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### 21<sup>st</sup> Century Environment

- Relentless Technological Advances
- Frequent Mergers and Acquisitions
- Interdependent Industries and Economies
- Free Agent Economy - Temporary/Contract Workers
- Unpredictable Nations, Economies, Bankruptcies
- Cheap Info. Processing and Communication - transforming Business, Education, Political Hierarchy, and Social Status.

Constant change is the norm

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### Context

	Way back...	2000 – Today	Future
Higher Ed	<ul style="list-style-type: none"> <li>• Private</li> <li>• Public</li> <li>• Classroom</li> <li>• Lectures</li> </ul>	<ul style="list-style-type: none"> <li>• For Profits</li> <li>• MOOCs</li> <li>• Online</li> <li>• Flip the Classroom</li> <li>• Rankings</li> </ul>	
Career Services	<ul style="list-style-type: none"> <li>• Placement (sort of...)</li> <li>• Career Counseling</li> <li>• Assessment</li> <li>• Workshops</li> <li>• Career Fairs</li> </ul>	<ul style="list-style-type: none"> <li>• Salary Surveys</li> <li>• Application of technology</li> <li>• Expansion of services provided</li> <li>• New org. and service delivery models</li> </ul>	

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### Models

- Public – Private
- Centralized – De-Centralized – Hybrid
- Silo – Matrix
- Functional – Integrated
- Major – Industry – Cluster
- Complex Networks

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### Career Services Activities

- Placement – Employer Relations – Industry Devel.
- Counseling – Assessment – Coaching
- Workshops – Required Classes – Online Learning
- Career Fairs – Virtual Fairs – Niche Events – Treks
- Interviews – Info. Sessions – Site Visits
- Capstone Course – Case Study Competitions – Consulting Projects

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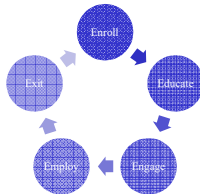
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### Career Services role in the Higher Ed Value Chain

- External factors impacting our stakeholders
- Technology is changing how we engage
- Stakeholders expectations are evolving
- Role of Career Services is more important than ever



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### Our Value Add is shifting...

- What makes us unique?
  - Boundary Spanning Translators
- Data Driven
- Technology Enabled
- Innovative and Entrepreneurial
- Strategic Partnership Development
- Immersive and Experiential Experiences

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### The future of Career Services...

We serve a unique role in Higher Ed as...

- Connectors
- Conveners
- Consultants

Who are boundary-spanning, highly adaptive, data driven leaders that add value to All Stakeholders.

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### Building Our Adaptive Capacity

Individually – As a Unit – Organizationally

1. Adopt an Entrepreneurial and Innovative approach
2. Link the evolution of career services to the changes impacting Higher Ed more broadly.
3. Tie individual professional growth to the development of specific initiatives
4. Innovate - let go of 20% and experiment with new approaches outside CS/HiEd, IT platforms, models, and partners.

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### Professional Development

- 70% - Stretch Assignments
- 20% - Mentoring and Self Directed Learning
- 10% - Formal Education

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### Assessment is evolving

Changes in motion...

- Traditional assessment leaves us with a ‘now what’ gap...
  - Career Adaptability, Career Readiness, Strengths Finders
- On the horizon
  - Sophisticated Assessment costs are coming down
  - Employers want to make better matches faster, for less...

Opportunity

- How do we leverage emerging changes to add more value for our stakeholders?

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**Technology Eco-System**

Changes in motion...

- Number of vendors has grown exponentially
- Disaggregated our business process
- Largely reactive to entrepreneurial efforts

Opportunity

- How can career services units/professionals partner with vendors in our eco-system to develop better IT solutions more closely aligned with our business process?

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**Data**

Changes in motion...

- Moving from Activity Data, to Salary Data, to Outcomes Data.
- Largely 1 off efforts using stand along tools.

Opportunity

- How can we work with vendors in our eco-system to seamlessly integrate data collection into our business processes to show our true impact using data visualization?

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**Immersive and Experiential**

Changes in motion...

- Curricular and Co-Curricular activities are increasingly infused with external partners
- Career Services is often involved in identifying partners, managing and/or facilitating these activities.

Opportunity

- How can we better leverage this trend to increase student engagement, add resources, and leverage our external networks?

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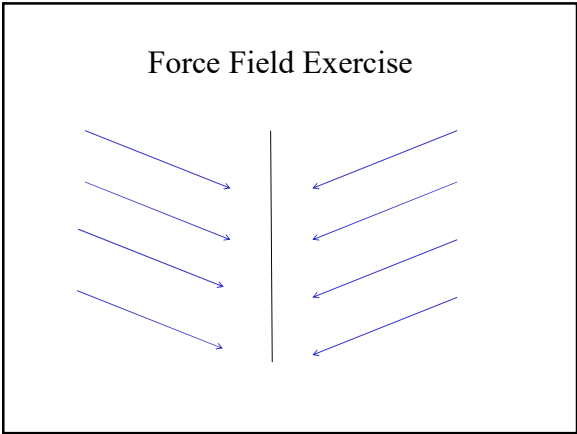
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