



Who Should Read

Career Center Directors
and Staff

Counseling Center
Directors

Senior Student Affairs
Officers

Embedding Resilience into the Career Process

3 Ways to Use This Tactic Profile

- Identify opportunities to infuse resilience skills into the career process
- Review how the career center can support campus partners who encounter students struggling with career-related setbacks
- Brainstorm services or resources that can be enhanced by the addition of resilience content

Embedding Resilience in the Career Process

Scale Resilience Support by Proactively Targeting High-Stress Moments

Over the last few years, institutions have heavily invested in providing resilience support to help students succeed on campus. Resilience supports and resources are typically focused on the first year or through the campus counseling center. Progressive institutions recognize the need to scale resilience support beyond the first year and the counseling center to proactively reach students with the guidance they need.

The career process stands out as a time when upperclassman students face a number of challenges that require a high degree of resilience and positive coping skills. Students often need to overcome anxiety surrounding new activities like resume writing, interviewing, or networking. Many students may be coping with rejections or setbacks for the first time, and the consequences of failing in this arena add significant pressure.

What Comes Next?

“We spend a lot of energy familiarizing first-year students with these concepts, but **upperclassmen face an abundance of challenges that require resilience.** Right now, we depend on students finding their own help. **We need to be more proactive about connecting students with resources.**”

*Vice President of Student Affairs
Public Research University*

Meet Students Where They're At With Transition Challenges

“The stress and anxiety from certain transition points can become so overwhelming that they derail every aspect of a student's life. If we embed resilience into our support and resources around that transition, we can meet them where they are rather than expecting them to find it while in crisis.”

*Director of Student Success and Retention
Large Public Research University*

Why Target the Career Process?

- Students experience anxiety when encountering career-related tasks for the first time, such as writing a resume or networking professionally
- Rejections or setbacks during the job search process can be difficult to manage
- High stakes associated with the career process leave students feeling anxious and stressed - and more likely to seek and need support on campus

Enhance Existing Career Process Support

Tufts University's Career Center Keeps Resilience Top-of-Mind

Tufts University's Career Center develops students' resilience to prepare them to persist through the career process. Tufts targets sophomore students because these students are facing several post-grad-related decisions for the first time, such as declaring a major or applying for a professional internship. Tufts targets these students with messages and opportunities to learn about resilience and its application to the career process.

There are three ways in which Tufts' Career Center integrates information about resilience and keeps resilience strategies top-of-mind: an annual sophomore career summit, a career exploration course, and a handy one-pager with quick tips on cultivating resilience.

How Tufts University Integrates Resilience Into the Career Process



Annual Career Summit

- One-day conference available to sophomores
- **Featured panel on staying resilient** throughout the career searching process led by counseling center clinicians, faculty, and successful alumni
- Opportunity to explore different industries, network with employers and alumni, learn application strategies



Career Exploration Course

- Two-credit, pass/fail course available to sophomores
- **Course devotes week to resilience** led by counseling center clinicians and wellness promotion staff
- Syllabus includes topics like career development theory, creating effective resumes, and mastering different interview formats



Resilience One-Pager¹

- **Provides quick tips and strategies for staying resilient**
- Includes a list of campus and external resources for more information or support
- Used by faculty and staff to hand out to students or incorporate as talking points in interactions
- Available online and in office

1) See the Appendix for the full resilience one-pager from Tufts University.

Source: EAB interviews and analysis.

How to Use This Case Study

What Can Institutions Take Away From Tufts' Approach?

Using this case study for inspiration, consider how your institution can reach students in the midst of career-related decisions and processes with messages and strategies to stay resilient. Below are three key lessons learned from Tufts' approach. Use these lessons and the following discussion questions to begin conversations on embedding resilience support in campus career center services and resources.

Lessons Learned



Identify Common High-Stress Moments For Upperclassmen to Provide Targeted Resilience Support

The career process is a prime example of a time of stress and anxiety for students in the middle and upper years during which institutions can help keep resilience top of mind. Tufts focuses on sophomore students, but seniors and graduate students might also benefit from this type of resilience-focused support.



Enhance Existing Supports With Coping and Resilience Content

Tufts' work demonstrates a way to infuse resilience concepts into existing support structures. Rather than investing in new initiatives, find existing supports that can incorporate resilience skills into services and resources. Existing career events, panel discussions, or online resources can be easily tweaked to include resilience content and information about related campus supports.



Equip Campus Partners With Resilience Support Strategies and Resources

Advisors, faculty, residence hall assistants, and others encounter students struggling through the career process. Equip them with resilience quick tips to help them support students and connect them with resources to further develop skills to persist. A go-to resource, such as Tufts' resilience one-pager, is designed to be easily used by campus partners who frequently interact with students disappointed by career setbacks.

Discussion Questions



- When do students face key career decisions? These may include declaring a major, crafting a resume, or applying for internships, graduate school, or jobs.
- What services or initiatives within the career center could incorporate resilience messages and strategies?
- What campus partners interact with students during the career process? How can you support their interactions with students who may be struggling to recover from a setback?

How EAB Can Help

Research and Resources to Guide Your Next Steps

Over the last decade, students' demand for mental health services has significantly grown—and it shows no signs of slowing down. EAB's Student Affairs Forum provides research, tools, and resources to help members pursue strategies to address the demand on campus. Below we've highlighted some of the current and forthcoming EAB resources on mental health wellbeing. You can access all of EAB's research online in the [Mental Health Resource Center](#).



Developing Coping and Resilience Skills to Advance Student Success

Forthcoming in 2019

- Developing Coping and Resilience Skills to Advance Student Success
- Collaborating with Faculty Partners
- Three Trends Signify Students' Well-being As a Growing Institutional Priority



Meeting the Escalating Demand for Campus Mental Health Services

- [Meeting the Escalating Demand for Mental Health Services](#)
- [Establishing a Sustainable Scope of Service](#)
- [Eleven Tools for Meeting the Escalating Demand for Mental Health Services](#)



Responding to Students of Concern

- [Link BIT/CARE Team Outcomes to Student Success](#)
- [Optimize Your BIT/CARE Team Size and Composition](#)
- [Responding to Students of Concern](#)



To access the full range of services available to you, please visit our website at eab.com/saf.



Appendix

Resiliency and the Job Search One-Pager, Tufts University Career Center

Resiliency and the Job Search

Tufts University Career Center

Applying to jobs or grad/professional school goes hand-in-hand with developing resiliency – the ability to bounce back and keep going after life’s inevitable stumbles. The Career Center is here to support you as you face these challenges and work to build your resiliency.

3 Things to Remember When Facing Rejection

- 1. It’s okay to be disappointed.** Feeling disheartened or losing confidence after rejection is natural. Believe it or not, these feelings say something good about you! They mean you care about what you’re doing.
- 2. Everyone – and we mean everyone – faces rejection during the job search and/or grad school application process.** Whether it’s sending an application that disappears into the void, failing to receive a call-back after an interview, or getting all the way to the final round and then hearing a ‘no,’ you are not alone in facing the challenge of rejection. See below for stories from individuals who have managed similar feelings/situations.
- 3. Your self-worth is not tied to a single (or even several!) rejections.** While rejection is difficult, it doesn’t diminish all you’ve accomplished thus far, nor does it predict your ability to succeed in the future.

5 Ways to Build Resiliency

- 1. Evaluate your belief system:** In the big picture, how do you think about the stress of rejection? Are there ways you could you perceive it differently, i.e., in more helpful and productive terms?
- 2. Be self-aware:** Reflect on your levels of resiliency for different areas of life, e.g., personal relationships, academic life, career-related plans. Are you more resilient in some areas and less so in others?
- 3. Make changes that are within your control:** Once you understand your belief system and what’s causing you stress, think about how you could make changes that would diminish stress. As prepared as you may be to apply or interview for a job, you still may not receive an offer. Knowing that you can’t change this (understandably stressful) reality, can you change how you think about it? (See “How to Reframe Situations So They Create Less Stress” below.)
- 4. Put things in perspective:** Ask yourself the questions a resilient person asks, such as “How much will this setback matter next week? A month from now?” “What are some small steps I can take to move forward?”
- 5. Examine your coping strategies:** You may need different approaches for different stressors or aspects of life, so think about which coping mechanisms work best for you. Strategies could include exercising to clear your head, talking to a trusted friend, or making a list of worries to help you define what is/isn’t in your control. Have reasonable expectations: This is a process that involves patience and time. In fact, most people do not get the first or second (or third...etc.) job for which they apply.

Additional Resources

- **[Tufts Career Center Advising](#):** Whether it’s strengthening application materials and/or interview skills or finding additional opportunities, meet with a career advisor to discuss strategies for moving forward.
- **[Tufts Counseling and Mental Health](#):** A diverse team of clinicians provides free and confidential resources, including tools for managing stress and anxiety.
- **[How to Move on When You Didn’t Land the Job](#):** From thoughts on our tendency to overanalyze and our inherent “negativity bias” to ways to build ‘job esteem,’ get tips for refocusing your energy after a rejection.
- **[How to Reframe Situations So They Create Less Stress](#):** Positive vs. negative thinking and how it influences your daily self-talk.
- **[The Harvard Success-Failure Project](#):** Features resiliency resources, e.g., [Strategies for Addressing Perfectionism](#), as well as [Reflections on Rejection](#) with video and text reflections from Harvard University deans, faculty, students and alumni, including their actual rejection letters.
- **[The Stanford Resiliency Project](#):** A compilation of recent articles and resources on resilience, including [Resilience Project Videos](#) with personal stories about finding meaning and value in the midst of failure.



Washington DC | Richmond | Birmingham | Minneapolis

P 202-747-1000 | **F** 202-747-1010 | eab.com