Dear Colleagues,

I hope your winter and spring recruiting and career services “seasons” are progressing as you planned and that you’re looking forward to a little rest as we approach the summer months. Both our Annual Conference and the WACE 2000 election are now behind us and spring has finally “sprung.” Like spring, this is a time of transition, transformation and renewal within the Association. So before the opportunity slips by, I’d like to take this time to say THANK YOU.

THANK YOU to Tina Loudon, Sandy James and the entire WACE 2000 annual conference committee for the outstanding job you all did in organizing, planning and orchestrating the delivery of a truly first class event. The weather may have been a bit temping, but the show must go on and the speakers, workshops and special events more than warmed our hearts. The delivery of a truly first class event. The weather may have been a bit. The Board approved the following: the 1998-1999 audit results, the recommendation to add affiliate membership status as an agenda item for the Annual Board Meeting in June, and the recommendations from the NACE Nominating Committee and the Leadership Development Project Team to focus on the identification and development of professional, leadership, and volunteer competencies.

Membership numbers continue to be strong with organizational memberships standing at more than 3,633 as of December 31, 1999. The breakdown is as follows: 1,784 employers, 1,744 colleges and 125 service organizations. Individual membership is 434. I believe this is the first time that employer membership exceeded college members.

WACE 2000 Official Ballot Results

<table>
<thead>
<tr>
<th>Article</th>
<th>Board Size</th>
<th>Nominations &amp; Elections</th>
<th>Office/Board Duties</th>
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<tr>
<td>119</td>
<td>197</td>
<td>195</td>
<td>201</td>
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<tr>
<td>(Passed)</td>
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Proposed by-Law Changes:

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<th>Nominations &amp; Elections</th>
<th>Office/Board Duties</th>
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<tbody>
<tr>
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<td>15</td>
<td>15</td>
<td>10</td>
</tr>
</tbody>
</table>

Yes 114, No 92 (failed for lack of two-thirds majority)

PROPOSED BY-LAW CHANGES:

Article I, Defining the Definition of an Affiliate Membership

Article II, Board Size

Article VII, Nominations & Elections

Article VIII, Office/Board Duties

Affiliates did not receive the required 66% approval. I believe the wide ranging dialogue this issue generated was extremely constructive and will ultimately contribute to strengthening our organization.

THANK YOU to Deborah Dobbins and your team at the Dobbins Group for the outstanding job you have done in your first year providing administrative management counsel and support services to the Association; don’t know what we would do without you.

And finally, as is my last letter as President before handing the gavel to Manuel Perez on July 1, THANK YOU, Association members, for the faith and trust you placed in me during my term of office. It has been an honor and pleasure to serve you, our Association, and our profession.

Best wishes for continued professional growth and vitality.

Sincerely,

Tim Johnston

WACE President

WACE 2000 National Meeting will be held at the MGM Grand in Las Vegas, NV from Monday, June 1, 2000. Our very own Cheryl Allenman-Vinnenberg will chair the event accompanied by Marilyn Clark who is currently working on program development. Early Bird registration will be $440. The National Association of Colleges and Employers Board of Directors held its annual meeting February 3-6, 2000 in Anaheim, California. The Board met to continue the strategic planning for the 2000-2001 fiscal year. The Board approved the following: the 1998-1999 audit results, the recommendation to add affiliate membership status as an agenda item for the Annual Board Meeting in June, and the recommendations from the NACE Nominating Committee and the Leadership Development Project Team to focus on the identification and development of professional, leadership, and volunteer competencies.

In addition to the meeting, the Board continued to work on the Strategic Plan under the tutelage of Glen Tecker, of Tecker Consultants. We looked at Core Ideology (which includes core purpose and core values), an Envisioned Future (which includes vision elements and the “big audacious goal” clearly my favorite), Direction Setting (goals and strategic objectives) and Assumptions about the future. (This dealt with “mega issues” like membership, the marketplace, resources and organizational partnerships.)

The next Board meeting is scheduled for June 22-25, 2000. Please feel free to contact me if you have comments, ideas or diet coxes. I can be reached at 415.783.5426 or by email at. It is my pleasure to serve you as your WACE Director.

Notes From WACE

by Susan Hansen, NACE Governor, Deloitte & Touche

Mary Savoure, Paul Esposito and Sandy Punch for your dedication, management counsel and support services to the Association; don’t know what we would do without you. And finally, as is my last letter as President before handing the gavel to Manuel Perez on July 1, THANK YOU, Association members, for the faith and trust you placed in me during my term of office. It has been an honor and pleasure to serve you, our Association, and our profession.

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WACE-N-Y2K: Meeting at the Crossroads of the Millennium

By Tina Loudon, Conference Co-Chair, Western Washington University

What a way to usher in the new Millennium and the fiftieth year of our association! The 2000 Annual Conference was held in Bellevue, Washington from January 11-14 at the Doubletree Hotel. The conference featured stimulating keynote speakers, informative workshops, great social events, free late tickets, and only a little bit of rain.

Over 100 new members attended the conference so the Newcomers’ Session Tuesday evening was a lively affair. Ray Castillo, Arizona State University, had everyone laughing and illustrated the value of shifting perspective by looking at the tip above your head instead of down at your hand. The trick is looking at the butterfly room! Castillo, Arizona State University was recognized for her numerous contributions to the career services field with the National Association of Colleges and Employers Warren Kaufman Award. Jerry Houser, formerly with the University of Southern California, and Ron Langdon, retired from Boeing, received WACE’s Distinguished Service Award.

The program also included a special tribute to Jim Harbison, a longtime WACE member who died in a tragic accident last summer. As in past years, the major social event of the conference took place on Thursday night. Attendees and guests boarded buses and were transported across Lake Washington into Seattle for a fun-filled evening at the Pacific Science Center. The food was fabulous, there was lots of good music for dancing and guests had a chance to experience the exhibits, including the amazing “butterfly room” and attended an Imax showing of the “new” Fantasia.

President Johnston presented an overview of a proposed reorganization of the WACE Board. Susan Hansen, Humboldt State University was recognized for her numerous contributions to the career services field with the Edward M. Sapiro, Inc., sponsored by Jobtrak, Southwestern Company.

Happy 50th birthday WACE!

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Diversity Scholarships Awarded

By Michael Mau, Director of Diversity Action, CIA

Diversity scholarships are awarded to students who demonstrate exemplary academic achievement, leadership potential, and a commitment to diversity. This year, we received a record 31 applications, which made it challenging for the WACE Diversity Committee to select recipients. The committee, consisting of Henrietta Buse, Deborah Dobbs, and Mike Lee, worked tirelessly to evaluate each application. They were pleased to announce the winners of the 2000 Diversity Scholarships.

SCHOLARSHIP AWARD WINNERS

Elizabeth Buse

I would like to thank the WACE Diversity Committee and Employers for the Diversity Scholarship award. I am an undergraduate student in the Rehabilitation Counselor Program specializing in Deaf and Hard-of-Hearing clients at SDSU. I have taken a great interest in helping deaf people and was awarded the 2000 Diversity Scholarship.

Grace Alcantara

I would like to thank the Western Association of Colleges and Employers for the Diversity Scholarship. This has been a great opportunity for me to pursue my educational goals and provide support to others.

The evaluation of applicants was based on several criteria: clarity of goals, academic work, extracurricular activities, GPA, references, and GPA in major. I would like to recognize and thank the WACE members who volunteered to serve on the Diversity Committee. One of their tasks was to review and evaluate all 31 applications, which was a challenging task.

The recipients of the 2000 Diversity Scholarships were Elizabeth Buse, Seattle University, and Grace Alcantara, San Diego State University. They both received a check for $1,000 and will be invited to the WACE Summer Workshop in their area. I have asked them both to submit a short autobiography which can be read in this issue of the Connection.

There were a number of very good applicants, so if companies were looking for future employees in the counseling or human resources area, I would encourage them to contact Deborah Dobbs at the WACE Administrative Office for resumes.

Southern California Group Shares Insight

By Cheryl Lynn Edmond, Automatic Data Processing & Hope International University

Southern California Group Shares Insight

My name is Cheryl Lynn Edmond, Career Development Committee Chair of C.L.A.S.I.C. ( Consortium of Liberal Arts and Independent Colleges) and I have been invited by the WACE to present at this year’s Annual Conference. I would like to thank the WACE for their invitation to present at this conference.

I have worked in the field of academic and career counseling for many years, and I have seen firsthand the impact that diversity scholarships can have on students’ lives. I encourage all professionals in the field to support these programs and help ensure that all students have access to the resources they need to succeed.

I believe that it is important to stay connected to a group like C.L.A.S.I.C., which is an outstanding organization. I invite you to join us at our next C.L.A.S.I.C. meeting. We would love to meet you and hope you will join us.
A

other executive is sitting from me staring in bewilderment at his 360 feedback. The results are unmistakable; leadership is in question. His effectiveness in conveying the company vision and inspiring those who report to him is spilled out in hard, cold numbers and the news is not good. What happened?

He was first in his class, technically brilliant... an effective organizer and a man who could get things done. He rose through the ranks of his company like a rocket, but now he's stalled. The anonymous feedback makes it clear that he is heading for derailment. What went wrong?

This executive is a composite of a number of leaders with whom I've worked. Very often they have been urged by their superiors to embark on serious leadership development because others have noticed the cracks emerging in their glorious careers. Subordinates have become less enamored of their leadership and peers have noticed that they are not effective in resolving conflict. There may be a trail of little problems and hurt feelings which follow them. Their complaints about their "abrasiveness" or "temper" problems are no longer so infrequent.

The problem is that these leaders have not equipped themselves to be competent at the skills necessary at higher levels of organizational leadership. They have not done so because they may never have learned that different levels of leadership demand different skills. As a result they continue to attempt success in new positions of responsibility using mental maps and behavioral patterns which were appropriate earlier but are no longer effective. By misunderstanding the nature of leadership and by neglecting to prepare throughout their careers, they become directors in large companies or the vice president of smaller companies and then they stall.

We must be clear that this does not refer to a lack of skill or intelligence or commitment. In fact, it is often those who have been most effective in early stages of the career who experience the most frustrating and painfully abrupt decline. The problem is not lack of ability, but lack of recognition of the changes required of them by changing circumstances. We are facing the problem of riding effective strategies past their effectiveness. While the number of ways this manifests itself is legion, two examples should prove sufficiently instructive.

Exhausted Strategy I: When Things Go Wrong, Work Harder/Longer

It is generally true that hard work is better than half-hearted efforts, but it is not always true that harder work results in better outcomes. As we rise in the responsibility and authority we exercise, the number of problems that can be solved through application of greater effort diminishes dramatically. This is in contrast to most tasks with which we are faced in youth. It is true that when you are 18, trying harder, thinking harder, and working harder or longer can solve most things. As your responsibilities become more complex, balancing effort and predicting the trajectory of problems becomes more valuable.

I used to play racquetball with a colleague who was twelve years older than I. He won 17 of the first 18 games we played. What was worse, I ran all over the court chasing that ball and he never broke a sweat. He thought more than he ran and he made sure he had a perspective that allowed him to predict the ball's movement. He used his experience and his awareness to put him where the ball would be within reach. One day he changed hands and began playing with the raquet in his left hand. After my initial bewilderment, I understood it as a compliment: I had finally got good enough for him to play with his regular hand.

When you find yourself frustrated with everyone else's effort and your anger is flaring because no one is working as hard as you are, chances are you are relying too much on raw effort as a solution. It's time to turn to more thoughtful strategies such as increased planning and strategizing, increased collaboration, iterative solutions and the like. When we prepare students for the world of work, they must be alerted to the appropriate use of both effort and reflection.

Exhausted Strategy II: Task Orientation

When hiring employees for positions as supervisors or first-level managers, we look for those who can get the job done. They don't offer excuses. They will do whatever it takes and keep their focus on that all-important task to be accomplished. But what happens when you are responsible for multiple teams or for projects with competing schedules? What happens when your team is not under your nose, but spread out across the continent... or the planet? Now getting the job done requires a more complete understanding of your resources. The higher you rise in an organization, the truer it becomes that you accomplish nothing except what you do through others.

At these levels of advancement, it turns out that no one really cares how smart you are if you can't empower others to be smart, too. No one really cares how insightful and perceptive you are if you can't communicate those insights in ways that encourage and inspire others. Too much of a focus on the task to the exclusion of the attention to the people who will actually accomplish the task is like leaving your saw in the rain. When you find yourself frustrated with everyone else's effort and your anger is flaring because no one is working as hard as you are, chances are you are relying too much on raw effort as a solution. It's time to turn to more thoughtful strategies such as increased planning and strategizing, increased collaboration, iterative solutions and the like. When we prepare students for the world of work, they must be alerted to the appropriate use of both effort and reflection.

Expert River-Crossing

What shall we teach students and new hires about the future? We can't teach them the terrain of every land they will traverse in their careers, but we can help them understand the value of rivers. You can cross a river by the bridge, by the ferry or by swimming, but you must cross it. In career development, rivers represent those developmental challenges that alert us to the need to change approach. While it is possible to drive across the bridge without any sense of the change, it is a mistake. The next land requires a new language and awareness of new customs and etiquette.

Some habits of river-crossing can be learned. For example, the value of seeking good mentors and mining the knowledge of our predecessors can be remembered from job to job. More generally, let us train emerging leaders to assess the demands of new positions from the point of view of new skills and competencies they will require. Let us help developing leaders break out of thoughtless adherence to what worked in the last place we found ourselves. No longer can we become too attached to one description or one behavioral pattern. New situations require new skills and new abilities. They can be learned if they can be recognized and we must be the wilderness guides, drawing attention to the tracks and calls on which survival depends.

Dr. Riddle is a consulting psychologist and executive with Alcorn-Riddle specializing in leadership development. He is a feedback coach for the Center for Creative Leadership and adjunct faculty in the graduate school of US International University. E-mail him at dr@alcornriddle.com

By Douglas Riddle, Ph.D., D.Min.

www.wace.net

Dr. Riddle is a consulting psychologist and executive with Alcorn-Riddle specializing in leadership development. He is a feedback coach for the Center for Creative Leadership and adjunct faculty in the graduate school of US International University. E-mail him at dr@alcornriddle.com
Announcements and Upcoming Events

May 28-31
CACE/CACE National Conference: 2000
Working Wonders
Victoria Conference Center, Victoria, Canada
Info: Maryanne Forray at 403.283.9478
Fax: 403.283.2602
E-mail: maryanne@cace.com
URL: www.cace.org/cacenationalconference

May 30-June 2, 2000
Southwest Association of Colleges and Employers Conference
Adams Mark Hotel, San Antonio, TX
Info: 940.896.2972
Fax: 940.896.2956
Website: www.swace.org/confex.html

June 4-7, 2000
Eastern Association of Colleges and Employers Conference
Seven Springs Resort, Champion, PA
Info: Christine Baer Walker at 781.444.9882
Fax: 781.444.3244
E-mail: baerwalker@aol.com

June 4-7, 2000
Cooperative Alliance Association Conference
Salt Lake City, UT
Info: www.caalinc.org

June 5-9, 2000
Ohio State Association of Colleges & Employers Annual Conference
King & Prince Beach & Golf Resort, St. Simons Island, GA
Info: www.gace.org

June 8-11
Myers-Briggs Type Indicator Qualifying Workshop
Decatur, IL
Info: O. Ray Angle @ 217.420.6644
E-mail: oangle@mail.millikin.edu

June 13, 2000
NACE Virtual Strategies Workshop
How to Master the Technical Tools for College Recruiting
Minneapolis, MN
Info: Norita Gehrig, ext. 130, at 800.544.5272 or 610.868.1421
E-mail: norita@jobweb.org

June 14, 2000
NACE Virtual Staffing Strategies Workshop
How to Master the Technical Tools for College Recruiting
Chicago, IL
Info: Norita Gehrig, ext. 130, at 800.544.5272 or 610.868.1421
E-mail: norita@jobweb.org

June 21-23, 2000
Florida Cooperative Education & Placement Association Annual Conference
Wynndham Casa Marina, Key West, FL
Info: Ann Collins at 561.438.8239

June 28, 2000
Employer Roundtable
Co-sponsored by NACE, RMACE, and SWACE
El Paso, TX
Info: Kathy Kutchur, ext. 127, or Bobbi Morrison, ext. 126, at 800.544.5272 or 610.868.1421
E-mail: kathy@jobweb.org or bobbi@jobweb.org

July 11, 2000
NACE Virtual Staffing Strategies Workshop
How to Master the Technical Tools for College Recruiting
Dallas, TX
Info: NACE Employment, ext. 130, at 800.544.5272 or 610.868.1421
E-mail: norita@jobweb.org

July 12, 2000
NACE Virtual Staffing Strategies Workshop
How to Master the Technical Tools for College Recruiting
Houston, TX
Info: Norita Gehrig, ext. 130, at 800.544.5272 or 610.868.1421
E-mail: norita@jobweb.org

July 13, 2000
Employer Roundtable
Co-sponsored by NACE and WACE
IBM Research, San Jose, CA
Info: Kathy Kutchur, ext. 127, or Bobbi Morrison, ext. 126, at 800.544.5272 or 610.868.1421
E-mail: kathy@jobweb.org or bobbi@jobweb.org

July 13-14, 2000
Mississippi Cooperative & Placement Association Summer Annual Conference
Holiday Inn North, Jackson, MS
Info: 601.857.3341

July 19, 2000
NACE Employer Roundtable
U.S. Department of Energy, Washington, DC
Info: Kathy Kutchur, ext. 127, or Bobbi Morrison, ext. 126, at 800.544.5272 or 610.868.1421
E-mail: kathy@jobweb.org or bobbi@jobweb.org

July 25-28, 2000
Florida Association of Colleges and Employers Conference
Hot Topics...Cool Ideas/An Oasis for the Mind
The Phoenician, Scottsdale, AZ
Info: www.rmace.org/events.htm

August 2, 2000
Employer Roundtable
Co-sponsored by NACE and SACE
McKesson/HCDO, Alpharetta, GA
Info: Kathy Kutchur, ext. 127, or Bobbi Morrison, ext. 126, at 800.544.5272 or 610.868.1421
E-mail: kathy@jobweb.org or bobbi@jobweb.org

August 14-17, 2000
Midwest Association of Colleges and Employers Conference
Search for Success
Hyatt Regency Hotel, Cincinnati, OH
Info: www.mwace.org/conference.htm

November 4-7, 2000
National Student Employment Association Conference
Baltimore, MD
Info: Alisa Reichman, at 314.977.2327
Fax: 314.977.3874
E-mail: reichman@slu.edu
Website: nseanetstudentemp.org/conferences

December 11-13, 2000
Southeast Association of Colleges and Employers Conference
Marriott Waterside, Tampa, FL
Info: Donna Baldwin Hunt at 502/223-7223
E-mail: office@sace.net

January 22-25, 2000
Western Association of Colleges and Employers Conference
Break into the Future
Monterey Doubletree Hotel, Monterey, CA
Info: www.mwace.org/conference.htm

May 29-June 1, 2001
NACE National Meeting
2001: A NACE Odyssey
MGM Grand, Las Vegas, NV
Info: Norita Gehrig, ext. 130, at 800.544.5272 or 610.868.1421
E-mail: norita@jobweb.org

Submit information on upcoming events to:
Paul Esposito
WACE Director of Internal/External Relations
5500 University Parkway
San Bernardino, CA 92407-2397
Phone: 909.880.5250
Fax: 909.880.7094
E-mail: esposito@wiley.csusb.edu

www.wace.net

MARK YOUR CALENDARS NOW.

Plan to attend the WACE 2001 Conference
In beautiful Monterey, CA

DATE: January 22 - January 25, 2001
LOCATION: The Monterey Conference Center & Doubletree Hotel

Join us and you’ll find ample opportunity to enhance your professional development as well as make a few new friends along the way.
Connection, is published three times a year by the Western Association of Colleges and Employers, Inc.

Editor
Charlie Howard
Director, Career Services
Point Loma Nazarene University
3900 Lomaland Drive
San Diego, CA 92106
T 619.849.2384
E charliehoward@ptloma.edu

Graphic Design
AW April Woodard Design
T 619.743.3950
I www.aprilwdesign.com

Information to be included in CONNECTION should be sent to the above address on a disk along with a hard copy. Materials must be submitted by the following deadline for inclusion:

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Materials due June 30, 2000
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