

# Recruit, Hire, Train & Retain Experiential Learning Professionals

Presented by:

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- Megan Hollis, Florida State University
- Tracey Dowling, Florida State University



# Agenda

- Institution Profiles
- Experiential Education Hires
- Recruitment Process Case Study
  - Recruit, Hire, On-board, Train, Retain, Challenges
- Creating a Culture
- Closing
- Questions

# So...what do we know about hiring EL Pros?

College of Arts & Letters

College of Business

College of Design & Social Inquiry

College of Education

College of Engineering & Computer

Science

College of Medicine

College of Nursing

College of Science

Graduate College

Honors College

- Public Institution
- Founded in 1961
- 30,000+ students
- 6 campus network
- Spread throughout six separate counties
- 180+ degree programs



# So...what do we know about hiring EL Pros?

Career Center



College Liaisons



- Decentralized – Career Center
- Departments @ Individual Colleges
- No uniformity in curriculum
- University wide initiative to grow the internship program & culture at FAU
- 6 Professional staff hired in a little over a year
- Opportunity to revamp the Career Center programs



# So...what do we know about hiring EL Pros?

- State Public University
- Founded in 1851
- 41,000+ students
- 3 campuses
- 351 degree programs



# So...what do we know about hiring EL Pros?



## The Career Center welcomes new career liaisons

Identifying graduate success as a key initiative to move the university into the Top 25 of public universities, Florida State has earmarked pre-eminence funding for career readiness programs. To further this initiative, **The Career Center** hired seven new career liaisons in June.

Now embedded in various academic units, the seven career liaisons will work to increase student engagement in experiential learning opportunities, deliver employability-skills workshops and events, and link students to local, state and regional internship employers. In addition, they will collaborate closely with unit faculty and academic advisers while making the most of student affairs partnerships.

Six of the seven, who also carry the title of assistant director of Experiential Learning, are: **Erin Keenan**, in the Interdisciplinary Program in Social Science; **Victor Mar-**



*The Career Center's new career liaisons are, from left, Charles Ricker, Victor Martinez, Megan Waldeck, Katie Dean Williams, Erin Keenan and Austin Townsend. Rob Morris is not pictured.*

**tinez**, in the Department of Nutrition, Food and Exercise Science; **Charles Ricker**, in the Department of Political Science; **Austin Townsend**, in the Department of English; **Megan Waldeck**, in the Department of Psychology; and **Katie Dean Williams**, in the College of Criminology and Criminal Justice.

The seventh career liaison is **Rob Morris**, embedded in Computing and Information Technology. This is a Board of Governors grant-funded position focused on increasing opportunities in the computing and information technology field while serving

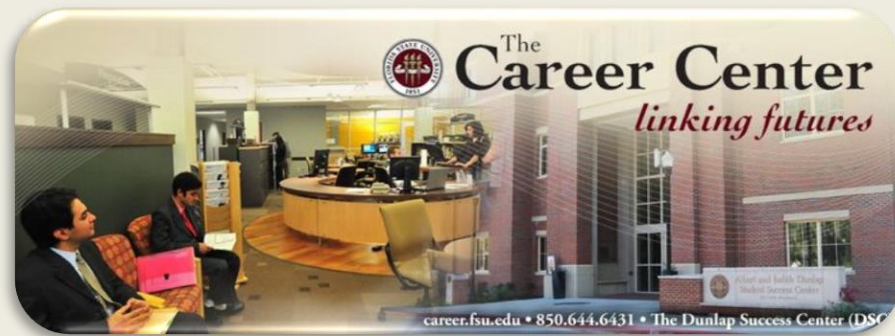
several majors, including computer science, computer engineering and computer information systems.

"Each of these dedicated career professionals hold master's degrees in student affairs and bring to the table career services experience from around the country," said **Myrna Hoover**, director of The Career Center.

All seven liaisons will dedicate 20 hours per week to undergraduate majors within their academic unit and 20 hours per week supporting Career Center experiential learning initiatives. ■

- 2014
  - Preeminence funding – 7 new CLs hired, assigned to support one academic department
  
- 2015
  - Expanded to additional academic department(s) - Spring 2015
  - Expanded to serve academic colleges - Fall 2015
  
- 2016
  - Added a new CL position for Fine Arts & Music
  - Added a new CL position for Business
  - Added a new CL for College of Communication & Information
  
- 2017
  - Outstanding request for Panama City, FL campus

# Recruit



The [Florida State University Career Center](#) is proud to announce the opening for our Assistant Director of Experiential Learning that will serve as the Career Liaison for the [College of Criminology & Criminal Justice](#) / [FSU Pre-Law Advising](#) Program Co-Coordinator.

The FSU Career Center seeks career services professionals open to an opportunity to conduct career advising in a satellite office serving College of Criminology & Criminal Justice students, proactively engage in employer development/outreach while delivering career development/employability programming for students.

The Florida State University, commonly referred to as Florida State or FSU, is an American public space-grant and sea-grant research university located in the state capitol, Tallahassee. Currently ranked 43<sup>rd</sup> overall among all public national universities, FSU aspires to be in the Top 25. With a total of 40,838 students enrolled, the student body consists of 75.9% undergraduate, 20.9% graduate and 3.2% unclassified. Women account for 54.8% of the enrollment, and minorities comprise 27.2% of total enrollment. The average age for undergraduate students is 21.1. Students from all 50 states and the District of Columbia, and over 130 countries, are represented.

FSU's Division of Student Affairs was named a "15+ Most Promising Places to Work in Student Affairs" by the American College Personnel Association (ACPA). The study examined criteria such as workplace diversity, staffing practices, work environment, family friendliness, salary/benefits and professional development opportunities at institutions of higher learning across the country in developing the rankings.

To apply, visit <https://hr.fsu.edu>

Job ID: 39983 (Internal Title - Career Development Specialist)

Closing Date: Open Until Filled

## Career Liaison:

**Summary:** This position is the primary liaison between the Career Center and the designated academic unit and is responsible for working closely with strategic partners and creating a culture of collaboration among a variety of stakeholders. This position will develop successful partnerships that connect business, employers, students, alumni, to the academic unit and the Career Center. This position will work with employers and potential employers to identify and increase career-related experiential learning opportunities, e.g. co-ops, internships, volunteer, and summer employment. In addition, this position will help students to engage with other entities on campus that support high-impact experiential learning, such as the Office of Undergraduate Research and the Center for Leadership and Social Change. Embedded career liaison will develop successful partnerships that connect employers, students, alumni, and research entities to the academic unit and the Career Center. This position will engage directly with faculty, staff, and academic advisor to inform students and faculty about experiential learning opportunities and collect information about current experiential engagements. The position oversees the successful implementation of all related functions.

**Qualifications:** Bachelor's degree and two years of experience or a combination of post high school education and experience equal six years.

### Responsibilities:

40% Serve as liaison to a specified academic unit. This includes: Research specific career development needs for the students in that academic unit. Plan, implement and conduct outreach workshops, presentations & programs to educate and inform students, faculty/staff and administrators about internship programs & services and employability skills. Advise/counsel students individually or in groups regarding various types of work experience opportunities, resources, registering for services, and job search strategies. Provide accurate data collection for student engagement in experiential learning opportunities, e.g., internships, shadowing, co-ops, and volunteer experiences. Serve as the Pre-Law Coordinator for the university in collaboration with the Division of Undergraduate Studies, with the primary focus being to coordinate administrative aspects of prelaw advising and facilitate connections between campus-wide prelaw advisors and FSU students. Recruit, train and maintain communication with a group of volunteer staff/faculty from the Career Center and other campus units to serve prelaw advisors for students with prelaw questions. Serves as a liaison to the FSU College of Law.

35% Assist in facilitating, promoting and expanding interaction with business/industry, government, and nonprofit employers to create and increase career-related work experience opportunities, e.g. co-ops, internships, volunteer, and summer employment.

15% Support and assist in the development, direction, administration and promotion of university-wide experiential learning/education program for undergraduate students. This includes: Assist with coordination and development of co-op/intern events and special programs, e.g., Part-time Job Fair, Internship Panels, and Career Exploratory Network events. Advise/counsel students individually or in groups regarding various types of work experience opportunities, resources, registering for services, and job search strategies.

10% Assist in delivering other core Career Center programs including teaching the career planning class, career advising, and employer development.

**Competencies:** Ability to communicate effectively verbally and in writing. Ability to develop and implement policies, procedures, goals, and objectives. Ability to establish and maintain effective working relationships. Ability to interpret academic program requirements and provide advice. Ability to prioritize, organize and perform multiple work assignments simultaneously. Knowledge of and ability to interpret and apply related federal, state, and local laws, ordinances, rules and regulations. Knowledge of and the ability to interpret and apply related University policies, procedures, principles, and practices. Knowledge of applicable computer applications and basic computer functions. Knowledge of career counseling tools and resources. Knowledge of the concepts, principles, and practices of career counseling and development.

## Florida State University Career Center

### Assistant Director of Experiential Learning / Career Liaison

#### Career Liaison for Criminology & Criminal Justice and FSU Pre-Law Advising Program Co-Coordinator

The Career Liaison is the primary liaison between The Career Center and the designated academic unit. The successful candidate will develop strategic partnerships that connect employers, students, and alumni to The Career Center. Staff in these positions work with existing and prospective employers to identify and increase career-related experiential learning opportunities, e.g., co-ops, internships, volunteer, research, job shadowing, and part-time employment.

These positions engage directly with faculty, staff, and academic advisors to inform students and faculty about experiential learning opportunities, create opportunities for students to build employability skills, deliver engaging workshops, and collect information about current engagements in experiential learning. The position oversees the successful implementation of all related functions, reports directly to the Senior Assistant Director of Experiential Learning, and resides part-time in the academic unit and part-time in The Career Center, a Division of Student Affairs at Florida State University.

### Essential Functions:

The essential functions of the position include, but are not limited to, the following:

- Support and assist in the development, direction, administration, and promotion of university-wide experiential learning/education program for undergraduate and graduate students.
- Facilitate, promote, and expand interaction with business/industry, government, and non-profit employers to create and increase career-related work experience opportunities, e.g., co-ops, internships, volunteer, research, job shadowing, and part-time employment.
- Plan, implement, and conduct outreach workshops, presentations, and programs to educate and inform students, faculty/staff, and administrators about Career Center programs and services, as well as opportunities to build employability skills.
- Advise/counsel students individually or in groups regarding various types of work experience opportunities, Career Center resources and services, and job search strategies.
- Provide accurate data collection for student engagement in experiential learning opportunities, e.g., co-ops, internships, volunteer, research, job shadowing, and part-time employment.
- Deliver other core Career Center programs including teaching the career planning class, career advising, and employer development.



### Qualifications:

The minimum requirements for this position include, but are not limited to, the following qualifications:

- Master's degree.
- Prefer 2 years of experience in Experiential Education or Career Services.
- Effective oral and written communication, program planning, presentation, and computer skills.
- Ability to establish rapport and relate well to students, faculty, employers, and staff.
- Ability to work with a diverse population of team members and constituents.
- Willingness to work collaboratively with academic colleges.
- Service-oriented approach.
- Careful attention to detail.

Application Deadline:  
Open until filled

To apply, visit Florida State University's  
Employment & Recruitment Services  
website at <https://jobs.fsu.edu>

and search by Job ID: 39983 (Internal  
Title — Career Development Specialist).

Location: Tallahassee, Florida

Full/Part-Time: Full-Time

\*This is an A&P (Administrative  
and Professional) position

Equal Opportunity/Access/  
Affirmative Action Employer



# Recruit

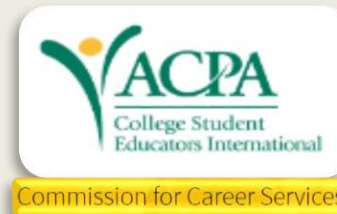
## Go Noles!

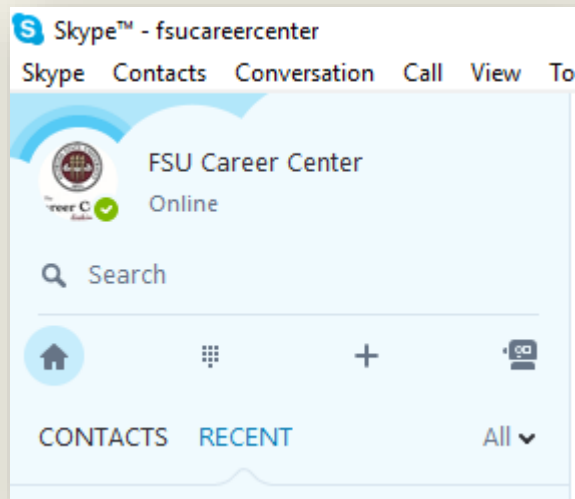


FSU is located in **Tallahassee**. Known for its natural beauty and proximity to the gulf coast beaches, it is home to the state capital, two major universities, and a growing metropolitan community of 270,000. Tallahassee shares a deep-rooted history and culture with unparalleled nature and outdoor recreation. A fusion of cosmopolitan flair and charming personality defines the spirit of Florida's Capital City. Stretching along the Florida Panhandle, Tallahassee is a place where college town meets cultural center, politics meets performing arts, and history meets nature--a place where the vibrancy of what to do is matched only by the city's inviting hospitality. Tallahassee offers many opportunities for recreational and cultural activities, and is within a half-day drive to Jacksonville, Orlando, Tampa, and Atlanta.

**Florida State University** is one of the largest universities in Florida with a diverse student population of approximately 41,000 from all 50 states and more than 115 countries. One of the nation's elite research universities, Florida State University — with the Carnegie Foundation's highest designation, Doctoral/Research University-Extensive — is currently on a mission to become a 'Top 25' nationally ranked public university. Florida State offers a distinctive academic environment built on its cherished values and unique heritage, a welcoming campus, and prime location in the heart of the state capital. Recognized nationally for its commitment to diversity, Florida State University is a national leader in the number of doctorates awarded to African-American students and in the graduation rate of African-American undergraduates. Its College of Medicine and College of Law are among the Top 10 best in the nation for Hispanic students. Beyond academia, Florida State also has a top NCAA Division I Sports program with recent conference and national titles in football, women's basketball, baseball, and women's soccer.

# Recruit





*Good Afternoon Candidate,*

*I am pleased to inform you that you have been selected as a candidate for consideration for the position of Assistant Director, Experiential Learning/Career Liaison at the Florida State University Career Center.*

*We would like to extend the invitation to conduct a **Skype interview** with our Search Committee. Please respond and indicate which time slot would work best with your calendar – be sure to mention potential availability for more than one time slot (Note - times are listed in EST).*

*Your **Skype interview** should last no longer than 20 minutes, open times:*

- *Wednesday, May 25<sup>th</sup> 9:30 AM*
- *Wednesday, May 25<sup>th</sup> at 10:00 AM*
- *Wednesday, May 25<sup>th</sup> at 10:30 AM*
- *Wednesday, May 25<sup>th</sup> 11:00 AM*
- *Wednesday, May 25<sup>th</sup> 11:30 AM*

*Our Skype call will come from the FSU Skype User account "FSUCareerCenter". Be sure to include your Skype ID with your response.*

*Thank you for considering employment opportunities with the FSU Career Center. We look forward to talking with you,  
Search Committee Chair*

Career Liaison Candidate Screening Interviews

Candidate Name: Interview Date/Time:

1. Please share with us specifically your interest in the Career Liaison position with Florida State University Career Center.  
(If not addressed, then ask: Why FSU? Why Tallahassee? Why this role versus a traditional career services strictly career counseling or employer relations role?)

2. In your current or most recent role, what has been the most challenging experience?

3. In your current or most recent role, what has been the most enjoyable experience?

**READ: Career Liaisons at FSU are required to communicate and collaborate effectively with several very different groups of stakeholders; specifically, employers, students, and academic faculty and staff. The next few questions are going present some situations specific to these unique populations. Please answer to the best of your ability**

4. How would you approach advising this student on resume creation and internship applications for Summer:
- Approaches you after a March internship workshop
  - Junior, \_\_\_\_\_ major
  - Several short stints in hospitality positions with multiple employers
  - Has a list of campus club memberships, but no significant leadership roles or committee work contributions
  - Seeking paid summer internship at a \_\_\_\_\_ in South Florida or Tallahassee

5. Several of the students in your academic college have mentioned a desire to intern with a specific employer. The FSU Career Center does not currently have a recruiting relationship with this employer. What tools would you use to build a relationship? What information would you request from this employer to share with your students?

6. As you transitioned into your role as Career Liaison for an Academic College, you were warned that a specific Department has historically been resistant to Career Center Staff Member outreach efforts in regards to collaboration. After sending an introduction email and leaving a few strategic voicemails, none of the faculty or staff within this Department have responded. What strategy would you implement to build a collaborative relationship with this Department and overcome their hesitancy?

Trigger Question > Experience with Career Center technology in addition to MS Office and presentations?

Did the candidate give evidence of ability and interest in contributing to the comprehensive focus of FSU Career Center (career counseling, research, teaching, employer relations)? Comments:

Did the candidate give evidence of ability and interest in contributing to the collaborative partnerships necessary to lead and work with staff, colleagues, and stakeholders? Comments:

General comments:

Strengths:

Areas of improvement:

Overall, I find this candidate to be:

\_\_\_ Highly acceptable    \_\_\_ Acceptable    \_\_\_ Marginal    \_\_\_ Not acceptable    \_\_\_ No opinion

Bring to campus:                    yes                    no                    maybe



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The Career Center  
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The Florida State University Career Center  
Dunlap Success Center  
PO Box 3064162  
100 South Woodward Avenue  
Tallahassee, FL 32306-4162  
(T) 850.644.6431  
(F) 850.644.3273



### Candidate Name

Career Liaison Candidate • On-Campus Interview Schedule  
Date

Meet & Greet at Airport	Flight arrives 10:06 AM
<ul style="list-style-type: none"> <li>Program Director – Experiential Learning</li> </ul>	
Career Center Tour	10:45 – 11:15 AM
Search Committee	11:15 AM – Noon
<ul style="list-style-type: none"> <li>Experiential Learning Team Leadership Representative</li> <li>Office of the Director Representative</li> <li>Career Liaison</li> <li>Employer Relations Team Representative</li> <li>Career Advising and Counseling Team Representative</li> </ul>	
Lunch	Noon – 1:30 PM
<ul style="list-style-type: none"> <li>Senior Assistant Directors – Experiential Learning</li> </ul>	
Experiential Learning Team	1:30 – 2:15 PM
<ul style="list-style-type: none"> <li>Career Liaisons</li> </ul>	
Presentation	2:30 – 3:30 PM
<ul style="list-style-type: none"> <li>All Career Center Staff</li> <li>Invited Academic Unit/College Representatives</li> <li>Topic: “Experiential Learning Opportunities for _____”</li> </ul>	
Career Center Director	3:30 – 4:15 PM
Interview Wrap-Up / Depart for Airport	4:15 PM
<ul style="list-style-type: none"> <li>Program Director – Experiential Learning</li> </ul>	

*Candidate First Name,  
We are certainly excited about hosting you for an on-campus interview for the Career Liaison role on Monday, April 18<sup>th</sup>.*

*Please find your agenda attached as a PDF document.*

*For your presentation, please limit your delivery to 30 minutes total (recommended 20-30 minutes delivery followed by Q&A from the audience). Q&A will consist of open forum questions from Career Center staff as well as invited partners from the College of Fine Arts & College of Music.*

*Further, please find driving and parking directions to campus below - I will meet you on the first floor of the Dunlap Success Center. Attached is your parking pass that will need to be displayed on your dashboard.*

*Lastly, in preparation for your on-campus interview, please send your reference list over at your earliest convenience.*

*Looking forward to meeting you,*

# Hire

*Reference Name,*

*The FSU Career Center has the privilege of hosting Candidate Name on-campus as a Candidate for our Career Liaison/Assistant Director of Experiential Learning role on Monday, April 18<sup>th</sup>.*

*In order to move forward with her candidacy, we are reaching out to her self-identified professional references.*

*Overall, our professional career services role would require building relationships with other Division of Student Affairs offices, provide career advising to undergraduate students, event management, present workshops and generate job postings through external employer outreach. Ideally, we are seeking candidates that are skilled at building structure within ambiguity and exhibit flexibility when priorities change. Attached, as a PDF document, is the detailed job description to provide a more detailed look at the role and responsibilities.*

*To help us identify the best possible candidate to join our Experiential Learning Team, please respond to the following questions:*

- What was the primary nature of your working relationship with Candidate?*
- What would you consider Candidate's "shining strength" that made her invaluable in your work together?*
- What areas of development did you communicate to Candidate? How did she receive your feedback? Did she incorporate your feedback in future behaviors?*
- How is Candidate received by her co-workers?*
- Did you ever have to address work attendance issues, late work arrivals or short turnaround time in annual leave requests with Candidate?*
- Please describe Candidate's reaction when things do not go as planned.*
- Please describe Candidate's political acumen and ability to work with senior leadership.*
- From your observation, does Candidate take ownership of the success or failure of her assigned projects? Would you say she takes initiative to find new ways to ensure her projects succeed?*
- How independently does Candidate work as opposed to checking in with her supervisor and stakeholders?*
- If there is anything overlooked in the above questions, you are welcome to share any additional pertinent information regarding Candidate's knowledge, skills and abilities.*
- If you were in a hiring position, would you rehire Candidate to work for you?*

*Due to our the short turnaround time of our hiring process, we would appreciate your responses no later than Monday, April 25<sup>th</sup>.*

*If you would prefer to talk through rather than type your responses, please feel free to contact me at (850) 644-9774.*

*Thank you,*

*Search Committee Chair*



Career Liaison Candidate EL Team Interview

Candidate Name: Interview Date/Time:

Interviewer's Name:

1. Please share with us your interest in the Career Liaison position with Florida State University Career Center.
2. How does this position fit into your long term goals?
3. What two or three things are most important to you to be successful in your job?
4. What are you doing when you are the happiest at work?
5. Tell us about a successful team activity you were a part of, and how you contributed to its success.
6. A faculty member in your liaison area mentions in a meeting that she offers students DIS opportunities in her research lab. She wonders what extra support you will bring to the table when she is already providing experiential learning opportunities. How would help this faculty member understand the role of the EL department in relation to the academic department?
7. How do you define customer service?
8. There are times when we need to say "no" without saying "no", can you tell us how you would handle this?
9. Have you ever encountered a conflict at work, how did you handle it?
10. What do you want us to know about you that is not on your resume?



11. Do you have any questions for us?

Did the candidate give evidence of ability and interest in contributing to the comprehensive focus of FSU Career Center (career counseling, research, teaching, employer relations)? Comments:

Did the candidate give evidence of ability and interest in contributing to the collaborative partnerships necessary to lead and work with staff, colleagues, and stakeholders? Comments:

General comments:

Strengths:

Areas of improvement:

Possible Career Liaison Academic Unit:

Overall, I find this candidate to be:

\_\_\_ Highly acceptable    \_\_\_ Acceptable    \_\_\_ Marginal    \_\_\_ Not acceptable    \_\_\_ No opinion



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Career Liaison Candidate: \_\_\_\_\_

Interviewed by: \_\_\_\_\_

Which liaison role do you most see this candidate in? Circle one:

<i>Pre-Law Co-Coordinator</i>	<i>Psychology/Biology</i>	<i>College of Fine Arts &amp;</i>
College of Criminology & Criminal Justice	College of Arts & Sciences	College of Music

Did the candidate give evidence of ability and interest in contributing to the comprehensive focus of FSU Career Center (career counseling, research, teaching, employer relations)? Comments:

Did the candidate give evidence of ability and interest in contributing to the collaborative partnerships necessary to lead and work with staff, colleagues, and stakeholders? Comments:

Would the candidate represent the Career Center professionally these scenarios? Circle your response.

- |  |     |    |        |
|--|-----|----|--------|
| • Campus committee service                     | YES | NO | UNSURE |
| • Meeting with Academic Unit Faculty and Staff | YES | NO | UNSURE |
| • Presenting to student organizations          | YES | NO | UNSURE |
| • Teaching SDS 3340                            | YES | NO | UNSURE |
| • Community networking events                  | YES | NO | UNSURE |
| • Career Center events                         | YES | NO | UNSURE |
| • One-on-one with employers                    | YES | NO | UNSURE |
| • One-on-one meetings with students            | YES | NO | UNSURE |

General comments:

Strengths:

Areas of improvement:

Overall, I find this candidate to be :

\_\_\_ Highly acceptable    \_\_\_ Acceptable    \_\_\_ Marginal    \_\_\_ Not acceptable    \_\_\_ No opinion

	Extremely effective	Acceptably effective	Somewhat ineffective	Unacceptable	Unable to evaluate
<b>Communication Abilities</b>	Speaks clearly in small or large groups. Has good command of English. Is organized, articulate and engaging. Communicates ideas effectively. Answers questions clearly and concisely.	Speaks quite clearly and is organized, but lacks style at times to engage listeners in the subject matter. May be verbose but still makes the point. Answers to questions may lack clarity.	Difficult to follow because of failure to organize ideas. Fails to make concrete points. May speak too quickly, drone on, fail to answer questions.	Is inarticulate, difficult to understand and/or so poorly organized as to be almost or totally unintelligible. Unable to understand or answer questions. Unable to carry on a discussion.	Insufficient knowledge or expertise to evaluate.
<b>Collegiality</b>	Has experience in effectively working with others on various types of projects. Shows strong interest in participating in departmental activities.	Has limited experience working on team projects. Expresses some interest in departmental activities. May need some encouragement to participate.	Has no experience in working with others. Shows little interest in departmental needs or activities.	Shows no interest in working with others and no potential to develop such interest.	Insufficient knowledge or expertise to evaluate.
<b>Interpersonal Skills</b>	Is approachable. Comfortably interacts with new people. Easily engages in conversation. Makes eye contact. Shows good listening skills. Displays confidence in expressing opinions. Listens respectfully to opinions of others. Strong potential to contribute to a positive environment.	Interacts with others in a reasonably comfortable manner, but may show some reticence or unease. May not exchange opinions easily, either by not listening well or not confidently expressing own ideas.	Has a hard time interacting with others. Shows unease or reserve. Makes little eye contact. May do better in one-on-one conversations than in larger groups. Does not express opinions easily. Does not listen well. Has little potential to contribute to a positive environment.	Interacts poorly with others. Makes no eye contact. Expresses opinions forcefully, or not at all. Does not respect opinions of others, or cannot respond to them. Does not engage in easy conversation. Shows no potential to contribute to a positive environment.	Insufficient knowledge or expertise to evaluate.
<b>Technological Competence</b>	Understands and has experience or interest in technological applications. Familiar and comfortable using e-mail and social media to connect with student population.	Has a small amount of interest or experience using technological applications. Demonstrates transferable skills in learning and utilizing new technologies.	Has a small amount of interest. Seems apathetic on learning new technologies.	Does not have experience or interest in technological applications.	Insufficient knowledge or expertise to evaluate.
<b>Student Engagement</b>	Shows strong interest in students. Students would find this candidate approachable and engaging. Students would confide in this candidate.	Shows moderate interest in students. Students would warm up to this candidate after a few meetings.	Shows little interest in students. Students would need significant testimonials in order to connect with this candidate.	Shows no interest in students. Students would not actively seek out this candidate to meet with.	Insufficient knowledge or expertise to evaluate.



# Hire

*Candidate,  
I am delighted that you verbally accepted the offer to join the FSU Career Center in the Assistant Director for Experiential Learning/Career Liaison role with a start date of Friday, September 25<sup>th</sup>.*

*Please find your formal offer letter attached as MS Word document. To move forward in your formal hiring process, a timely response to this email with the acceptance of the offer in writing is necessary.*

*Additionally, in order to move your hiring appointment along quickly and seamlessly, our Human Resources Office Administrator will be in touch with you shortly via email to begin the paperwork process.*

*To prepare for your arrival on our end, please email your:*

- Preferred shirt size for your official FSU Career Center*
- Preferred name for your official FSU Career Center name badge and door tag*
- Professional headshot*

*As always, you are welcome to reach me at (850) 644-9774 with any questions during your transition to our team.*

*Looking forward to working with you,  
Search Committee Chair*

*Members of the Search Committee,  
Thank you for your commitment to identifying top talent for the Experiential Learning Team.*

*Formal offers were extended to Candidate Name and Candidate Name.....and both candidates verbally accepted our offer to join the FSU Career Center with a start date of Friday, September 25<sup>th</sup>.*

*Candidate Name and Candidate Name both were extremely complimentary of their warm reception by our Search Committee and the Career Center Team.*

*Please note – this news is not for public consumption as Director will make an official Career Center announcement shortly.*

*Appreciatively,  
Search Committee Chair*

*It is my pleasure to announce that Candidate has accepted the position of Assistant Director, Experiential Learning & Career Liaison for the College of \_\_\_\_\_. Candidate will start on Friday, September 25<sup>th</sup> Please join me in welcoming Candidate!*

*Candidate we are very excited to have you join our team!  
-Director*

# Hire



*Academic Unit Champion Name:*

*The Career Center is pleased to announce that Candidate has joined the Experiential Learning Team as the Career Liaison for the College of \_\_\_\_\_.*

*Candidate comes to Florida State University as a Nationally Certified Counselor with more than seven years of experience as a career development counselor at both University and University, Program Management with College and a seasoned relationship builder through leadership within Non-Profit. Candidate earned a bachelor's degree in Major from University as well as a master's in Major from University and, in addition, is a doctoral candidate in Program from University. Attached is Candidate resume for your review.*

*Candidate began her journey with us on September 25, and is currently completing onboarding and training. Our goal is for Candidate to begin holding office and drop-in hours within the College following the Labor Day holiday.*

*As a result, Candidate will be reaching out to schedule meetings with you and/or your staff to learn about needs and goals of your Department's student population.*

*You can reach Candidate at:*

- *Dunlap Success Center, Career Center #2119*
- *(850) 644-XXXX*
- *[xxxxxx@fsu.edu](mailto:xxxxxx@fsu.edu)*

*Candidate will report to Senior Assistant Director for Experiential Learning Megan Hollis ([megan.hollis@fsu.edu](mailto:megan.hollis@fsu.edu)).*

*Best,*

*Search Committee Chair*



# Hire



- Chamber of Commerce Packages
- Campus Welcome Center Package
- Name badge, office door tag, headshot

*Career Center Colleagues,  
Thank you for your warm welcome of Candidate to the Career Center Team.*

*As the Career Liaison for the College of \_\_\_\_\_, Candidate's Academic Unit Office will be embedded within the Department of \_\_\_\_\_ (Room # Building Name).*

*Once established, Candidate's drop-in hours will be announced to the Career Center listserv and posted to the Career Center Hours of Operation Page (<http://career.fsu.edu/About-Us/Hours-of-Operation>).*

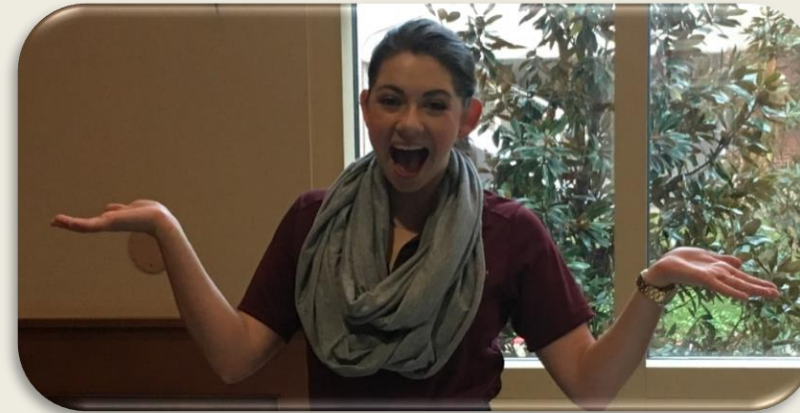
*Candidate's Career Center Office is on the second floor, DSC # \_\_\_\_\_.  
You can reach her at (850) 644-XXXX or [xxxxxx@fsu.edu](mailto:xxxxxx@fsu.edu)*

*And, you can now view and share calendar requests with Candidate on MS Outlook.*

*Candidate will report to Senior Assistant Director for Experiential Learning Name.*

*Best,  
Search Committee Chair*

# Hire – what we learned



- Director deliver charge to the Search Committee
- Pre-block Search Committee calendars
- Pre-block Career Center Staff calendars
- Keep your Academic Unit champions in the loop
- Move quickly!
- Check references in conjunction with search

## TRAINING ITEM CHECKLIST

### ADMINISTRATION

✓	Item	Estimated Length of Training	Who/What
	<b>Career Center Office Manual</b>	1+ hours	Review with Supervisor and as you progress through you one-on-one meetings with the staff. Sign compliance form within 1 <sup>st</sup> month.
	<b>DSA New Hire Orientation</b>	3+ hours	Held at the beginning of each fall and spring
	<b>EMS</b>	30 min.	Office Manager will set up new account and review procedures for requesting space within the Dunlap Success Center (DSC)
	<b>ER &amp; EL Policy Manual</b>	1+ hours	Review with Supervisor, paying close attention to areas that correlate with New Hire's duties/responsibilities.
	<b>FSU Human Resources New Employee Orientation</b>	2+ hours	Office Administrator will show New Hire where on FSU Human Resources website to locate the orientation PowerPoint. This will be started on first day.
	<b>OMNI</b>	30 min.	With Office Administrator, review the OMNI system (logging in, view paycheck, update contact information, etc.)
	<b>Requesting Space Outside of DSC</b>	30 min.	Review with Supervisor the policies and procedures for requesting space within the Union, Student Services Building, and academic spaces.
	<b>Workshop Expectations</b>	30 min. – 1 hour	With Associate Director, review workshop expectations (surveys, Excel Document, expected/actual attendance, etc.)

### TECHNOLOGY, SOFTWARE, AND OTHER SYSTEMS

✓	Item	Estimated Length of Training	Who/What
	<b>K Drive</b>	30 min.	With supervisor, overview of where/what to save on the K Drive
	<b>Phone System Review</b>	15 min.	With Supervisor, review the office phone system (forwarding calls, voicemail, etc.)
	<b>SharePoint</b>	30 min.	With Technical Systems Coordinator, review key areas within SharePoint, creation of documents, technical/print requests, etc.
	<b>Symplcity/SeminoleLink</b>	1 – 1.5 hour session	With one of the system administrators, learn more in depth, best practices, and tips for success. Pre-requisite: account creation <ul style="list-style-type: none"> <li>• Review Plus! Services Activation procedures</li> <li>• Resume Builder</li> <li>• Admin View, Contact View, Student View</li> <li>• Reporting</li> <li>• Services for employers: job postings, career fairs, OCR, etc.</li> </ul>
	<b>TEC Classroom Access</b>	15 min.	Complete form to be able to utilize classroom computers in the absence of the Instructors of Record <a href="https://register.tecs.fsu.edu/inst_tools/account/acctid_form.aspx">https://register.tecs.fsu.edu/inst_tools/account/acctid_form.aspx</a>

## CAREER ADVISING AND COUNSELING RESOURCES

✓	Item	Estimated Length of Training	Who/What
	<b>Career Portfolio</b>	30 min. – 1 hour	With Associate Director, review the steps for creating a Career Portfolio, administrative view if necessary, etc.
	<b>CA Training Checklists</b>	5+ hours	For those staff who will serve on CA desk, review the abbreviated CA Training checklist. (CAC Program Director will provide to you)
	<b>CTI, SDS, and other assessments</b>	1 hour+	With CAC staff member, take the assessments and learn how/why they are utilized. If required for job, learn how to administer the assessments with clients. Assessments can include: SDS, FOCUS 2, Sigi <sup>3</sup> , and Card Sort.
	<b>Digital Resources: Career Shift, A to Z Index, etc.</b>	30 min. – 1 hour	Review with Librarian resources that can be utilized by clients and for employer development as relevant.
	<b>FERPA</b>	30 min. – 1 hour	Learn what is public record and what cannot be discussed regarding a student or other community members with outside sources. <a href="http://registrar.fsu.edu/ferpa/definitions.htm">http://registrar.fsu.edu/ferpa/definitions.htm</a>
	<b>Resume/Curriculum Vitae/Rubric/Critiquing Training</b>	1 hour	With Program Assistant in Employer Relations, review the Career Center's process for critiquing resumes, curriculum vitae and obtaining Plus! Services at FSU

### Other Items:

- Career Liaison Onboarding Document Summer 2016
- May – August Weekly Calendar
- Strategic Plan
- Annual Report
- Dean's Briefs
- Match Major Sheets
- Experiential Learning Team Report

## Onboarding: New Hire's Responsibilities and Best Practices

- When meeting with Team Leads, ask them the best order to talk with their different team members, what areas should you pay close attention to, etc.
- Ask to shadow different staff members, both within and outside your team, to gain a better understanding of office procedures and events/services.
- If provided, review your position manual. They should provide step-by-step procedures to completing daily activities, but also provide insight on different processes including historical information.
- If serving as a liaison, embedded or not, talk with other liaisons to ask about their best practices on developing relationships with those units.
  - Embedded liaisons have a list of best practices to help.
- If you supervise other employees:
  - Set up regular reoccurring one-on-one meetings with staff members to review areas of responsibility
  - Recommend that for the first month, you meet with the staff members more frequently to get to know them better and learn their roles.
  - For that first meeting, discussion can include, but not limited to:
    - Review their job description, specific responsibilities and evaluation format.
    - Discuss your expectations, leadership style, etc.
    - How to contact you when ill or late reporting to work; preferred method for them to request leave time.
    - Preferred communication styles of both you and the supervisee (phone, email, text, open door policy, etc.)
    - Any additional questions the supervisee might have.
- When setting up your email, be aware that the Career Center has a Recommended Best Practice for email signature, ensuring that the information is recognizable and easy to read by our customers.
  - Simple fonts like Arial, Verdana and Calibri are easier to read on computer monitors and screens. Avoid complex script and cursive fonts. Recommend font size of at least 11.
  - Black type is the most legible and recommended text color for your signature.
  - Use a white background. Colored backgrounds may make the email difficult to read.
  - Images should be limited to Career Center web and social media icons.
  - Do not include inspirational/personal quotes, taglines, marketing messages, etc.
  - Exception: Career Liaison Drop-In Advising Hours.
  - University Communications said some departments choose to add a confidentiality statement, but that is not a University-wide requirement.
  - Sample:
    - Name
    - Title
    - Florida State University Career Center
    - Dunlap Success Center
    - PO Box 3064162
    - 100 South Woodward Avenue
    - Tallahassee, FL 32306-4162
    - Phone Number (Fax and Mobile are optional)
    - Email address
    - www.career.fsu.edu

## Career Center First 3 Weeks Onboarding Schedule New Hire – Candidate Name

Administration	Career Advising & Counseling	Employer Relations	Experiential Learning	Tech Center	Supervisor	New Hire
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### 1st Friday and Week

Friday, May 20th	
8:00 – 9:00 AM	Welcome Aboard! Coffee with Lauren, Megan, and Carey (our treat!) Settle into office/FSU
9:00 – 10:00 AM	All Staff Meeting (DSC 1006)
10:00 AM – 11:00 AM	EL Team Meeting (DSC 2118)
11:00AM – 1:30 PM	Office Manual Review/FSU Card/Lunch with Lauren
1:30 – 2:30 PM	FSU Paperwork/Insurance/Official FSU Onboarding Presentations Review <i>Kelly Riser, Office Administrator (DSC 2103)</i>
2:30 – 3:30 PM	Technology Set up <i>Tex Hudgens, Technology Coordinator (DSC 1216)</i>
3:30 – 4:30 PM	Office Time
4:30 – 5:00 PM	Check-in with Tracey (DSC 2114)
Monday, May 23rd	
8:00 – 9:30 AM	Breakfast with EL Team @ Suwannee Room (meet at CC)
9:30 – 10:00 AM	Office Tour/Reintroduction to Staff
10:00 – 11:00 AM	Office Overview and Welcome <i>Myrna Hoover, Director (DSC 2105)</i>
11:00 – 12:00 PM	Office Time: reviewing office manual and ER/EL manual
12:30 – 1:30 PM	SoACE Tweet Chat with EL Team (Meet in DSC 3907)
1:30 – 2:30 PM	Office Time
2:30 – 4:30 PM	Pre-Law Orientation Session with Lauren (Meet in lobby at 2:30pm)
Tuesday, May 24th	
8:00 AM – 9:30 AM	Office Time: set up calendar, email (signature block), Skype for Business, etc.
9:30 – 10:30 AM	Keys/Timesheet submission/Mailbox <i>Martha Skipper, Office Manager (DSC 2108)</i>
10:30 AM – 11:30 AM	Meeting with Administrative Team Lead <i>Leslie Mills, Associate Director (DSC 2102)</i>
12:00 – 1:00 PM	Lunch
1:30 – 2:30 PM	Meeting with Team Lead: Experiential Learning <i>Tracey Dowling, Program Director (DSC 2114)</i>
2:30 – 5:00 PM	Review on own Official FSU Onboarding Online Presentations: Insurance, Campus Policies/etc.
Wednesday, May 25th	
8:00 – 9:00 AM	Office Time
9:00 – 10:00 AM	Meeting with Team Lead: TECH Center <i>Dr. Janet Lenz (DSC 2122)</i>
10:00 AM – 12:00 PM	Tour of Library & Shadow Career Advising Walk-ins <i>Sarah Pearson and CAs (First Floor – DSC)</i>
12:00 – 1:00 PM	Lunch
1:30 – 4:30 PM	Shadow Victor Martinez in Academic Unit (SAN 207)

# MAY 2016

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SAT/SUN
WEEK X						1
WEEK X	2	3	4	5	6	7/8
WEEK X	9	10	11	12	13	14/15
WEEK 1	16	17	18	19	20 Welcome, Kaela & Carey!	21/22
WEEK 1	23 Week 1 Schedule	24	25 Megan/Lauren out at training	26 Megan/Lauren out at training	27	28/29
WEEK 2	30 Memorial Day Holiday	31 Week 2 Schedule				

# JUNE 2016

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SAT/SUN
WEEK 2			1 Week 2 Schedule	2 Career Center Advisory Board	3	4/5
WEEK 3	6 Kaela Out Safe Travels!	7	8	9	10	11/12
WEEK X	13 Kaela out Safe Travels!	14	15	16	17	18/19
WEEK 4	20 Week 3 Schedule	21	22	23	24	25/26
WEEK 4		Learning Goal: Student Experience in your Academic Unit				
WEEK 4	27 Week 4 Schedule	28 EL Team Retreat	29 EL Team Retreat	30		
WEEK		Learning Goal: Student Experience in DSA & FSU				

# JULY 2016

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SAT/SUN
WEEK 4					1	2/3
WEEK 5	4 Independence Day Holiday	5 Learning Goal: Employer Research Lauren Out →	6	7	8	9/10
WEEK 6	11 Learning Goal: Employer Outreach	12	13	14	15 CC Staff Meeting 9-10am EL Team Meeting 10-11am	16/17
WEEK 7	18 SEC/ACC Career Center Directors Conference Learning Goal: Post Internships	19 SEC/ACC Career Center Directors Conference	20	21	22 EL Team Meeting 9-10:30am In-Service 1:30-2:30pm	23/24
WEEK 8	25 Get ready for Fall 2016! Possible Workshops/Meetings in AU	26	27	28	29 EL Team Meeting 9-10:30am	30/31
WEEK	notes					

# AUGUST 2016

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SAT/SUN
WEEK 9	1 EL Team Meeting 3:30-5pm	2	3 Career Center Retreat @ Mission San Luis	4	5 CC Staff Meeting 9-10am	6/7 CA Training
WEEK 10	8	9	10	11	12	13/14 CA Training
WEEK 11	15	16	17	18	19	20/21 CA Training
WEEK 12	22	23	24	25	26	27/28 CA Training & Reverse Career Advising Shadowing
WEEK 13	29 First Day of Fall 2016 classes!	30	31			
WEEK	notes					
WEEK	notes					



# Train – what we learned



- No meeting marathon days
- Talking points for current employees
- The order of information matters
- Emphasize entrepreneurial nature of role
- Autonomy!
- You cannot be all things to all people simultaneously
- Career Center employee vs. College employee

TraceyDowling @TraceyDowling · 14 Dec 2016  
@FSUCareerCenter Experiential Learning Team starts their retreat off with deliciousness courtesy of @BWBagelsFSU #thankyou



You, Jackie Belle, Lauren Kume and Kaela Frank

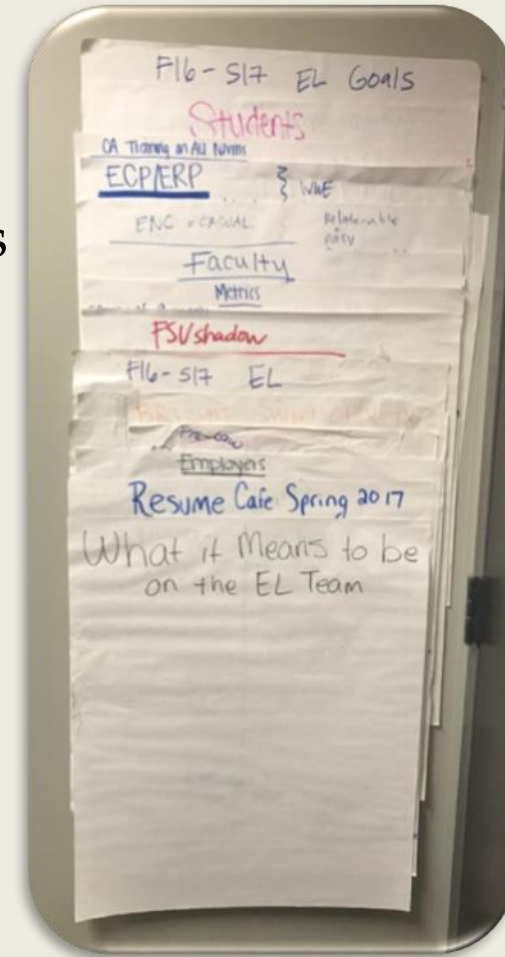
TraceyDowling @TraceyDowling · Mar 2  
👏 the EL Teamwork in action tonight @meganhollis15, @KaelaFrank, @jbelle\_career, and @MichelleFuto 🎉 @careyfee 🎉

TraceyDowling @TraceyDowling · Mar 2  
Well done @FSUCareerCenter Carey Fee and @CFAsu College Leadership Council



# Retain

- Biweekly 1:1 supervision meetings
  - Weekly for first month
- Reverse shadowing in Academic Units
- Monthly Experiential Learning Team meetings
- Annual goal-setting
  - Individual
  - Team
  - Career Center
- Retreats
  - Semesterly check-ins
  - Annual SWOT Analysis
- Assign long-term projects, committee representation
- Dean's Briefs
- RECOGNITION



# Retain – Perks, Professional Development, Oh my!



- Customer Service Certificate Series
- The Frontline Leadership Certificate Series
- The HR Department Representative Certificate Series
- The Time and Labor Representative Certificate Series
- The Sponsored Research Administration Certificate Series
- Financial Representative Certificate Series
- Diversity & Inclusion Certificate Series
- Global Partners Certificate

My development. Made Better. 🌟 My leadership. Made Better. 🌟 My career. Made Better. 🌟

Has a SoACE member made your day a bit brighter?  
Has a co-worker received a promotion?  
Does someone deserve a thank you?

The perfect way to acknowledge them is through our SoACE Kudos program! Give a short word of thanks, encouragement or congratulations in our e-newsletter! Use the [SoACE Kudos](#) to give someone a two-length (140 characters max) shout out and we'll publish it in our October newsletter!

**Don't delay! Submission deadline is September 30th!**

Questions? Contact Stephanie Saunders at [ssaund20@uncc.edu](mailto:ssaund20@uncc.edu).



Division of Student Affairs / DSA Awards / About DSA Awards

## About DSA Awards

The DSA Awards and Recognition Ceremony is held each spring to recognize the hard work and commitment of staff members and campus partners to the Division of Student Affairs. This special program gives us an opportunity to recognize our peers for their exemplary service to the community, as well as thank them for extended years of service. Along with recognizing our peers and campus partners, the program also includes a dessert bar reception. The DSA Awards and Recognition Ceremony is done in collaboration with Division of Student Affairs departments.

Nominations will be accepted through the online submission below.

[DSA Awards Nomination Form](#)



# Retain – Perks, Professional Development, Oh my!

*First Name,  
Myrna, Calvin, & I believe you would represent the FSU Career Center EL Team well at the Marine Corps Educator's Workshop June 2017 in Quantico, VA (Calvin can provide tentative dates).*

*This is an all-expenses paid trip to Quantico, VA where the Marine Corps takes care of their flight, hotel, and meals while sending them to where we screen and evaluate future Marine Officers at Officer Candidate School. During EWS they'll see how we teach leadership and set college graduates up for their follow on careers leading Marines. In years past, some attendees got a ride on HMX-1, the President's helicopter! It's a very in depth view of what a career as a Marine Officer would entail for a Florida State University graduate*

*Melissa, V'Rhaniku, Calvin, Heather, Megan, Kristin and Amanda have attended before if you'd like some additional insights. Please let Calvin & I know if you are able and interested in attending.*

*Best,  
Team Lead*

*First Names,  
I wish you both a great time at NPI! I hope the experience gives you a space to reflect and grow through professional development and make connections throughout DSA. I really enjoyed attending last year and hope you will find it rewarding.*

*If you need anything the next two days, just let me know.*

*Cheers,  
Supervisor*



# Challenges

## Gov. Rick Scott challenges Florida universities to help graduates get jobs



FEBRUARY 18, 2016, 6:38 PM

**G**ov. **Rick Scott** wants Florida's universities to make sure psychology majors and students pursuing other popular degrees can find jobs after graduation.

He's challenged the universities to get all graduates in their two, most in-demand majors into full-time jobs within a year of commencement. The employment rate in those fields for students who do not head to graduate school currently averages about 60 percent, Scott's office said.

Psychology is the top major on at least six state campuses, including the **University of Central Florida**, **Florida State University** and the **University of Florida**. Other popular majors are business, mass communications, English and criminology.

Some majors, including psychology, have drawn criticism from state leaders, who say they don't mesh well with Florida's job market. But a few, such as nursing at UCF, produce graduates who are all but guaranteed decent-paying jobs. Nursing is the second most-popular major at UCF.

# Challenges

## OVERALL CAREER LIAISON METRICS

Their presence has contributed significantly during their first semester embedded within their Academic Units.

The impact has been felt across all internal and external stakeholders increasing exposure to employability skills workshops, increasing alumni and employer connections as demonstrated by:

	Baseline	August 2014	September 2014	October 2014	November 2014	December 2014	Running Total	% Increase
<i>Overall</i>								
<b>ProfessioNole*</b>	676	676	684	690	703	787	787	16.4%
<b>Internship Listings*</b>	102	156	344	261	214	129	1,104	-
<b>Part-Time Job Listings*</b>	91	132	103	145	108	70	649	-
<i>Academic Unit</i>								
<b>Employer Outreach**</b>	N/A	1,078	1,432	159	51	333	3,053	-
<b>Faculty/Staff Contacts**</b>	N/A	99	81	76	59	80	395	-
<b>SeminoleLink Plus!</b>	538	250	244	84	148	61	1,325	146%
<b>Employability Workshops**</b>	N/A	35 workshops/ 1,005 students	26 workshops/ 1,284 students	43 workshops/ 957 students	16 workshops/ 551 students	2 workshops/ 33 students	120 workshops/ 3,797 students	-

\* Denotes increases calculated for overall numbers

\*\* Denotes increases by majors served within Academic Units. Baseline measurements are not applicable as these numbers were not tracked at the Academic Unit level prior to Career Liaison appointments.



# Challenges



EMBRACE  
MESSY  
LEARNING.

Just Criticizing the Culture  
WON'T CHANGE  
THE CULTURE



YOU CAN'T DO  
TODAY'S JOB WITH  
YESTERDAY'S  
METHODS AND BE IN  
BUSINESS TOMORROW.



**KEEP  
CALM  
AND  
EMBRACE  
AMBIGUITY**



# Creating a Culture - FAU



FAU IS WHERE YOUR FUTURE BEGINS

JOIN US ON OUR JOURNEY IN PUSHING THE BOUNDARIES OF HIGHER EDUCATION

EXPLORE JOBS AT FAU

## INNOVATION & UNBRIDLED AMBITION

We have over 30,000 students from all 50 states and over 180 countries, 21 intercollegiate teams, 180 plus degree programs, and an administration that thrives on discovery and excellence. Florida Atlantic's faculty and staff are trailblazers and innovators with a passion for finding creative solutions while advancing science, art, and technology in all disciplines. Our work environment is a hub of cultures from across the nation and the world, making FAU a place where collaboration flourishes.

Student success, excellence, and community engagement are some of our highest values as a university. These values are prominent throughout FAU's community and are essential to the employee experience. To learn about the vision and mission of FAU, please visit: [www.fau.edu](http://www.fau.edu)



# Creating a Culture - Setting Expectations

Internship Team Pillars built on FAU Student Affairs principles:

Productivity

Accountability

Supervision

<p><b>Pillar 1</b></p>	<p>Let's Discuss: Productivity Expectations - Team members will focus at the tasks at hand, prioritize accordingly, and proactively ask for guidance and assistance. The internship team is constantly striving to produce at the highest level and exceed expectations. Each team member should monitor his/her productivity; report outcomes on a weekly basis and at times more frequent basis; ask for feedback; and make any necessary adjustments.</p>
<p><b>Pillar 2</b></p>	<p>Let's Discuss: Accountability Expectations - Team members are accountable for their own actions and it is their responsibility to ensure that they are on task. It is not the responsibility of those around them. They are responsible for meeting stated deadlines - if adjustments must be made this should be done prior to the deadline date in consultation with the Director. It is expected that all team members "own" their actions.</p>
<p><b>Pillar 3</b></p>	<p>Let's Discuss: Supervision Expectations - The Director strives to ensure a transparent internship center where all team members are aware of responsibilities, activities, projects, procedures, achievements and goals. If a team member is unclear on any aspect it is the responsibility of the team member to vocalize the situation and the responsibility of the Director to clarify and/or provide the necessary resource, approach, and/or pathway to a solution.</p>

*Discussed during on-boarding process*

# Creating a Culture - Creating Cohesion

- Team members have:
  - Different roles
  - Different strengths
  
- Help them to recognize it
  - What I bring to the table...
  
- Group word cloud
  - What jumps out?



# Creating a Culture - Creating Cohesion

- Team members support & recognize each other
- How do other's see my contribution?
  - What my team members bring to the table....
- Individual word clouds



# Closing Thoughts

- Believe in your team
- Be humble
- Care about your team so you will:
  - be demanding of them...when you should be
  - be compassionate...when they need to talk
  - discipline them...when they deserve it
  - praise them...when they earn it
  - be strong enough to risk not being liked

Care about your team so they can be better than they thought they could be



# Questions/Comments

