

Dey & Real (2009)



## Adaptation of Casella's Model: Emerging Trends in Career Services

Farouk Dey, University of Florida  
Matt Real, University of Louisville

- History of career center paradigms
- Research design
- Findings for current and emerging trends
- Our new paradigm model: Dey & Real

# Development of Career Center Paradigms

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- **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

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## 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

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

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

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

- 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)?



- 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

- 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

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

High

Moderate

# Most Significant Issues

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

- 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

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- 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

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

- 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.



# Adaptation of Casella's Career Center Paradigm

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Dimension	1940's/50's PLACEMENT * Reactive **	1960's/70's/80's PLANNING * Reactive/Proactive **	1990's NETWORKING * Proactive/Interactive **	2000's SOCIAL NETWORKING Interactive/Supractive	2010-2015 GLOBAL NETWORKING Hyperactive
<b>Primary Purpose</b>	Job Search	Skill Development	Information Networking	Educate & Prepare	Educate for a Global Marketplace
<b>Service Delivery</b>	Employment Service	Counseling	Self-Help (Physical Library)	Counseling & Networking Web-Based	Web-Based
<b>Typical Name</b>	Placement Center	Career Development Center	Career Center	Career Services	Career Cyber Center
<b>Constituents Served</b>	Students & Employers	Students	Students/Alumni, Employers & Faculty/Staff	Students/Alumni, Parents, Employers & Faculty/Staff	Students/Alumni, Parents, Employers, Faculty/Staff & Community
<b>Theoretical Orientation</b>	Trait-Factor	Development	Information Management	Typology & Eclectic	Typology & Planned Happenstance
<b>External Factors</b>	Industry Strength	“Self” Movements (dissatisfaction with status quo)	Technology	Technology , Generational Trends & Institutional Funding	Globalization: Sustainability, Technology, & Economy
<b>Staff Identity</b>	Job Filler	Counselor	Organizer	Counselor/Advisor	Educator
<b>Staff Skills</b>	Processing	Counseling	Coordinating	Multitasking	Synthesizing
<b>Activities Location</b>	Job-Interview Room	Offices & Workshops	Out: On and Off Campus	Online & Career Center	Virtual
<b>Employer Relations (Recruitment Focus)</b>	Demand	Selective	Strategic	Competition	Experiential Development
<b>Employer Relations (Industry Focus)</b>	Manufacturing	Manufacturing & Non-profit	Corporate (Technical)	Corporate (Financial & Technical) & Government	Multinational & Energy
<b>Assessment Focus</b>	Placement Numbers	Student Appointments & Placement Numbers	Program Participation & Revenues	Integrated Technology, Satisfaction Surveys Demographic Data, & Revenues	Post Graduate Tracking, Global Competency & Revenues

Farouk Dey: [faroukdey@crc.ufl.edu](mailto:faroukdey@crc.ufl.edu)

Matt Real: [mpreal01@louisville.edu](mailto:mpreal01@louisville.edu)

# THANK YOU



- Donald A. Casella, D. (1990). Career Networking – The Newest Career Center Paradigm.
- NACE (2008). Career Services Benchmark Survey for Four-Year Colleges and Universities
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- Youngblood, Nichols & Wilson. (Adaptation Model of Casella's Paradigm)

