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CASES IN

CAREER SERVICES:

A Working Guide for Practitioners

EDITED BY

HEATHER MAIETTA, ED.D., BCC



National Association of
Colleges and Employers

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INTRODUCTION

Whether working with traditional undergraduate students, returning adults, part- or full-time students, specific populations or majors, or institutionally diverse populations, what we do impacts our clients in a very deep, intimate way. What we do matters. The decisions our clients make regarding their career trajectory matter. Our goal is to help our clients learn how to leverage the knowledge and skills that they have acquired in college and elsewhere and turn those assets into real value over the course of their career. Whether it is looking for interview tips, seeking out the best resume language, searching for networking connections, identifying one's strengths, or deciphering how an academic path translates into a viable career, our clients rely not only on our expertise to increase their career literacy, but also, and more importantly, to guide them toward sound decision-making.

Careers are impacted by changes in the nature work, economic turmoil, globalization, technology advances, workplace diversity and demographic shifts, work and family (im)balance, the changing structure of the workday and place of work, cultural diversity, career orientations toward work, and how one manages their career as it ebbs, flows, and plateaus. How does an individual navigate these shifting points in time in a positive, thoughtful way? As a career professional, you are a catalyst for your clients' success.

In addition to meeting client demand, the field of career services continually struggles to stay relevant and a source of value to the higher education community. As a leader in our profession, continuously ask yourself:

- What has changed regarding service delivery since I entered the field of career services? Is what I know still applicable, or do I need to upgrade my own skills and knowledge?
- How has marketing our services to increase participation changed in the past five years, and what will it look like next year? Three years from now?
- In what ways do I see my budget shifting in the next five years? How will I make the tough decisions to do more with less? In what ways can technology enhance my service delivery and maximize resource allocation?
- Why should I be concerned with building external partnerships, and do I have the right partners now? What are the incentives for career services to share career education across campus?
- What are the barriers? Who are my campus champions?

Nearly every day there is an article in one or more popular news streams regarding the state of higher education and the value a college degree brings to graduates and employers. Yet, research reports disheartening data that only a third of students believe they will graduate with the skills and knowledge to be successful in the job market and in the workplace, and just half believe their major will lead to a good job. Career services has and continues to respond to the evolution of higher education's iterations and workforce demands in several ways: putting theory to practice as we readjust our outreach techniques; bridging classroom to career through targeted, purposeful career education; serving as a resource for faculty and the campus on best practices in increasing career literacy; and helping senior leaders and workforce professionals navigate more substantial, strategic conversations about how career development and preparation mesh with the larger objectives of the college.

Cases in Career Services has two major aims. First, it is intended to help the reader understand the principles of effective career management through real case examples highlighting obstacles and strategies to overcome those obstacles. Second, this book is designed to help career professionals respond to their constituents' needs and to develop effective practices within their wider ecosystem. In the career arena, we are asked to be skillful leaders, knowledgeable practitioners, strategic problem-solvers, and collaborative partners. We are asked to remain cognizant of institutional values, achieve the goals aligned with strategic plans, and prepare our students for the college-to-work transition aligned with the fluctuations of an ever-changing economy.

This publication contains thought-provoking advice and tested initiatives from a wide swath of career practitioners in and affiliated with higher education.

Section One, "21st Century Challenges in Career Services," highlights issues in the this ever-changing environment of higher education. The section includes a case on strategic leadership in career services and the need for leaders of today to be agile and forward-thinking. We dive into how career services can benefit from true and lasting partnership with campus constituents (such as enrollment management), which can lead to extraordinary outcomes for the campus and wider community. Another case takes us through a long and complex journey of cultural and climate strategic change impacting multiple departments and the landscape of an institution. And finally, we touch upon the complexities of departmental mergers: how one institution fought the odds and achieved immeasurable success in merging two well-established, beloved departments to create a powerhouse community-building unit now infusing career conversations and service delivery into the ecosystem of the entire institution.

Section Two, "Meeting the Needs of Our Hiring Partners," starts with the ethical challenges

associated when recruiters target the top 10 percent of a graduating class. How do we as career professionals navigate the politics around meeting employer demand and student need? One case in this chapter speaks to identifying and acting on fraudulent job postings, something many of us have fallen prey to in the past but have not had the tools or support to respond appropriately. This section also examines the importance of strategic employer relationships, and because there is an ever-increasing focus on the student as the nexus of integrating classroom and workplace learning, virtual internships and running a successful intern program are discussed. Student participation in workplace learning experiences are transformational opportunities that shape professional identity and foster a sense of professionalism. We need to get these experiences right!

Section Three speaks to “The Power and Peril of Technology.” One case provides a discussion on the impact that technology has and will continue to have on our field as career services leaders grapple with the changing definition of the workplace. Issues such as remote employees, virtual coaching, and using technology as a tool without losing the personal nature of the coaching relationship are also explored. Another case discusses the confidentiality and ethical implications of student employment and access to various technology platforms. The final case in this section takes us through an example of how shared technology across campus can yield tremendous gains for multiple departments.

Section Four looks at “Cross-Campus Partnerships.” From career courses to working with faculty, to serving the alumni population, these cases introduce scenarios where it is possible to have a strong, cross-campus working relationship where career services is not a stand-alone entity or an after thought, but an infusion of literacy and resources throughout the institution and by the people that work there.

Section Five spans the ever-important topic of “Diversity and Inclusion in Career Services.” While this section could be a stand-alone publication of its own, within the contexts of this case volume, we examine a range of issues, including marginalized groups as well as special populations. In this section, we examine microaggressions, students with disabilities, veterans, and undocumented students. We also examine the challenges our international students face. In addition, we look at graduate and doctoral students, a population frequently overlooked for a variety of reasons.

Section Six looks at “Operations and Legal Issues” in career services. This section includes cases that delve into illegal hiring practices, risk management for students on internships/co-ops, and our role in determining when referral is the best option. You will also find cases that discuss staff development, distributed career services, and institutional mergers.

Coaching remains the prevailing approach to the career development work we do with students today, yet for these practices to be effective it requires ongoing training, professional development, and integration of new knowledge. *Cases in Career Services* was written with this goal in mind. You may decide to read *Cases in Career Services* from cover to cover or you may identify the cases that are most relevant to your service area or population. You may even decide to keep this book handy as a reference guide as challenges arise or your area evolves. We encourage you to share this resource with a colleague or better yet, gift a copy because we all need a resource at our fingertips that will provide us timely, relevant guidance. Regardless, of how you use this book, I am confident you will not only enhance your own knowledge of the profession, but also you will pass valuable career literacy and best practices on to your staff and the clients you serve.

Thanks for reading!

Heather Maietta, Ed.D., BCC

HEATHER MAIETTA, ED.D., BCC, is an associate professor in the Doctorate of Higher Education (Ed.D.) Leadership Program at Regis College. She is an award-winning educator, author, speaker, coach, and consultant who has helped college career and academic advising centers innovate their service delivery by fully integrating career services into the larger campus ecosystem. Maietta co-edited the book *Advancing Talent Development: Steps Towards a T-Model Infused Undergraduate Education*.



She is currently working on research examining the impact of transfer due to college closure (forced transfer); career development needs of first-generation doctoral students; and a monograph on career coaching.

Maietta is a Board Certified Coach, a member of the NACE coaching faculty, a Facilitating Career Developments national trainer, and a graduate of the National Career Development Association Advanced Leadership Academy. Her full bio can be found at heathernmaietta.com. She lives in the Greater Boston area.



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