Adaptation of Casella’s Model: Emerging Trends in Career Services

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Dey & Real (2009)
Agenda

• History of career center paradigms
• Research design
• Findings for current and emerging trends
• Our new paradigm model: Dey & Real (2009)
Development of Career Center Paradigms

• Donald A. Casella, Ph.D
  (Career Networking – The Newest Career Center Paradigm, 1990)

• Roger D. Wessel, Ph.D.
  (Networking Paradigm Revisited, 1996)
  (Career Centers and Career Development Professionals of the 1990’s, 1998)

• Youngblood, Nichols & Wilson
  (Adaptation Model of Casella’s Paradigm)
A Brief History of Career Centers

PLACEMENT CENTERS
• Early Years (20’s & 30’s): Teacher Institutions
• World War II (40’s & 50’s): Educated Servicemen
  – Highly motivated towards employment

PLANNING CENTERS
• Boomers (60’s, 70’s, 80’s): Competitive Market
  – Supply exceeds Demand
  – “Give me a fish and I will eat today; teach me to fish and I will eat for the rest of my life”

NETWORKING CENTERS
• Technology (90’s & 2000’s): Comprehensive Services
  – Educating, Preparing, Connecting, Networking, Communicating
## Evolution of the Career Center Paradigm

Dey & Real (2009)

<table>
<thead>
<tr>
<th>Dimension</th>
<th>1940’s/50’s Placement* Reactive**</th>
<th>1960’s/70’s/80’s Planning* Reactive/Proactive**</th>
<th>1990’s Networking* Proactive/Interactive**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary Purpose</td>
<td>Job Search</td>
<td>Skill Development</td>
<td>Information Networking</td>
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<tr>
<td>Typical Name</td>
<td>Placement Center</td>
<td>Career Development Center</td>
<td>Career Center</td>
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<td>Constituents Served</td>
<td>Students &amp; Employers</td>
<td>Students</td>
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<td>Theoretical Orientation</td>
<td>Trait-Factor</td>
<td>Development</td>
<td>Information Management</td>
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<td>External Factors</td>
<td>Industry Strength</td>
<td>“Self” Movements</td>
<td>Technology</td>
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<td>Staff Identity</td>
<td>Job Filler</td>
<td>Counselor</td>
<td>Organizer</td>
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<tr>
<td>Staff Performance</td>
<td>Processor</td>
<td>Counselor</td>
<td>Coordinator</td>
</tr>
<tr>
<td>Hiring Criterion</td>
<td>Employment Specialist</td>
<td>Skilled Clinician</td>
<td>Flexible Generalist</td>
</tr>
<tr>
<td>Activities Location</td>
<td>Job-Interview Room</td>
<td>Offices &amp; Workshops</td>
<td>Out: On and Off campus</td>
</tr>
<tr>
<td>Environment</td>
<td>Employment Service</td>
<td>Clinic</td>
<td>Self-help Center</td>
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</tbody>
</table>

*Refers to philosophical orientations as defined by Casella, 1990.

** Refers to philosophical orientations as defined by Youngblood, Nichols & Wilson.
Research Questions

• What trends emerged in career services in four-year colleges and universities during the last decade (2000 – 2009)?

• What trends will emerge in career services in four-year colleges and universities during next five years (2010 – 2015)?
Research Design

• Analysis of the 2008 NACE Career Services Benchmark Survey for Four-Year Colleges and Universities.
  – 42% response rate (627 out of 1,494)
  – 88.5% centralized career centers
  – 55.3% private universities
  – Comprehensive survey:
    • Staffing, budget, services offered, career fairs models, programming models, job posting patterns, …etc.
    • Current trends and future predictions

Dey & Real (2009)
Research Design

- Supplementary survey sent to directors of career services through NACE and ACPA listservs.
  - 56 respondents
  - 92% centralized career centers
  - 58% public universities
  - Questions included:
    - Demographic data
    - Current trends
    - Significant changes in the last decade and predictions for changes the next five years
## Findings

<table>
<thead>
<tr>
<th>Category</th>
<th>Decreased</th>
<th>Remained the same</th>
<th>Increased</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student usage of career services</td>
<td>6.0% (3)</td>
<td>18.0%</td>
<td>76.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Student usage of social networking sites</td>
<td>0.0% (0)</td>
<td>0.0%</td>
<td>100.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Size of physical space</td>
<td>6.0% (3)</td>
<td>62.0%</td>
<td>32.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Library holdings (paper copies)</td>
<td>80.0% (40)</td>
<td>10.0%</td>
<td>10.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Online resources/tools on center's website</td>
<td>0.0% (0)</td>
<td>0.0%</td>
<td>100.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Number of full-time staff</td>
<td>28.0% (14)</td>
<td>36.0%</td>
<td>36.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Number of student staff</td>
<td>14.0% (7)</td>
<td>42.0%</td>
<td>44.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>On-campus recruitment</td>
<td>52.0% (26)</td>
<td>18.0%</td>
<td>30.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Revenues</td>
<td>22.0% (11)</td>
<td>26.0%</td>
<td>48.0%</td>
<td>4.0%</td>
</tr>
<tr>
<td>Decentralization of career centers on campus</td>
<td>8.0% (4)</td>
<td>50.0%</td>
<td>28.0%</td>
<td>14.0%</td>
</tr>
<tr>
<td>Student interest in international activities</td>
<td>4.0% (2)</td>
<td>12.0%</td>
<td>82.0%</td>
<td>2.0%</td>
</tr>
</tbody>
</table>

Dey & Real (2009)
Most Significant Issues

- Economy
  - Employment market 92%
  - Budget cuts 74%
- Technology 84%
- Staff-student ratio 40%
- Student generational changes 36%
- Globalization 36%

Dey & Real (2009)
Staffing

• Highly educated staff
  – Mostly Masters or higher (Student Personnel, Counseling).
  – Some Bachelors degrees.
  – NBCC Certified counselors.
• Fairly young staff (entry level in 20s).
• Highly skilled in multiple areas.
• Job descriptions require ability to multitask.
• Top Skills: counseling/advising, technology, public speaking, and teamwork.
• Flat hierarchy (Assistant/Associate Directors).
Services Offered

• Mission: to educate and prepare students for post graduation opportunities.
• Theoretical orientation: typology + eclectic.
• Comprehensive services: counseling/advising, programming, career fairs, on-campus recruitment.
• Higher emphasis on experiential education
• Integration of technology in service delivery:
  – Virtual career center (library, self-help tools, e-help, …etc.)
  – Decrease in physical library holdings
  – Social networking sites
• Increase in overall usage of services
Employer Relations

• Industry focus:
  – Private (financial, technical)
  – Government
• Increased focus on internships/co-ops.
• High competition for students prior to economic downturn.
Future Trends

- Most significant issues:
  - Economy
  - Technology

- Decrease in career fairs and on-campus activities.
- Move towards virtual career services.
- Social networking, blogs, podcasts, video interviewing, and virtual fairs will play a larger role.
- Increase emphasis on multinational and energy employers.
- Increase emphasis on alumni needs.
- Increase in duplication and decentralization of services.
- More attempts to collaborate with academic affairs.
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<td>Educate &amp; Prepare</td>
<td>Educate for a Global Marketplace</td>
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<tr>
<td>Service Delivery</td>
<td>Employment Service</td>
<td>Counseling</td>
<td>Self-Help (Physical Library)</td>
<td>Counseling &amp; Networking Web-Based</td>
<td>Web-Based</td>
</tr>
<tr>
<td>Typical Name</td>
<td>Placement Center</td>
<td>Career Development Center</td>
<td>Career Center</td>
<td>Career Services</td>
<td>Career Cyber Center</td>
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<td>Information Management</td>
<td>Typology &amp; Eclectic</td>
<td>Typology &amp; Planned Happenstance</td>
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<tr>
<td>External Factors</td>
<td>Industry Strength</td>
<td>“Self” Movements (dissatisfaction with status quo)</td>
<td>Technology</td>
<td>Technology, Generational Trends &amp; Institutional Funding</td>
<td>Globalization: Sustainability, Technology, &amp; Economy</td>
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<td>Staff Identity</td>
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<td>Counselor</td>
<td>Organizer</td>
<td>Counselor/Advisor</td>
<td>Educator</td>
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<td>Staff Skills</td>
<td>Processing</td>
<td>Counseling</td>
<td>Coordinating</td>
<td>Multitasking</td>
<td>Synthesizing</td>
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<td>Virtual</td>
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<td>Employer Relations</td>
<td>Demand</td>
<td>Selective</td>
<td>Strategic</td>
<td>Competition</td>
<td>Experiential Development</td>
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<tr>
<td>(Recruitment Focus)</td>
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</tr>
<tr>
<td>Employer Relations</td>
<td>Manufacturing</td>
<td>Manufacturing &amp; Non-profit</td>
<td>Corporate (Technical)</td>
<td>Corporate (Financial &amp; Technical) &amp; Government</td>
<td>Multinational &amp; Energy</td>
</tr>
<tr>
<td>(Industry Focus)</td>
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<td>Assessment Focus</td>
<td>Placement Numbers</td>
<td>Student Appointments &amp; Placement Numbers</td>
<td>Program Participation &amp; Revenues</td>
<td>Integrated Technology, Satisfaction Surveys, Demographic Data, &amp; Revenues</td>
<td>Post Graduate Tracking, Global Competency &amp; Revenues</td>
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THANK YOU

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References

• NACE (2008). Career Services Benchmark Survey for Four-Year Colleges and Universities
• Youngblood, Nichols & Wilson. (Adaptation Model of Casella’s Paradigm)