisor evaluations, and student reflection documents, are retained for five years in the student's career services or course records and are accessible to the student, the relevant Dean, authorized Registrar staff, and Career Services.
- Alumni data: Graduate contact information is maintained only where the graduate has consented to receive communications from AIU. Alumni data is used only for alumni engagement purposes and is not shared with employers without individual alumni consent.

Article 9: Annual Reporting and Continuous Improvement

The Career Services Center operates within AIU's institutional effectiveness cycle. The following reporting obligations apply:

- Annual Career Services Report: The CSC Director prepares the Annual Career Services Report by 31 October each year, covering the preceding academic year. The Report includes: KPI performance against all targets with year-on-year comparison; graduate outcomes survey results provided by the Institutional effectiveness and Alumni Affairs; employer engagement summary; service utilization data; student satisfaction results; OSEP revision; an analysis of what worked well and what did not; and proposed improvements for the following year with the specific actions, responsible officers, and timelines for each.
- Submission and review: The Annual Career Services Report is submitted to the VP Student Affairs, who presents a summary to the President. The VP Student Affairs presents the report's key findings to the Board Academic Affairs Committee. The IR Manager incorporates the career services KPIs in the Annual Institutional Effectiveness Report (IE-002).
- Program review integration: The Office of Alumni Director provides graduate employment and employer satisfaction data to each Program's five-year review process under ACA-004. This data is a required component of the Program review self-study. The Faculty Council and Deans use employer feedback on graduate preparation to inform curriculum and PLO revision decisions.

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- d. Strategic plan contribution: Career services KPIs are included in the IE-003 KPI framework. Where career outcomes KPIs are below target, the strategic planning cycle addresses the resource, curriculum, or Program factors contributing to the shortfall.
- e. Public reporting: AIU publishes graduate outcomes summary data on its public website annually, consistent with consumer information obligations under applicable law and accreditation expectations. The public data includes the one-year graduate employment rate by Program, updated within six months of each year's survey completion.

Procedures

Annual Career Fair Organization

1. By 1 November each year, the CSC Director confirms the date of the following year's Annual Career Fair and begins employer invitation outreach. The target minimum of 20 participating employers is established as a planning objective from the outset.
2. Employer invitations are issued to all active Employer Partners and to prospective new partners identified through Program Deans, faculty, and alumni contacts. The invitation specifies participation requirements, the student population, AIU's Program profile, and the logistics of participation.
3. By two weeks before the Career Fair date, the CSC Director confirms participating employers, prepares student pre-Fair preparation workshops (resume review, networking skills, research on participating employers), and communicates the Fair to all students through AIU communications channels.
4. Following the Career Fair, the CSC Director collects feedback from participating employers and students within 10 working days. Employer feedback on graduate preparation is compiled and shared with the VPAA and relevant Deans within 30 working days of the Fair.
5. Career Fair outcomes, employer count, student participation, internship and employment leads generated, are reported in the Annual Career Services Report.

Internship Placement - Credit-Bearing

The Credit-bearing internship program and OSEP are managed by the relevant standard operating procedures (SOP) reviewed annually.

1. The Dean or Department Chair notifies the CSC Director of the internship placement requirements for each academic year by 1 September, specifying the number of students requiring placement, the timing, the discipline requirements, and any PUC compliance obligations.
2. The CSC Director circulates available internship opportunities from the Employer Partner Register to eligible students and coordinates student matching to available placements based on Program requirements, student career interests, and employer specifications. Students confirm their placement choice through a formal acceptance process.

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- Before the internship begins, the student, the workplace supervisor, and the relevant Dean or Department Chair sign the three-party Learning Agreement. The CSC Director retains a copy of all executed Agreements.
- The CSC Director (or designated Career Advisor) contacts the student at the internship midpoint to check progress, address any concerns, and confirm that the workplace is providing the agreed learning experience. Contact is documented in the student's career services record.
- At the conclusion of the internship, the workplace supervisor completes the AIU Employer Supervisor Evaluation Form. The student submits their academic deliverables to the faculty course coordinator. The CSC Director compiles supervisor evaluation data for the Annual Career Services Report and for the relevant Program's PLO assessment under IE-001.

Graduate Outcomes Survey

- By 1 August each year, the IR Director provides the Office of Alumni Director with a list of all graduates from the preceding academic year (full year), with available contact information. Alumni contact data is used in accordance with ADM-002 consent provisions.
 - The Office of Alumni Director designs or updates the annual graduate survey instrument in consultation with the IR Director and the VPAA, ensuring that all required data points are covered and that the survey is appropriate in length and format for the target respondents. The survey is typically administered online.
 - The survey is launched in September (approximately 12 months after the graduation cohort's completion date) and remains open for six weeks. At least two reminder communications are sent to non-respondents. The IR Director monitors response rates and advises on supplementary outreach where rates are below 30% after four weeks.
 - Survey data is analyzed by the IR Director and provided to the Office of Alumni Director in aggregate and disaggregated form (by Program and school) within 30 days of survey close. The CSC Director incorporates findings in the Annual Office of Alumni report. The IR Director incorporates the KPI data in the Annual Institutional Effectiveness Report.
- Graduate outcomes summary data is cleared for public posting by the VP Student Affairs and published on the AIU website within six months of survey completion.

President Signature	Signature: _____ Date: _____
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