Career Flow
A Hope-Centered Approach to Career Development
Career Flow

A Hope-Centered Approach to Career Development

Spencer G. Niles
Pennsylvania State University

Norman E. Amundson
University of British Columbia

Roberta A. Neault
Life Strategies Ltd.
Material for this book emerged from many interactions with colleagues at Penn State University and the University of British Columbia. It is dedicated to clients and students from around the world from whom we have each learned much and have had the privilege to serve. We are each deeply grateful to our family members who have supported us throughout the development of this book. Finally, we express our gratitude to Sande Johnson and Jenny Gessner for their patience and collaboration.

S.G.N.
N.E.A.
R.A.N.
About the Authors

Spencer G. Niles
Dr. Spencer Niles is Professor and Department Head for Counselor Education, Counseling Psychology, and Rehabilitation Services at Pennsylvania State University. He is the recipient of the National Career Development Association’s (NCDA) Eminent Career Award, a NCDA Fellow, an American Counseling Association (ACA) Fellow, recipient of ACA’s David Brooks Distinguished Mentor Award, recipient of the ACA Extended Research Award, and recipient of the University of British Columbia Noted Scholar Award. He served as president of the NCDA and editor of The Career Development Quarterly. Currently, he is editor of the Journal of Counseling & Development and has authored or co-authored approximately 100 publications and delivered more than 100 presentations on career development theory and practice. He is an Honorary Member of the Japanese Career Development Association, Honorary Member of the Italian Association for Educational and Vocational Guidance, and a Lifetime Honorary Member of the Ohio Career Development Association.

Norman E. Amundson
Dr. Norman Amundson is a Professor in Counseling Psychology and a member of the Faculty of Education at the University of British Columbia, Canada. He has given numerous workshops and seminars and also has been a keynote speaker at many national and international conferences. In his writings Dr. Amundson emphasizes the importance of creativity, imagination, cultural awareness, and action. His publications include Active Engagement (Past Winner of the Canadian Counseling Association Best Book Award), the Essential Elements of Career Counseling, the Physics of Living; and several career workbooks including Career Pathways, Career Crossroads, Guiding Circles, and Career Scope.

Dr. Amundson has won a number of academic and professional awards. Some of his recent accomplishments include: Best Research Article in the Career Development Quarterly—National Career Development Association; the Judy Geoghegan-Doi Distinguished Professional Service Award—National Employment Counseling Association; Honorary Lifetime Board Member of BCCDA Honorary Lifetime Member of the Swedish Career Development Association; and an Honorary Doctorate from the University of Umea, Sweden.

Roberta A. Neault
Dr. Roberta Neault is President of Life Strategies Ltd. and a counselor-educator at Athabasca, Yorkville, and Trinity Western universities in Canada. An oft-invited workshop facilitator, conference presenter, and keynote speaker, Dr. Neault is internationally recognized for her work in career development. Dr. Neault received the prestigious Stu Conger Award for Leadership in Career Counselling and Career Development in Canada and led a team that received the BC Career Development Award of Excellence. Her publications include Career Strategies for a Lifetime of Success, Beyond the Basics: Real World Skills for Career Practitioners, and Personality Dimensions® Train-the-Trainer Toolkit, and she is co-author of seven Personality Dimensions® topical Toolkits for Trainers.
Brief Contents

Section I  Introduction

CHAPTER 1  Introducing Career Flow  1
CHAPTER 2  Essential Career Flow Competencies  11

Section II  Self-Reflecting and Self-Clarity

CHAPTER 3  Pursuing Your Interests (Passions)  33
CHAPTER 4  Mapping Your Skills: Those You Have and Those You Need  51
CHAPTER 5  Personality Style  71
CHAPTER 6  Understanding Values through Workplace Attraction  85
CHAPTER 7  Connecting with Others: Social, Emotional, and Financial Support  97

Section III  Visioning, Goal Setting, and Planning

CHAPTER 8  Optimal Career Flow and Setting Goals  117
CHAPTER 9  Connecting to the World of Work: Research, Job Leads, and Trend-Spotting  135

Section IV  Implementing

CHAPTER 10  Turning Possibilities into Realities  155
CHAPTER 11  Engaging the Search: Generating Leads, Networking, Interviewing, and Making a Successful Transition  171

Section V  Adapting

CHAPTER 12  Career Flow Interrupted: Realizing Your Dreams in Challenging Times  189
CHAPTER 13  Whitewater and Stillwater Career Flow Experiences  201
CHAPTER 14  Expanding the Career Flow Metaphor  213
Detailed Contents

Features xv
Preface xvii

Section I Introduction

CHAPTER 1 Introducing Career Flow 1
The Career Flow Metaphor 2
Career Flow and Self-Awareness 6
The Importance of Career Flow 8

CHAPTER 2 Essential Career Flow Competencies 11
Hope in Educational and Career Planning 13
Hope 13
Developing Career Flow Competencies 17
Self-Reflection and Self-Clarity in Educational and Career Planning 17
Self-Reflection 17
Self-Clarity 19
Objective and Subjective Information in Educational and Career Planning 20
Using Self-Clarity to Envision Future Possibilities 25
Visioning 25

Section II Self-Reflecting and Self-Clarity

CHAPTER 3 Pursuing Your Interests (Passions) 33
Identifying and Analyzing a Full Range of Interests 34
Viewing Interests through the John Holland Lens 42
Viewing Interests as Part of a Larger Career Wheel Framework 46

CHAPTER 4 Mapping Your Skills: Those You Have and Those You Need 51
Mapping Accomplishments and Transferable Skills 52
Benchmarking Skills against Others 63
Data Mining 65
Conducting a Gap Analysis and Implementing Skill Development Strategies 67
Strategies to Compensate for Lack of Specific Skills 68
Detailed Contents

CHAPTER 5  Personality Style  71
  Personal Style Assessment  72
  Strengths and Limitations of Personal Style Profiles  78
  Effective Use, Overuse, and Underuse of Personal Style  79
    Action-Oriented  79
    Influencing  80
    Harmonious  81
    Prudent  81
    People/Task  82
    Introspective/Interactive  82

CHAPTER 6  Understanding Values through Workplace Attraction  85
  Factors Associated with a Workplace Attractor Model  86
    Security  86
    Location  86
    Relationships  87
    Recognition  87
    Contribution  87
    Work Fit  87
    Flexibility  87
    Learning  87
    Responsibility  87
    Innovation  87
  Assessing the Relative Importance of Workplace Attractors  87
  The Changing Nature of Workplace Attractors  92

CHAPTER 7  Connecting with Others: Social, Emotional, and
Financial Support  97
  Access Your Allies to Support Your Career–Life Goals  98
  The Influences of Culture, Community, Attitude, and Expectations  101
  Access Mentors, Coaches, and Guides to Help You Continue to Grow  107
  Strategic Impression Management  110
  The Influence of Financial Management on Achieving Career–Life Goals  112
  Strengthening Your Supports  113

Section III  Visioning, Goal Setting, and Planning

CHAPTER 8  Optimal Career Flow and Setting Goals  117
  Defining Optimal Career Flow  118
  Increasing the Probability of Optimal Career Flow  120
Visioning  124
Brainstorming Future Possibilities  125
Personal Vision Statement Guidelines  127
Goal Setting  129
A SMART Goal-Setting Strategy  129
Planning  131
Implementing and Adapting  131

CHAPTER 9  Connecting to the World of Work: Research, Job Leads, and Trend-Spotting  135

Conduct Occupational Research: Background and Emerging Trends  136
Use Observations and Networks as Sources of Career Information  138
Conduct Culture Audits  139
Engage in Job Shadowing or Work Experiences  140
Find a Career Focus: Integrate Self-Assessment Results and Workplace Information  141
Communicate Career Goals Using Elevator Statements  142
Identify Sources of Specific Job Leads  144
Spot Trends That Will Impact Your Career  146

Section IV  Implementing

CHAPTER 10  Turning Possibilities into Realities  155

Resumes and Cover Letters  157
Resume Purposes  157
Resume Styles  158
Resume Format  160
Cover Letters  162
Effective Writing  163
Career Portfolios  163
Impression Management  164
Paper  165
Phone  165
In Person  165
Online  166
Managing References  166

CHAPTER 11  Engaging the Search: Generating Leads, Networking, Interviewing, and Making a Successful Transition  171

Generating Work Opportunities  172
Networking Effectively  174
Detailed Contents

Mastering the Interview Process  176
  Types of Interviews  176
  Stages in the Interview Process  179
Supporting Transitions to Next Career Stages  183
  Bridges Transition Model  183
  Roller Coaster Model  185

Section V  Adapting

CHAPTER 12  Career Flow Interrupted: Realizing Your Dreams in Challenging Times  189
  Social and Economic Trends  190
  The Problem with Problem Solving  192
  Coping with Challenges  194
    Unemployment  194
    Underemployment  195
    Work Challenges through Mergers and Downsizing  196
    Life Challenges  196

CHAPTER 13  Whitewater and Stillwater Career Flow Experiences  201
  Defining Whitewater Career Flow Experiences  202
  Strategies for Managing Whitewater Career Flow Experiences  203
  Defining Stillwater Career Flow Experiences  207
  Strategies for Coping with Stillwater Career Flow Experiences  208

CHAPTER 14  Expanding the Career Flow Metaphor  213
  Career as a Journey  214
  Your Life as a Book  217
  Other Metaphors and Perspectives  220
  Your Legacy  222

Index  225
Features of *Career Flow*

The Career Flow metaphor lends itself to a comprehensive and realistic picture of the career experience. Experiences are rated as whitewater (high demand times), stillwater (low demand times), and optimal (an engaging and stimulating challenge level) career flow moments.

- Each moment requires specific skills to manage their respective challenges effectively.

**Essential competencies addressed**—hope, self-reflection, self-clarity, visioning, goal setting and planning, implementing and adapting—are described in detail.

- Activities are provided to help students develop these competencies for successful career self-management.

**Chapter Case Studies**—Located at the beginning of each chapter, these case studies address the respective aspects of career flow.

- Students can use the case studies to apply the concepts taught in each chapter.

**Chapter Activities**—Throughout each chapter, activities empower students to master the various aspects of their career flow.

- Students apply the concepts taught in each chapter to their own lives.

**Reflection questions and discussion tips**—Tips are infused throughout each chapter and questions for reflection/discussion are found at the end of the chapters to encourage students to consider how the concepts taught relate to their own lives.

- Promotes deeper and reflective learning.

**Additional Resources**—At the end of each chapter, students will find additional resources allowing greater understanding of their career flow.

- To expand student learning related to the various aspects of their career flow.

*A Hope-Centered Model of Career Development*

Hope is at the center of:

- Self-Reflection
- Self-Clarity
- Visioning
- Goal Setting & Planning
- Implementing & Adapting
Preface

This book helps you identify essential self-characteristics—your skills, passions, personality style, and values—for making effective educational and career plans. The book also introduces you to a new way of thinking about your career. Specifically, the “career flow” metaphor is used to describe the various dimensions of the career experience all workers encounter in their jobs. For example, everyone’s career includes times of great challenge, times of low demand, and times when the work demands are just right. The career flow model in this book equips you to address all of these career experiences successfully.

A cornerstone of the book is the “Hope-Centered Model of Career Development.” This model emphasizes the importance of self-reflection, self-clarity, visioning, goal setting/planning, and implementing/adapting in career planning. You are introduced to each of these essential steps for career self-management. Central to all of these steps is the critical factor of hope. In this book, you will learn how hope drives all phases of career development. With it, you can use the steps outlined in the book to make effective career decisions. Without it, positive career direction becomes less likely. Strategies for bolstering your level of hope are shared in this book.

Hope becomes especially important as people engage in job searching. The book’s authors explain the key strategies for successful job searching. You will learn about writing winning resumes, engaging in powerful interviews that make positive impressions, creating a network that connects you to opportunities you desire, and tapping into support networks that help you persist in the career development process.

One of the goals for this book is to provide you with a career development resource that is creative, useful, and realistic. Another goal is to help you to understand the wide range of challenges all workers encounter. Third, the book provides you with a framework for managing all aspects of your career. The authors hope you will achieve all of these goals—and more—as your career flow journey unfolds!

Instructor Resources

Online Instructor’s Manual   This manual is intended to give professors a framework or blueprint of ideas and suggestions that may assist them in providing their students with activities, journal writing, thought-provoking situations, and group activities. The test bank organized by chapter includes: multiple choice, true/false and short-answer questions that support the key features in the book. This supplement is available for download from the Instructor’s Resource Center at http://www.pearsonhighered.com/irc

Online PowerPoint Presentation   A comprehensive set of PowerPoint slides that can be used by instructors for class presentations or by students for lecture preview or review. The presentation includes all the graphs and tables in the textbook. The presentation contains bullet point PowerPoint slides for each chapter. These slides highlight the important points of each chapter to help
students understand the concepts within each chapter. Instructors may download these PowerPoint presentations from the Instructor’s Resource Center at http://www.pearsonhighered.com/irc

**MyTest** Pearson MyTest offers instructors a secure online environment and quality assessments to easily create print exams, study guide questions, and quizzes from any computer with an Internet connection.

**Premium Assessment Content**
- Draw from a rich library of question testbanks that complement the Pearson textbook and the course’s learning objectives.
- Edit questions or tests to fit all specific teaching needs.

**Instructor Friendly Features**
- Easily create and store personalized questions, including images, diagrams, and charts using simple drag-and-drop and Word-like controls.
- Use additional information provided by Pearson, such as the question’s difficulty level or learning objective, to help quickly build each test.

**Time-Saving Enhancements**
- Add headers or footers and easily scramble questions and answer choices all from one simple toolbar.
- Quickly create multiple versions of each test or answer key, and when ready, simply save to Word or PDF format and print!
- Export your exams for import to Blackboard 6.0, CE (WebCT), or Vista (WebCT)!

Additional information available at http://www.pearsonmytest.com

Are you teaching online, in a hybrid setting, or looking to infuse exciting technology into your classroom for the first time? Then be sure to refer to the MyStudentSuccessLab section included in the coming pages of this Preface to learn more. This online solution is designed to help students build the skills they need to succeed at http://www.mystudentsuccesslab.com

**Other Resources**

**“Easy access to online, book-specific Teaching support is now just a click away!”**

**Instructor Resource Center** Register. Redeem. Login. Three easy steps that open the door to a variety of print and media resources in downloadable, digital format, available to instructors exclusively through the Pearson/Prentice Hall ‘IRC’. http://www.pearsonhighered.com/irc

**“Choose from a wide range of Video resources for the classroom!”**

**Prentice Hall Reference Library: Life Skills Pack** (ISBN: 0-13-127079-6) Contains all 4 videos, or they may be requested individually as follows:
- Learning Styles and Self-Awareness, 0-13-028502-1
- Critical and Creative Thinking, 0-13-028504-8
- Relating to Others, 0-13-028511-0
- Personal Wellness, 0-13-028514-5

Contains all 6 videos, or they may be requested individually as follows:
- Reading Effectively, 0-13-028505-6
- Listening and Memory, 0-13-028506-4
- Note Taking and Research, 0-13-028508-0
- Writing Effectively, 0-13-028509-9
- Effective Test Taking, 0-13-028500-5
- Goal Setting and Time Management, 0-13-028503-X

Contains all 3 videos, or they may be requested individually as follows:
- Skills for the 21st Century—Technology, 0-13-028512-9
- Skills for the 21st Century—Math and Science, 0-13-028513-7
- Managing Career and Money, 0-13-028516-1

**Complete Reference Library—Life/Study Skills/Career Video Pack on DVD**
(ISBN: 0-13-501095-0)
- Our Reference Library of thirteen popular video resources has now been digitized onto one DVD so students and instructors alike can benefit from the array of video clips. Featuring Life Skills, Study Skills, and Career Skills, they help to reinforce the course content in a more interactive way.

**Faculty Video Resources**
- Teacher Training Video 1: Critical Thinking, ISBN: 0-13-099432-4
- Study Skills Video, ISBN: 0-13-096095-0

**Current Issues Videos**

**MyStudentSuccessLab PH Videos on DVD** (ISBN: 0-13-514249-0)
- Our six most popular video resources have been digitized onto one DVD so students and instructors alike can benefit from the array of video clips. Featuring Technology, Math and Science, Managing Money and Career, Learning Styles and Self-Awareness, Study Skills, and Peer Advice, they help to reinforce the course content in a more interactive way. They are also accessible through our MSSL and course management offerings and available on VHS.
“Through partnership opportunities, we offer a variety of Assessment options!”

**LASSI** The LASSI is a 10-scale, 80-item assessment of students’ awareness about and use of learning and study strategies. Addressing skill, will and self-regulation, the focus is on both covert and overt thoughts, behaviors, attitudes and beliefs that relate to successful learning and that can be altered through educational interventions. Available in two formats: Paper ISBN: 0-13-172315-4 or Online ISBN: 0-13-172316-2 (access card).

**Noel Levitz/RMS** This retention tool measures Academic Motivation, General Coping Ability, Receptivity to Support Services, PLUS Social Motivation. It helps identify at-risk students, the areas with which they struggle, and their receptiveness to support. Available in paper or online formats, as well as short and long versions. Paper Long Form A: ISBN: 0-13-512066-7; Paper Short Form B: ISBN: 0-13-512065-9; Online Forms A,B & C: ISBN: 0-13-098158-3.

**Robbins Self Assessment Library** This compilation teaches students to create a portfolio of skills. S.A.L. is a self-contained, interactive library of 49 behavioral questionnaires that help students discover new ideas about themselves, their attitudes, and their personal strengths and weaknesses. Available in Paper, CD-Rom, and Online (Access Card) formats.

**Readiness for Education at a Distance Indicator (READI)** READI is a web-based tool that assesses the overall likelihood for online learning success. READI generates an immediate score and a diagnostic interpretation of results, including recommendations for successful participation in online courses and potential remediation sources. Please visit www.readi.info for additional information. ISBN: 0-13-188967-2.

**Pathway to Student Success CD-ROM** The CD is divided into several categories, each of which focuses on a specific topic that relates to students and provides them with the context, tools and strategies to enhance their educational experience. ISBN: 0-13-239314-X.

**The Golden Personality Type Profiler** The Golden Personality Type Profiler™ helps students understand how they make decisions and relate to others. By completing the Golden Personality Type Profiler™ students develop a deeper understanding of their strengths, a clearer picture of how their behavior impacts others, and a better appreciation for the interpersonal style of others and how to interact with them more effectively. Using these results as a guide, students will gain the self awareness that is key to professional development and success. ISBN: 0-13-706654-6.

“For a truly tailored solution that fosters campus connections and increases retention, talk with us about Custom publishing.”

**Pearson Custom Publishing** We are the largest custom provider for print and media shaped to your course’s needs. Please visit us at http://www.pearsoncustom.com to learn more.
Student Support

Tools to help make the grade now, and excel in school later.

“Today's students are more inclined than ever to use Technology to enhance their learning.”

Refer to the MyStudentSuccessLab section of this Preface to learn about our revolutionary resource (http://www.mystudentsuccesslab.com). This online solution is designed to help students build the skills they need to succeed.

“Time management is the #1 challenge students face.” We can help.

Prentice Hall Planner  A basic planner that includes a monthly & daily calendar plus other materials to facilitate organization. 8.5x11.

Premier Annual Planner  This specially designed, annual 4-color collegiate planner includes an academic planning/resources section, monthly planning section (2 pages/month), weekly planning section (48 weeks; July start date), which facilitate short-term as well as long-term planning. Spiral bound, 6x9. Customization is available.

“Journaling activities promote self-discovery and self-awareness.”

Student Reflection Journal  Through this vehicle, students are encouraged to track their progress and share their insights, thoughts, and concerns. 8½ x 11. 90 pages.

“The Student Orientation Series includes short booklets on specialized topics that facilitate greater student understanding.”

S.O.S. Guides  These help students understand what these opportunities are, how to take advantage of them, and how to learn from their peers while doing so. They include:

- Jabr: English Language Learners, ISBN: 0-13-232242-0
Acknowledgments

The authors are grateful to our clients who have taught us so much about the career development experience. We also thank our students who have provided the testing ground for the ideas we have included in this book. Numerous workshop participants around the world also provided feedback regarding the career flow model. Hyung Joon Yoon helped create the hope-centered figure and self-assessment used in the book, and Fiona Glendinning provided important input and feedback to earlier versions of the book. Our family members also were a constant source of support to us throughout this project.

We are also very grateful to our editing team, Sande Johnson and Jenny Gessner from Merrill Prentice Hall, who worked with us each step of the way, encouraging us to keep focused on the goals for the book. They believed in our project—and in us. We thank them, along with our reviewers: Tim Buecher, University of Southern Indiana; Gwendolyne Eileen Bunch, Columbia College; Bruce Cottew, Sullivan University; Debra L. Hartman, DeVry University; Marilyn Joseph, Everest College; Tina Mello, Northeastern University; Connie Pilato, Jamestown Community College; Stephen Strachman, Hudson Valley Community College; Edward M. Tucker, Lincoln College of Technology; Marvin Turk, College of the Sequoias; Kathy Wenell-Nesbit, Chippewa Valley Technical College; Marilyn C. Wilson, Massachusetts Institute of Technology.
Succeed in college and beyond!
Connect, practice, and personalize with MyStudentSuccessLab.

www.mystudentsuccesslab.com

MyStudentSuccessLab is an online solution designed to help students acquire the skills they need to succeed. They will have access to peer-led video presentations and develop core skills through interactive exercises and projects that provide academic, life, and career skills that will transfer to ANY course.

It can accompany any Student Success text, or be sold as a stand-alone course offering. Often students try to learn material without applying the information. To become a successful learner, they must consistently apply techniques to their daily activities.

MyStudentSuccessLab provides students with opportunities to become successful learners:

Connect:
- Engage with real students through video interviews on key issues.

Practice:
- Three skill-building exercises per topic provide interactive experience and practice.

Personalize:
- Apply what is learned to your life.
- Create a personal project that will be graded and can be posted to your portfolio.
- Journal online and set short- and long-term goals.

Resources
- Tools to use: Plagiarism Guide, Dictionary, Calculators, and a Multimedia index of Interactive case and activities.

Text-Specific Study Plan
- Chapter Objectives provide clear expectations.
- Practice Tests for each chapter of your text assess your current understanding.
- Completion of each practice test generates a study plan that is unique to you.
- Enrichment activities identify strengths and weaknesses, provide immediate feedback, and link to additional media.
- Flashcards help you study and review.

Assessments
- Includes Career Assessment tool, Learning Styles, and Personality Styles.
Succeed in college and beyond!
Connect, practice, and personalize with MyStudentSuccessLab.

www.mystudentsuccesslab.com

MyStudentSuccessLab is an online solution designed to help instructors engage their students in the course content, provide practice on skill development, and assess mastery. Additional resources, including sample syllabi, guide, assignments, and rubrics are included.

MyStudentSuccessLab saves class prep time and supports implementation:
Instructor Tool/Support:

- **Sample syllabus**—provided to ensure easy implementation.

- **Instructor’s guide**—includes information that describes each activity, the skills each addresses, an estimated student time on task for each exercise, and a grading rubric for the final Apply activity.

- **Additional Assignments**—Extra suggested activities to use with each topic:
  1. General activity related to an important objective for each topic.
  2. Internet use Assignment (e.g. Google “YouTube” video on topic) to find a video on key strategies and write a critique and present it to the class.
  3. Student Resource tool usage (e.g. Read and take online notes on the main points of the Understanding Plagiarism guide).

MyStudentSuccessLab is easy to use and assign.
Support is available in the following ways:

- Visit [www.mystudentsuccesslab.com](http://www.mystudentsuccesslab.com) under “Tours and Training” and “Support.”
- Contact your local sales professional.
- Send an inquiry to Student.Success@pearson.com for additional support.
- Join one of our weekly WebEx training sessions.
- Request on-campus training with a Faculty Advocate for qualified adoptions.
- Access technical support 24 hours a day, seven days a week, at [http://247pearsoned.custhelp.com](http://247pearsoned.custhelp.com).
The Pearson Custom Library Catalog
With Pearson Custom Library, you can create a custom book by selecting content from our course-specific collections. The collections consist of chapters from Pearson titles like this one, and carefully selected, copyright cleared, third-party content, and pedagogy. The finished product is a print-on-demand custom book that students can purchase in the same way they purchase other course materials.

Custom Media
Pearson Learning Solutions works with you to create a customized technology solution specific to your course requirements and needs. We specialize in a number of best practices including custom websites and portals, animation and simulations, and content conversions and customizations.

Custom Publications
We can develop your original material and create a textbook that meets your course goals. Pearson Learning Solutions works with you on your original manuscript to help refine and strengthen it, ensuring that it meets and exceeds market standards. Pearson Learning Solutions will work with you to select already published content and sequence it to follow your course goals.

Online Education
Pearson Learning Solutions offers customizable online course content for your distance learning classes, hybrid courses, or to enhance the learning experience of your traditional in-classroom students. Courses include a fully developed syllabus, media-rich lecture presentations, audio lectures, a wide variety of assessments, discussion board questions, and a strong instructor resource package.

In the end, the finished product reflects your insight into what your students need to succeed, and puts it into practice. Visit us on the web to learn more at www.pearsoncustom.com/studentsuccess 800-777-6872