

CONNECTION

KEEPING FLORIDA FIRST

2013 SUMMER EDITION

Message from the President

Tracy Joinson, 2013-2014 FCPA President




I would like to begin this update by expressing my appreciation to the entire FCPA membership for allowing me to serve as president of our wonderful organization. I consider it an honor to be able to have the opportunity to set FCPA's goals and priorities for the coming year. With that said, it is by no means a task I undertake alone. Our outstanding board members and I will be meeting in early August to discuss and determine the organization's goals for the coming year. Please contact me if you have any input.

It is hard to believe that our annual conference was less than two months ago. In many ways it feels like it was so long ago. I think one of the highlights for me was meeting all of our new members. Once again, welcome to FCPA! I hope to see you back at next year's conference where we will all continue to network, learn and have fun. I would be remiss if I did not take this opportunity to again thank all of our conference volunteers. You all did a wonderful job and helped to make the conference a great success. In addition to all of our volunteers, the conference would not be possible without the support of financial donations to our President's Council. On behalf of FCPA, a sincere thank you (and a great job fundraising by our President's Council committee chair Delicia Lewis). If all this conference talk has you already excited about the 2014 event, rest assured that our new, and very capable vice president, Delicia Lewis from Florida Institute of Technology, will be planning another fantastic event- who knows, maybe Beyoncé will even make another appearance!?! We plan to announce the 2014 conference location in the fall.

Mark Colvenbach retired from the board this year after serving since 2008. Mark began on the board as FCPA's first ever professional development director and set a standard for that role that continues to strive for enhanced learning and professional growth for all of our members. I would like to express our appreciation for your hard work and dedication over the years.

As we move forward in FCPA's 48th year, I feel like our organization is doing well in terms of membership growth, increasing opportunities for professional development, financial stability, keeping current with technology, and the general feeling of camaraderie amongst members. Along with my optimism however, I believe we have plenty of challenges and opportunity ahead. We need to strive to bring our employer membership numbers up, which I believe we can do. What other organization in Florida can easily connect recruiters with over 40 higher education career services professionals in one place!?! We also need to make sure that we continue to deliver a high level of return on investment to all our members by seeking out innovative opportunities and responding to the needs of our membership.

I look forward to serving the FCPA membership as president this upcoming year and working with such an outstanding group of committed and talented people. Please feel free to contact me if you have any questions, contributions or ideas for our state association as we continue to *Keep Florida First*. Enjoy the rest of the summer. 

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Treasurer's Report

Lisette Guillen-Dolby

Our current balance, as of July 31, 2013, SunTrust statement, stands at \$21,244. Please be reminded that this does not include our \$10,025 in Business Money Market and our SunTrust Certificate of Deposit (CD) for \$20,690.



Thank You to 2013 Conference Committee Chairs, Committee Members, Room Hosts and Exhibitors!

Committees:

Conference Chair: Tracy Joinson

Programs & Speakers: Megan Waldeck (Chair), Adam DeRosa, Sandy Jakubow & Valerie Kielmovitch

Registration: Robin Kazmarek (Co-Chair), John Sheehy (Co-Chair), Ali Dunn, Sheila Hood, Anne Meehan & Marsha Sherman

Recreation: Charlie Rodriguez (Chair) & Tara Stevenson

Evaluations: Arin Baynard (Chair)

Logistics: Melissa Neider (Chair)

Exhibitors: Cathy Wise (Co-Chair) & Kim Edwards (Co-Chair)

President's Council: Delicia Lewis (Chair)

New Member Orientation: Kwanza Caffie (Chair)

Photography: Alicia Smyth (Chair)

Awards: Mark Colvenbach (Chair), Adam DeRosa & Sheila Hood

Graphic Design: Andrea Bealler (Chair)

Room Hosts:

Katy Boyd, Harold Clayton, Xuchitl Coso, Tim Harding, Robin Kazmarek, Rob Liddell, Val Matta, Bridget Robinson & Rex Wade

Exhibitors:

CareerShift

Career Fair+

College Central Network



Highlights from the 2013 Business Meeting

Alicia Smyth, FCPA Information Management Director

Board Reports

President's Report - Each year, the president of FCPA sets goals for the board to accomplish in the coming year. Jennifer Ziegler, now our past president, reviewed the goals and announced that all goals had been accomplished.

1. Increase membership with diversified representation by implementing strategic membership development plan
2. Improve automation of conference-related processes related to vendors, sponsors and guests
3. Create a platform that clearly outlines sponsorship opportunities and improves communication to potential conference participants
4. Identify volunteer opportunities and implement strategies to increase membership involvement
5. Co-host reception at SoACE for employers and potential members

Treasurer's Report - Lisette Guillen-Dolby presented the 2012-13 Annual Operating Budget and current Statement of Revenues and Expenses. She also reviewed the history and current balance of the reserve account.

Secretary's Report - Alicia Smyth (filling in for Ommy Pearson) presented the Membership Report, noting a 17.7% increase in overall membership over the previous year. The Association saw increases across the board in representation from State Universities, Private Colleges/Universities, State-Community Colleges/Technical Centers, and Employers. Increases also occurred in nearly all membership types, including Standard Institutional, Individual, Student, Affiliate, and active Honorary Lifetime members. The most significant increase occurred among Employers. Of the 292 members of FCPA, 99 (34%) are new members.

Membership Development Report - Kwanza Caffie reported that over 40 new members were present at this year's conference. Turnout was outstanding at the New Member Orientation and she encouraged all new members to get actively involved with FCPA.

Information Manager's Report - Alicia Smyth provided the following points:

- Everything is running very smoothly with MemberClicks and reminded members about the many resources and networking opportunities available when members log in to the system
- Members may follow FCPA on Twitter [@FCPA_Tweets](#) and tweet about the conference using #FCPA13
- Members may renew for 2014 at any time and note that memberships expire on January 1, 2014; Renew by logging in to your MemberClicks account > Membership > Membership Management > Membership Renewal
- Access the FCPA Membership Directory by logging into MemberClicks > Network > Member Directory
- Deadlines for submission for FCPA Connection are August 5 for Summer, November 29 for Fall/Winter and March 28 for Spring
- Conference presentations will be made available on the FCPA website under Resources. Must be logged in.
- All members have access to broadcast announcements to membership. There are three lists: [announce@flcpa.memberclicks.net](#) (general announcements); [jobs@flcpa.memberclicks.net](#) (job openings); [share@flcpa.memberclicks.net](#) (questions posed to membership regarding how to do something, best practices, services, etc.). All lists are moderated.
- Conference photos will be uploaded to MemberClicks within a week of the event. Must log in and photos only viewable to current FCPA members under Alicia Smyth's profile
- If you have trouble with any aspect of the website, send an email to info.manager@fl-cpa.org

continued

Business Meeting Highlights, *continued from page 3*

Professional Development Director - Megan Waldeck announced the Breakout Spotlight, a new initiative started after the 2012 conference to give the presenter with the highest rated breakout session an opportunity to present their session via webinar. As a reward, the lead presenter will also receive a free conference registration for the coming year. Dona Gaynor and Erin Minta presented the highest rated program in 2012. Because of the participatory nature of their presentation, the second highest rated program, presented by Myrna Hoover, Ray Rogers and Gary Karl was offered to members via webinar in February. This program will continue in 2013-14.

New Business

Nominations & Election 2012-2013 Board of Directors - Jennifer Ziegler explained which positions on the board were up for election this year. The board proposed and the membership voted to accept the following slate as the 2013-2014 Board of Directors:

President: Tracy Joinson
Vice President: Delicia Lewis
Treasurer: Lisette Guillen-Dolby
Secretary: Omy Pearson
Past President: Jennifer Ziegler
Information Management Director: Alicia Smyth
Membership Development Director: Kwanza Caffie
Professional Development Director: Megan Waldeck
Employer Member: Vacant
Employer Member: Vacant
State University Member: Sandy Jakubow
State/Community College Member: Adam DeRosa
Private College/University Member: Robin Kazmarek

Congratulations to the 2013 Breakout Spotlight

Megan Waldeck, FCPA Professional Development Director and Conference Program & Speakers Chair

Congratulations to **Sheila Hood and Jessica Burns** of the University of Tampa! Their program, *Finding Magic in the Moment (2,013) Hours Before Graduation*, was the highest rated program from the 2013 annual conference! As the lead presenter, Sheila has won a FREE registration to the 2014 FCPA Annual Conference. Keep a lookout for a webinar presentation of their program later in the fall!

Want to be the next Breakout Spotlight winner? Submit your program proposal for the 2014 FCPA Annual Conference! Information about deadlines will be available soon.

President's Council Announcement

Delicia Lewis, FCPA Vice President and Conference Chair

The [President's Council](#) needs your financial support! Our conferences would not be as enjoyable as they are without this additional support. Please visit the FCPA website for information on how you can contribute to the success of the 2013 Conference by making a donation or sponsoring a conference event. If you are unable to sponsor, you now have the opportunity to purchase a half page advertisement in the conference program for \$500. Please contact Robin Kazmarek at rkazmare@stetson.edu.

FCPA 2014 Conference Committees

Delicia Lewis, FCPA Vice President and Conference Chair

Serving on a conference committee is a great way to get involved in the organization and establish relationships with colleagues state-wide. We still need volunteers for some committees!

Contact Delicia Lewis, Conference Chair, at vice.president@fl-cpa.org if you are interested or if there are any changes to the list below.

Programs & Speakers

- Megan Waldeck (chair) - Florida State University
- Mark Colvenbach - The University of Tampa
- Adam DeRosa - Broward College
- Andrea Bealler - Valencia College
- Valerie Kielmovitch - Embry-Riddle Aero University
- Melissa Neider - Pepperdine University

Recreation/Entertainment

- Chair/Volunteers needed

Door Prizes

- Emily Ferraro - Embry-Riddle Aero University
- Tiana Tucker - University of Central Florida

President's Council

- Robin Kazmarek (chair) – Stetson University
- Volunteers needed

Evaluations

- Arin Baynard (chair) – Seminole State College

Room Hosts

- Tara Stevenson - Flagler College
- Tiana Tucker - University of Central Florida
- Room Hosts needed

Registration

- Michelle Farquharson (chair) – Florida Institute of Technology
- Vanessa Dyer - Valencia College
- Jessica Furlong - Flagler College
- Jennifer Papoula - Valencia College

Photography

- Alicia Smyth (chair) – Embry Riddle Aero University
- Volunteers needed

New Member Orientation

- Kwanza Caffie (chair) – University of Florida
- Vanessa Dyer - Valencia College
- Michele Groves - State College of Florida, Manatee-Sarasota

Awards

- Jennifer Ziegler (chair) – Enterprise Rent-A-Car
- Adam Derosa - Broward College
- Michele Groves - State College of Florida, Manatee-Sarasota

Exhibitors/Vendors

- Chair/Volunteers needed

On-Site Logistics

- Melissa Neider - Pepperdine University

Thank you so much to our 2014 conference committee chairs and members for volunteering!

Stetson's Robin Kazmarek Receives 2013 Brownlee Leadership Award

Each year, during the Awards Luncheon at our annual conference, FCPA awards the Brownlee Leadership Award to a deserving FCPA member. The award, established in 1987, serves as an ongoing memorial in recognition of John Brownlee and his dedication and commitment. In John's 10-year involvement with FCPA, he served as a board member and as President. He brought tremendous energy and enthusiasm to our organization. Those who knew John, knew of the high standards he practiced in both his personal and professional life. He found time to be active professionally, socially, and in the community, but always kept family as his number one priority. He was honest and truthful. He was a leader and an achiever.

Anybody who has attended the annual conference the past few years has met the 2013 Brownlee winner, Robin Kazmarek from Stetson University. Robin has been a member of FCPA since 2007; however, for the past three years she has co-chaired the Registration committee for the annual conference. It is not simply this involvement in FCPA that earned Robin the Brownlee Award, but her efforts and dedication beyond the tasks of this role. She has consistently offered her assistance to take care of details whether it was calling local organizations to obtain materials or visiting venues to take care of last minute details. When reporting back, her last statement is *always*, "let me know if there's anything else I can do to help." Additionally, she has encouraged her staff to become involved in FCPA, so much so that one even won the "New Member Award" recently. After winning the Brownlee Leadership Award, Robin joined the board as the Private College/University representative, which means FCPA will fortunately continue to benefit from her dedication, enthusiasm, and leadership.

Congratulations to Robin on joining the esteemed and short list of outstanding career professionals who have previously received this honor!



Embry-Riddle's Valerie Kielmovitch is 2013 New Member Award Recipient



Valerie Kielmovitch takes the honor as this year's New Member of the Year. Valerie has been a member of FCPA since December 2010, when she joined Embry-Riddle Aeronautical University's Career Services Office as a Program Manager. Prior to Embry-Riddle, Valerie spent several years working in Residence Life at the University of South Florida.

In 2011, Valerie volunteered to be part of the Programs & Speakers committee for the 2012 annual conference, working with committee chair Megan Waldeck to solicit hosts for the round table sessions. During this, her first FCPA conference, Valerie did a fabulous job serving as the round table facilitator and co-presenting a breakout session on blogging. She also went out of her way to help the conference registration committee get things set up prior to the conference.

Valerie has continued to serve on the Programs & Speakers Committee and remains an enthusiastic and active member of FCPA. Valerie's nominator and colleague, Alicia Smyth, says of Valerie, "She is a great example of a new member getting involved early on and showing promise as a future FCPA leader."

Mark Marcus from Stetson Wins 2013 Student of the Year Award

Congratulations to Mark Marcus from Stetson University on being recognized as this year's Student of the Year award winner. Marcus, a junior accounting student, was nominated by John Sheehy, Coordinator of Career Development, for his academic excellence, ability to overcome obstacles, career decision-making, and personal drive to accomplish his career-related goals. He is currently participating in the Siemens Energy 2013 Accounting Internship Program and plans to graduate in 2014.

Over the years, Mark has encountered and conquered many challenges, becoming his own project and a man in command of his destiny. He "turned roadblocks into springboards that have catapulted him to reaching his goals and achieving success", says his nominator. Through it all, he maintains a 3.5 GPA, works two jobs - one as a Resident Assistant on campus and serves as a mentor to countless underclass students across campus. Additionally, he is the campus liaison for the Becker Professional Education program which aligns with his career goals of a job in accounting. As a result of his hard work and dedication, Mark received a Phi Theta Kappa Scholarship, was named a Stetson Business Scholar and earned a spot on the Stetson University President's List.

On winning this award, Mark says, "Getting the FCPA Student of the Year award was unexpected and humbling. I've worked hard to learn so much and it's nice to be recognized. At the same time, I want to congratulate the other nominees for their work. I am grateful for the recognition and honored to represent Stetson University."

Possible Pre-Conference Programming for Two-Year Colleges

Adam DeRosa, Community/State College Member

The FCPA Board, in conjunction with Florida Colleges Career Services Consortium (FCCSC), will be exploring the idea of offering a Pre-Conference Program for Two-Year Colleges prior to the 2014 FCPA Conference. If you are interested in serving on the Steering Committee for this initiative, please email Adam DeRosa, State/Community College Member of the FCPA Board, at aderosa@broward.edu. The Steering Committee will convene sometime in late September 2013 via phone conference. If you have any questions or ideas, please send them to Adam at aderosa@broward.edu.

2013 FCPA Annual Conference Evaluation Update

Arin Baynard, Evaluation Committee Chair

After a review of the 2013 FCPA Annual Conference evaluation survey, the majority of attendees who participated described the conference as "very good" and "excellent." The following summary illustrates the survey results for the conference. The FCPA Board of Directors and Conference Committee members will review the feedback collected in order to effectively plan and further enrich conference events and programming.

The survey consisted of 16 questions where participants were given the opportunity to rate the overall conference, programming, and events, and provide feedback on what they found to be most and least useful/ effective. A rating scale of Excellent, Very Good, Good, Fair, Poor, and N/A was used, along with open-ended questions for comments and suggestions. According to the rating scale, the conference received a rating of 4.16 on a 5.0 scale, with 46.9% of respondents giving it a rating of "very good", 34.4% "excellent", and 18.8% "good". The location, the Wyndham Lake Buena Vista Resort, received an overall "good" rating (3.63 out of 5.0), while overall programming received a rating of 3.77.

continued

Conference Evaluation Update, *continued from page 7*

For programming, the top rated breakout sessions were: Finding Magic in the Moment (2,013) Hours Before Graduation (4.17), Internships: What is the ROI? (3.96), and Little School, Big Office: Optimizing Career Services & Employer Relations at a Small College (3.79). The majority of respondents rated the Roundtable Sessions/ Employer-Vendor Spotlight as “excellent”, with comments expressing the need for more time at the roundtables. The keynote speakers and general session presenter were also rated as “excellent”. However, the offering of CEU (Board of Certified Counselors) courses only influenced 3.1% of the respondents in their decision to attend the conference.

Special events, meals, and receptions with the highest rating were: the Florida Colleges Career Services Consortium meeting (4.46), Closing Banquet (4.38), and Recognition Lunch (4.28). Other suggestions included the need for a more structured, well-planned group activity and an expanded format for the Florida Colleges Career Services Consortium meeting.

In addition, this year respondents were asked to provide feedback regarding the FCPA conference booklet format. 73.4% said “yes” the booklet should continue to be provided in print form. Suggestions included providing the program booklet as an app or electronic download.

In general, participants commented that the conference was “great,” and they enjoyed networking with their peers. Many thanks to those who participated in the survey and provided essential feedback to make next year’s conference a success. We look forward to seeing you in 2014!

Email Etiquette: The Art of Writing in the 21st Century

Jairo R. Ledesma, Assistant Director, CMS, Florida International University

For centuries the art of writing a letter was just that: an art. Writing was reserved for scribes, whose job it was to draft carefully edited letters and books that would be read by the elite. Over time, with the advent of technology the scribe was replaced and the production of books and letters was accessible to many. That was a good thing I guess. The drawback, we could surmise, has been that we no longer pay attention to detail and the power that the written word has. Take for example the manner in which we communicate today. Electronic mail, or email, is perhaps the number one way we communicate (I do believe this is changing, and how you communicate has to do with the age bracket you fall under) and it is perhaps the only way we have to get our point across in great detail, since the days of actually writing a letter by hand are all but gone.

Email in its purest form is a representation of who we are. It allows the reader to infer our character, mood and overall mental wellbeing. IF I WRITE TO YOU IN ALL CAPITAL LETTERS, you will assume that I am either very angry at you or that I simply forgot to let go of the Caps Lock button. if i rite to u like this, u may think that i am younger and hip, or maybe you will think I am your friend or something. Or if I write to you like one my students did recently “Yo Ledesma, I uploaded my resume go ahead and approve it because I needed ASAP” you may think I was a bit rude.

So, where have all the etiquette and manners gone? Over the course of my almost 13 years in higher education, I have noticed that etiquette as it pertains to writing has diminished and seems to be spiraling downwards. Gone are the days of paying attention to detail, to the tone and to our audience.

continued

Email Etiquette, *continued from page 8*

The internet/information revolution perhaps has made us go a bit faster than we were previously accustomed to. In our haste to keep up, perhaps we have neglected the details, or is it that in our early educational experience, the emphasis on writing and grammar has shifted? Could it be perhaps that these deficiencies were always there, but is it only now when the written word is more important than ever, that we notice this? Whatever the case may be I find myself having an internal battle of whether or not I should take the time to “school” a student on proper email etiquette. I think about whether the student will actually take into consideration what I just wrote to them. I contemplate whether I now will get into a back and forth with a student who may take offense to a “teaching moment.” In the end, the educator in me always wins out. In my line of work, every moment is a teaching moment, an opportunity to share information and/or an opportunity to make students reflect and think.

Alas, there is hope; I think, I hope. Just browsing the LinkedIn website, I come across hundreds of professionals who profess knowledge of email decorum. A quick Google search finds a plethora of articles on the subject. But in the end, I am convinced that it will be the educator in all of us to let our students, our future professionals, know how important communication is and how vital email etiquette is to their professional development and future. I usually do my best in the most polite fashion to let the student know first what the mistakes were, and then next how it can be done better. More importantly, I let them know why it matters so much that they get this figured out before they reach the professional world. I sometimes provide links to articles (such as this one from *inc.com*: <http://www.inc.com/guides/2010/06/email-etiquette.html>) so that students do not just hear it from me. Lastly, remember that as Career Services professionals, if we don't take the time then someone else may. BECAUSE if u dont...some1 will, butt it May be 2 LATE!!!!!!!

Educating Educators, Leading Leaders

Marines show educators how officers are recruited, screened and turned into leaders

Press Release: Marine Corps Recruiting Command Public Affairs

MARINE CORPS BASE QUANTICO, Va. – A University of West Florida educator recently observed and participated in Marine Officer Training hosted by the Marine Corps Recruiting Command here, June 24 – 28.

Rex Wade from the University of West Florida attended The MCRC Educators' and Key Leaders' Workshop, which highlights the education and training men and women undergo to become Marine Officers capable of leading Marines in combat.

Participants in the workshop learned combat leadership skills while practicing patrolling with lieutenants; viewed a Sunset Parade at the Marine War Memorial in Washington, D.C.; toured Marine Helicopter Squadron 1 (HMX-1), the president's squadron, and participated in training at the Officer Candidates School, among other events.

To view photos of the week's events, visit: <http://www.flickr.com/photos/marinecorpsrecruitingcommand>

For more information about the Educators' and Key Leaders' Workshop, contact your nearest Marine Officer Selection Officer, visit www.MarineOfficer.com or call 1 (800) MARINES.

Coming Soon:
2014 FCPA Annual Conference Location and Date Information

4 Surefire Ways to Optimize Your Career Center

Val Matta, Vice President of Business Development, CareerShift

Think of your career centers as hidden gold mines: Although they're there at your disposal, few college students are aware of their advantages. A National Association of College and Employers (NACE) survey showed only 36 percent of students frequently take advantage of career center services. What's more: 27 percent of graduating seniors who plan on entering the workforce do not make use of their college career centers services. So while many students and young professionals may be aware of their career centers, not all use it as much as they could.

What are some ways to optimize your career center, especially during the job search? Check out these tips:

Find an advisor who understands you

First things first: You have to find a career center advisor who gets you. This is important for a few reasons. First, an advisor who understands your major, your personality, and your career path will be able to steer you in the right direction more efficiently. In addition, when you feel comfortable around these kinds of advisors, you'll likely be inclined to seek and later take their advice.

Tip: Before you meet with an advisor, research their history and professional background. Then, try to see if your professional interests and values align with theirs, ensuring you find the right match.

Get resume help

About 71.3 percent of those who use career centers take advantage of resume services. Think about it: You have experts at your disposal ready and willing to optimize your application materials. In particular, your resume is usually what a hiring manager or recruiter sees first, so it needs to be at its best.

Tip: The best way to get resume help from a career center to come as prepared as possible. Have a rough draft ready to go, even if you know it may be edited. That way, there's a solid foundation for you and the advisor to go through.

Practice, practice, practice

The NACE survey also indicated that about 42.8 percent of career services users go there for mock interview sessions. This is great way to learn and understand the best interview methods, such as how to answer questions appropriately or the best ways to follow-up. You may also learn how to dress professionally or how to conduct your body language in a way that shows you're professional, enthusiastic and eager to get the job.

Tip: Don't be nervous! Your career center advisor is there to help you. Ask for feedback on what you're doing right and what you need to improve upon. This way, you'll get the bad out of the way and be able to emphasize the good.

Find those hidden opportunities

After all your proactive work is complete, it's time to utilize your career center's best asset: Hidden job opportunities. Eighty percent of open jobs are never advertised, which means members of your network, including your career center, may be aware of jobs you would never see listed. So it's vital that you use this resource to your advantage.

continued

4 Surefire Ways to Optimize Your Career Center, *continued from page 10*

Tip: Be sure to jump on those hidden internship and job opportunities. Just because they aren't advertised, it doesn't mean others haven't gotten wind — they may be applying for the positions as well. In addition, if your advisor has a connection or can give you a reference, you may have an easier time getting into the organization.

Visiting your career center is an absolute necessity, whether you just started school or are about to graduate. Be sure to take advantage of this resource and use it to its full potential.

This article was originally published at <http://www.businessinsider.com/4-surefire-ways-to-optimize-your-career-center-2013-6> and may be re-published with permission from the author.

Member Updates

At the end of May, Saint Leo University was confronted with the bittersweet reality that our colleague, **Cathy Wise**, would be stepping away to pursue some consulting and training opportunities closer to her children and grandchildren. While we were excited for Cathy to take this brave step, we also recognized that our students were losing a consistently strong influence in their lives. Robert Liddell, Saint Leo's Director of Career Planning, reached out to a few FCPA members to ask for their assistance in identifying a candidate and to help publicize the vacancy. Robert is pleased to announce that, effective July 22, Ms. **Tiffany Nelson** has joined the Saint Leo Career Planning team and University community as an Assistant Director for Career Planning. After growing up in St. Petersburg, Tiffany began college here, at Saint Leo University, as a University campus student (fall 2004—Spring 2006). She then moved North to complete her Bachelor's degree in Psychology from Notre Dame University and has recently completed a combined Educational Specialist (Ed.S.) and Master of Science (M.S.) program of study in Counseling and Human Systems with an emphasis in Career Counseling at Florida State University. As a component part of her program, she worked within FSU's Career Center in several roles. She has gained a good deal of experience in one-on-one career advising, small group advising, providing constructive coaching as a mock interview mentor, and as a co-facilitator of the *Introduction to Career Development* course while at FSU. Additionally, she sought out additional experiences working with alumni and in recruiting employer partners. In addition to the exceptionally high praise offered by her professional references, Robert received several encouraging notes from former classmates and current friends commending her personal attributes and character. Robert is confident that you will enjoy interacting with her and, equally, that you will embrace Saint Leo's newest colleague.

Embry-Riddle Aeronautical University recently welcomed two new Career Services professionals to their team. **Emily Ferraro** joined ERAU Career Services in May after receiving her Master of Education in Curriculum and Instruction, College Student Affairs from the University of South Florida. She is serving as the Program Manager for Aerospace Engineering and is overseeing all Career Services social media. **Lauren Burmester** was hired in June as Program Manager for Flight and Maintenance, among other programs. Lauren is an alumnus of Embry-Riddle, with a Bachelor of Science in Aerospace Studies and a Master of Aeronautical Science. Her Embry-Riddle career includes positions held in Admissions for the Daytona Beach campus and Academic Advising for the Worldwide campus.

Alicia Smyth was recently appointed as Director of Database Management for Development Services at Embry-Riddle Aeronautical University. In this role, Alicia will be supporting Career Services, Alumni Relations and Development by overseeing administration of the Experience, iModules, and Advance systems. Additionally, she will be managing gift processing for the university. Alicia will continue to serve on the FCPA Board as Information Management Director and will also continue to manage the website and digital communications for the Colleges of Central Florida Career Consortium.

Employee-Crafted Goals Pay Off

Robert Liddell, Director, Career Planning, Saint Leo University

Goal setting and performance management are often cited as supervisors' least preferred responsibilities. Cascading performance goals down through a large division or organization is a complex undertaking.

Coordinating everyone's goals around activities that contribute to productivity requires communication, planning, rewards and support.

To create strategic alignment among the organization's direction, the manager's performance expectations and an employee's annual objectives, consider having employees design their own goals. This practice provides rewarding opportunities for employees to assume responsibility for their contributions and development.

In some cases, it makes sense to assign an annual objective to the individuals or small groups most capable of delivering the desired work product. However, companies in which employees have a say in how they make contributions benefit from increased job satisfaction and reduced turnover.

Prepare.

Employees who are aware of top-level objectives and how their department supports those objectives are better prepared for this process. As manager, your first step is to review top-level objectives and understand how your team's goals contribute. Then, consider what goals need to be delegated.

Next, clarify employees' key responsibilities and begin to anticipate the goals you might expect them to achieve. Having already set your annual goals and ensured that they fit into the company's direction, ask employees to do the same.

Prior to a goal-setting meeting with a subordinate, share relevant information and clarify expectations. Define the resources required. As your direct reports draft performance goals, have them include at least one measure for each goal to specify the results expected or the level of performance required.

Review.

Emphasize that employees are writing their goals, but, as their manager, you are responsible for ensuring the relevance of their tasks and how they fit into the organization's plans.

At a minimum, employees' goals should represent key responsibilities of their positions. Consider if it is appropriate to delegate a specific goal or pieces of the goal to another employee. Break large goals into smaller components.

Stretch goals should advance your goals and those of the organization. As a manager, you must oversee the efforts of others to produce these results. If their tasks don't fit into your tasks, you will be wasting effort. Question whether such tasks need to be reassigned to another department or discarded.

Align.

After reviewing the drafts, meet again with each employee to agree on final goals. Those who are part of the goal-setting process are able to articulate how their work directly contributes to annual goals.

As their manager, you will see ultimate rewards such as higher job satisfaction and employee engagement. Managers who consistently achieve this alignment and engagement are often given the opportunity to contribute to strategic initiatives and, perhaps, be rewarded with a promotion and career advancement.

This article was published on July 1, 2013 in HR Magazine and has been reprinted with permission from the author.



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Enterprise understands that being an industry leader doesn't come easy, and you need great employees and partners to help you GO. Luckily we have you as great partners to help us get those great employees.

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Submit Content for the Next *Connection!*

Make your mark by submitting an article or announcement to be included in the Fall/Winter 2013 issue!

Share best practices, new ideas, and general articles related to our profession, as well as any announcements you have regarding career progressions, job changes, awards, etc.

The deadline for submission for the Fall/Winter 2013 edition is Friday, November 29, 2013. Please send content to Alicia Smyth, Information Management Director, at info.manager@fl-cpa.org for consideration.

