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DIVERSITY EMPLOYERS
Covance www.careers.covance.com
DirectEmployers www.US.jobs
Enterprise www.enterpriseholdings.com/
Gwinnett County Public Schools www.gwinnett.k12.ga.us
IHG www.ihg.jobs
Mayo Clinic www.mayoclinic.org/jobs
Northwestern Mutual www.nminternship.com

THE FIRST DIGITAL ISSUE
FROM ITS BIRTH IN 1970 AS
THE BLACK COLLEGIAN
TO INFINITY AND BEYOND

@IMDiversity
So many choices.

Not just one track ... 
there's more here than just insurance.
And with all these options, I can choose
the job I want and go for it.
And if I get hungry for a new tune
– it's all right here. Cool.

Find your path.
statefarm.com/careers

Hungry for a change? statefarm.com/careers
It was the best of times,
it was the worst of times,
it was the age of wisdom,
it was the age of foolishness,
it was the epoch of belief,
it was the epoch of incredulity,
it was the season of Light,
it was the season of Darkness,
it was the spring of hope,
it was the winter of despair,
we had everything before us,
we had nothing before us,
we were all going direct to heaven,
we were all going direct the other way - in short,
the period was so far like the present period,
that some of its noisiest authorities insisted on
its being received,
for good or for evil, in the superlative degree of
comparison only.

*Charles Dickens, A Tale of Two Cities*
If

If you can keep your head when all about you
Are losing theirs and blaming it on you;
If you can trust yourself when all men doubt you,
But make allowance for their doubting too:
If you can wait and not be tired by waiting,
Or, being lied about, don’t deal in lies,
Or being hated don’t give way to hating,
And yet don’t look too good, nor talk too wise;
If you can dream—and not make dreams your master;
If you can think—and not make thoughts your aim,
If you can meet with Triumph and Disaster
And treat those two impostors just the same:
If you can bear to hear the truth you’ve spoken
Twisted by knaves to make a trap for fools,
Or watch the things you gave your life to, broken,
And stoop and build‘em up with worn-out tools;
If you can make one heap of all your winnings
And risk it on one turn of pitch-and-toss,
And lose, and start again at your beginnings,
And never breathe a word about your loss:
If you can force your heart and nerve and sinew
To serve your turn long after they are gone,
And so hold on when there is nothing in you
Except the Will which says to them: “Hold on!”
If you can talk with crowds and keep your virtue,
Or walk with Kings—nor lose the common touch,
If neither foes nor loving friends can hurt you,
If all men count with you, but none too much:
If you can fill the unforgiving minute
With sixty seconds’ worth of distance run,
Yours is the Earth and everything that’s in it,
And---which is more---you’ll be a Man, my son!

Rudyard Kipling
At Northwestern Mutual, we believe success is built on our biggest asset: our people. Our internship program has been named one of America’s top ten internships for 18 straight years. Learn more about opportunities to reach your full potential by visiting nminternship.com.
Invictus

Out of the night that covers me,  
Black as the Pit from pole to pole,  
I thank whatever gods may be  
For my unconquerable soul.

In the fell clutch of circumstance  
I have not winced nor cried aloud.  
Under the bludgeonings of chance  
My head is bloody, but unbowed.

Beyond this place of wrath and tears  
Looms but the Horror of the shade,  
And yet the menace of the years  
Finds, and shall find, me unafraid.

It matters not how strait the gate,  
How charged with punishments the scroll.  
I am the master of my fate:  
I am the captain of my soul.

William Ernest Henley
There will always be one thing waiting for you at work.

Respect.

It turns out there are still places where you can feel valued. And feel like you matter. At Enterprise Holdings, we’d be hard pressed to list all the ways we show respect to each other. But we’ve found it’s the type of thing that leads to success. It’s in our nature. It’s in every one of our brands – from National and Alamo to Enterprise. And we invite you to come find out for yourself.

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CHAPTER 1

It’s a Whole New World for Job-Hunters

BY RICHARD N. BOLLES

This book is for you if you are out of work.
This book is for you if you’ve been out of work a long long time, and have been job-hunting in vain.
This book is for you if you’re fed up with your job, have decided to “bail out,” and wonder what color your parachute is.
This book is for you if you are trying to figure out what you want to do next, with your life.
This book is for you if you’re trying to figure out a first career or a new career.
This book is for you if you are trying to understand yourself better.
This book is for you if you are trying to understand how the world of work really works.

This is, as the title says, a practical manual for job-hunters and career-changers. Practical means wholly realistic, and realistic means looking—without flinching—at both the good news and the bad news out there. Let’s save the good news for the third chapter. We’ll start here with the bad.

THE BAD NEWS: THE JOB-HUNT HAS CHANGED DRAMATICALLY SINCE 2008

If we are out of work, these days, that is bad enough. But add to that a relentless barrage of bad news, day after day, about the global economy, the U.S. job market, unemployment statistics, what the future holds, and—no wonder so many of us are feeling depressed.
But let us begin with the bad news anyway, to rehearse what it is we are up against when we go looking for work or looking to choose or change careers.
For I do not want you to think of these things as anything but a series of challenges, since much of the bad news consists of broad generalizations, and there are ways to deal with them, as I’m going to show you.
This isn’t a problem just in the U.S. It is global. The unemployment rate for the Eurozone is 12%.

2 The length of the average job-hunt has increased dramatically. Many of us have been out of work far longer than we ever dreamed we would be—one year, two years, three years, or more. We feel like the job-hunt has turned into something of a detective mystery, which we are unable to solve. From 1994 through 2008, roughly half of all unemployed job-seekers found jobs within five weeks. After 2008, a far greater proportion spent and are still spending more than a year looking for work.

3 The culture is affecting how job-hunters go about the job-hunt. If a particular culture values hard work, long hours, persistence, and determination, this will affect how the job-hunt is conducted. In many places, since 2008, the culture does not value these things. It values quick fixes, fast food, selective inattention, multitasking, TV ads that constantly change their visuals every two and a half seconds, etc. It is difficult to get people to practice their job-hunt in a different way than the culture behaves everywhere else.

4 The number of the long-term unemployed in the U.S. has increased dramatically. Currently, 30% of all unemployed persons in the U.S. have been out of work a year or more. Before 2008 that figure was just 10%. Many long-term unemployed feel they have become A Lost Generation. Society has written them off. Employers advertise—well, at least, some employers advertise—“people who are out of work need not apply.” The media talk as though this were universal—witness such headlines as “The Long-Term Unemployed Are Doomed”—so we need a little realism here: according to surveys, this is the sentiment of only four out of every one hundred U.S. employers, or at least four who will admit it. On the other hand, forty-four out of every one hundred employers feel this way if we have been unemployed for two years or more.

5 If we think we can go about our job-hunt exactly the way we did it the last time, then we are in for a rude awakening.

6 Many employers are holding out for the dream employee. Knowing that there is the biggest pool of applicants they have seen in a long time, many employers are over-screening. They reject candidates they would have hired eight years ago, because they keep thinking, with all those out there who are out of work today, maybe someone better will come along next week. Not all employers think this way, but way too many do.

7 If a particular culture values hard work, long hours, persistence, and determination, this will affect how the job-hunt is conducted. In many places, since 2008, the culture does not value these things. It values quick fixes, fast food, selective inattention, multitasking, TV ads that constantly change their visuals every two and a half seconds, etc. It is difficult to get people to practice their job-hunt in a different way than the culture behaves everywhere else.

8 Job-hunting is increasingly a repetitive activity in the lives of many if not most of us. This is because the length of time a job lasts, on average, has decreased in a number of industries since 2008. For example, some employers in the IT industry are increasingly hiring someone just until a project is completed, rather than permanently hiring us. Again, 20% to 30% of those employed by the Fortune 100 now have short-term jobs, either as independent contractors or as temp workers, and this figure is predicted to rise to 50% during the next eight years. Even in industries where people are hired allegedly for longer periods, employers are much more ready to cut the size of their workforce just as soon as things start to even begin to look bad. You thought you were being hired for a number of years, they said that, they meant that, but then fortunes change and suddenly you’re back out on the street.

Our typical work history now is going to be three careers over our lifetime, and at least eight jobs. So, even when we find a job now, we may be job-hunting again, sooner than we think. We need to become masters of the job-hunt, in its post-2008 incarnation. Speaking of which, we come to:

8 Many employers are holding out for the dream employee. Knowing that there is the biggest pool of applicants they have seen in a long time, many employers are over-screening. They reject candidates they would have hired eight years ago, because they keep thinking, with all those out there who are out of work today, maybe someone better will come along next week. Not all employers think this way, but way too many do.
help)—still work sometimes, and work well. But they are no longer dependable, if ever they were. Their track record has gotten terrible. You’ve got to have a plan B. And maybe C and D.

If we don’t know that, or if we think we can go about our job-hunt exactly the way we did it the last time, then we are in for a rude awakening. We will try job-hunting the way we “always did it before,” but this time it . . . just . . . won’t . . . work. Things have changed dramatically since 2008.

Maybe you’ve already found that out. You sent out resumes. Everywhere. To everyone. Week after week. That used to work. Now, nothing, nada, zip.

**EMPLOYERS CHANGE, JOB-HUNTERS DON’T**

Here’s why this happens. Job-hunters tend to hunt in the same way regardless of whether the times are good or bad, but employers don’t. Employers often change their hunting behavior dramatically when times are tough. The reason for this is that when times are good, employers often have difficulty filling their vacancies, so they will typically cater to the job-hunter’s preferences in such a season. We like resumes, so they will take the trouble to solicit, look at, and read our resumes. We like job-postings, so they will post their vacancies where we can find them: on their own site or on job-boards, typically.

What we are not prepared for, is that during tough times, when employers are finding it much easier to fill a vacancy, many of them will stop reading our resumes and stop posting their vacancies. But we do not change our job-hunting behavior, so we go looking for work the same way we did last year, or four years ago, or ten or thirty, and suddenly find that nothing is working.

We can search until we’re blue in the face. We can work like a dog, send out resumes week after week, but . . . nothing! Everything that used to work, doesn’t work anymore. And we are baffled. It is like turning the key in our faithful car, but for the first time in five years the motor won’t start.

We decide, of course, that the reason why nothing is working is that there are no jobs. It never occurs to us that there are jobs, but that employers have changed their behavior. And what is particularly depressing is that employers are increasingly using the Internet to hide from job-hunters. They ask job-hunters to fill out an online application, then notify them (without ever offering a face-to-face interview), “Sorry, you do not have the qualifications we are looking for.” You think you’ve applied for these jobs, but you never had a chance.

**DIFFERENT LANGUAGES: A FOREIGN COUNTRY**

What has gotten worse since 2008 is the fact that employers and job-hunters speak two entirely different languages, using the same words. Take the word “skills.” When we’re job-hunting, you get turned down because—some employers say—“You don’t have the skills we’re looking for.” You think they’re referring to such things as analyzing, re-searching, communicating, etc. No, they really mean “experience,” though they use the word “skills.” Sample employer memo: “We’re looking for someone who has had five years’ experience marketing software products to a demographic that is between the ages of twenty-four and thirty.”

You should assume that the employers’ world is like a foreign country; you must learn their language, and their customs, before you visit.

**You want the job-market to be a hiring game. But the employer regards it as an elimination game.**

This is an idea from the authors of a book called No One Is Unemployable. They suggested that when you approach the world of business for the first time, you should think of it as going to visit a foreign country; you know you’re going to have to learn a whole new language, culture, and customs, there. Same with the job-market. When we are out of work we must now start to think like an employer, learn how employers prefer to look for employees, and figure out how to change our own job-hunting strategies so as to conform to theirs. In other words, adapt to the employer’s preferences.

So, let’s take a look at that world of the employer. Employers don’t have all the power in the hiring game, but they do have an impressive amount. This explains why parts of the whole job-hunting system in this country will drive you nuts. It wasn’t built for you or me. It was built by and for them. And they live in a world different from yours and mine, in their head. (That’s why I said foreign country!) This results in the following five contrasts:

1. **You want the job-market to be a hiring game. But the employer regards it as an elimination game.**

2. **You want the employer to be taking lots of initiative toward finding you, and when they are desperate they will (especially if you have applied math skills)! Some HR departments will spend hours and days combing the Internet looking for the right person. But generally speaking the employer prefers that it be you who takes the initiative, toward finding them.**

3. **In being considered for a job, you want your solid past performance—summarized on your written resume—to be all that gets weighed, but the employer weighs your whole behavior as they glimpse it from their first interaction with you.**

4. **You want the employer to acknowledge receipt of your resume—particularly if you post it right on their website—but the employer generally feels too swamped with other things to have time to do that, so only 45%**
do. A majority of employers, 55%, do not. Now that you know this, don’t take it personally.

You want employers to save your job-hunt by increasing their hiring, and you want the government to give them incentives to do so. Unhappily, employers tend to wait to hire until they see an increased demand for their products or services. In the meantime, most do not much care if their products or services. In the meantime, most do not much care

Another example of the fact that the employer’s world is increasingly a foreign country to job-hunters, lies in the very different core values of each of us. During the job-hunt, we want strategies that will enable us to cover as much of the job-market as possible. So, our value is: coverage. Our chosen vehicle is our resume.

The employer’s chief value, on the other hand, concerns risk. The employer wants to hire with the lowest risk possible. I mean the risk that this won’t work out.

These very different values explain the chart on the below.

**JOB-HUNTING HAS MOVED MORE AND MORE ONLINE SINCE 2008**

From the earliest days of the Internet there have been employment websites, commonly called “job-boards.” The earliest ones were NetStart Inc. and The Monster Board (TMP), both launching in 1994. Netstart Inc. changed its name to CareerBuilder in 1998, and TMP changed to Monster.com in 1999. So, online job-hunting has been around a long time.

But job-hunting has moved more and more online ever since, and dramatically so, since 2008. As social media and other famous sites have become more and more popular—LinkedIn, Facebook, Twitter, Yelp, Skype, YouTube, etc.—job-hunters and employers alike have figured out how to use them in the job-hunt. Now, ever larger portions of the job-hunt can be done online.

That’s a big change since 1994!

If you are out of work for any length of time, and you do not have the skills of knowing how to use a computer or how to access the Internet, you will be wise beyond your years if you go take some computer courses at your local community college or adult school or your nearest CareerOneStop center (now called American Job Centers).

Any job-hunter working online these days will want to pay large attention to the social media sites I just mentioned. Here are some extended comments about them, plus a few other web sites or online activities, such as texting, blogging, and online universities, that I think are worth mentioning:

**LinkedIn**

**URL:** www.linkedin.com

**Background:** This is “the Swiss army knife” of job-sites; it is a multi-tool. It
is used (at this writing) by at least 200 million people worldwide. Employers from around the world who are searching for prospective employees are among them.

**General Description:** LinkedIn gives you a “profile” page on which you can write anything about yourself and your history that you want to, using the standardized format or template that LinkedIn provides.

**Usefulness to Job-Hunters:** If you have contacted a particular employer, most of them now search to see what there is about you on LinkedIn (and on the Internet in general, anywhere and everywhere) before inviting you in, or deciding to hire you.

**Ways to Make It More Effective:** Remember, this is a professional site. If you are looking for work, don’t post anything here that isn’t related to your professional goal. (Need I say, leave out parties, dating, summer vacations, etc.) Make your profile page really stand out from others’ profile pages, when employers go browsing. There are ways to do this. Here are some hints:

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**As social media and other famous sites have become more and more popular, job-hunters and employers alike have figured out how to use them in the job-hunt.**

1. **A PHOTO is mandatory.** Every survey has revealed that not having your photo posted there is a turnoff for most employers. Make it a shot just of your head and shoulders, in fact, fill the frame with just your head and shoulders. Make it sharply focused and well lit, even if taken with an iPhone. Dress up for this one. And smile.

2. In the section called **JOB TITLE,** if you aren’t searching for a career-change, and you like what you’ve been doing, but the title they gave you aren’t the words that a hiring manager would normally use to search for someone who does what you do, put in a slash mark, then add the title they would use. Alternatively, if you are looking for a change, after you list your current job title in this title section, enter a slash and then add the industry you want to find a job in (so that an employer’s search engine will pick you up).

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LinkedIn gives you enough space to tell a story, so tell a story.

3. In describing your **PAST JOBS OR EXPERIENCE,** don’t just make a list of tasks or achievements. LinkedIn gives you enough space to tell a story, so tell a story. Summarize some major achievement of yours, in that job, and then tell a story of how you did it, and what the measurable results were (time or money saved, or the profit created, etc.).

4. In the **SUMMARY** be sure to state whatever it is you think gives you a competitive advantage in your field, i.e. what makes you a better hire than nineteen other people who might compete for the kind of job you want. This is a place to highlight what makes you the best (or, for the modest, what makes you a better) choice for that kind of job.

5. Under **SPECIALTIES** list every keyword you can think of, that would lead a search engine to find you for the job you want. If you don’t know what keywords to list, find someone on LinkedIn who already has a job like the one you want, and see what keywords they listed. Copy the ones that seem relevant in your case.

6. **LIST** any hobbies, interests, education, training, community service, associations you belong to, etc.

7. **ADD LINKS TO ANY WEBSITE** you feel would help you stand out: your blog? (if you have one, and posts there are solely devoted to your area of expertise); your **Twitter account?**

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(a group and then don’t ever contribute, LinkedIn has a little habit of summarily removing you from that group without any advance warning. Just a nice brief note after the fact, saying “We removed you” due to your inactivity there. (And you thought they weren’t paying attention! Oh yes, they do. They are. They will.)

9. **You can use LinkedIn to DESCRIBE** a project you’re proud of, post a
photo, or report on a recent professional event. To post this also on Twitter, always begin not with Twitter but with LinkedIn. Write your update here, check the box with the Twitter icon, and then click “Share.”

### LinkUp

**URL:** http://linkup.com  
**Background:** This is a job-search engine, not to be confused with LinkedIn.  
**General Description:** This site pulls job openings only from employers’ websites (24,378 at current count).  
**Usefulness to Job-Hunters:** If you live in areas covered by LinkUp, you may find a job opening here.

### Facebook

**URL:** www.facebook.com  
**Background:** Hugely popular; more than 1.11 billion users worldwide.  
**General Description:** The world’s largest social media site (but you probably already knew that).  
**Usefulness to Job-Hunters:**

1. Facebook lets you sign up on pages devoted to job-hunting and careers. For example, www.facebook.com/jobhunting.
2. Facebook has an app that enables you to hunt for people who work at a particular company or organization, or who share a particular interest of yours: www.facebook.com/profile-search.

### Twitter

**URL:** http://twitter.com  
**Background:** A social networking and micro-blogging site; 500 million users; 8% of Internet users are on Twitter.  
**General Description:** Allows you to send micro-messages using 140 characters or fewer.  
**Usefulness to Job-Hunters:**

1. Twitter will take a background. When you are out of work, you can convey your status in that background (tastefully, professionally). For a tutorial on how to do this, go to Social Media Examiner, found at http://tinyurl.com/25apzgo.
2. Twitter will take a bio. Mention what you’re looking for, there. You have 140 characters, so practice the art of succinctness. Put a link to an online resume in your bio.
3. Twitter will take an avatar. Make it professional looking.
4. Twitter has a “follow” option. Follow anyone who is helpful to your job hunt. If you don’t have a clue, follow Susan Joyce of job-hunt.org, Internet expert Joel Cheesman of http://cheesman.typepad.com, and/or Guy Kawasaki (you can follow his top ten per day from @guykawasaki10).
5. Tweet about your job search. Make sure you’ve done your homework first, and can state exactly what kind of work you’re looking for. Put “Twitter hashtags for job seekers” into your favorite search engine, and see what turns up.
6. Put a link in some of your tweets to your website, if you have one. If you don’t have one, and you are an expert in some area of knowledge or performance, start your own website. See http://bravenet.com for free help, or www.bluehost.com for inexpensive hosting ($6 a month). Establish yourself as an expert in your field on Twitter.
7. Sign up at www.twijobsearch.com to locate various job opportunites around the world. Choose what they call “channels” and then receive instant notification of jobs thereafter. Also sign up at http://tweetmyjobs.com.

### Texting

**URL:** None. You choose a phone number on your contacts list, and then select “Send text.”  
**Background:** Wildly popular way to communicate.  
**General Description:** Allows you to send brief text messages between mobile phone users (160 English characters or fewer) using the Short Message Service (SMS) or more ambitious messages containing image, video, and sound content (known as MMS messages).

For a tutorial on how to do this, go to Social Media Examiner, found at http://tinyurl.com/25apzgo.

**Usefulness to Job-Hunters:** For the infinite number of occasions where you need instant help, texting is very useful. For example, you’re on your way to an interview and you suddenly think of a question you might be asked, that you don’t know how to answer. You can text a more experienced friend and get the answer before you even arrive at the door of the employer. Moreover, it’s helpful to have that answer spelled out on your mobile screen, as you go up in the elevator (tall building??) so you can practice.

### Yelp

**URL:** https://yelp.com (https as opposed to http in any site’s URL means their information is heavily encrypted [128 bit], which is considered unhackable).  
**Background:** This website has more than 100 million unique visitors per month.  
**General Description:** Community reviews of various businesses.  
**Usefulness to Job-Hunters:** If there is a particular business or organization...
you are interested in, you may find feedback about it, here.

### Stack Exchange

**URL:** http://stackexchange.com

**Background:** A network of 101 question-and-answer sites, with a community contributing, answering, evaluating, and voting; same genre as Quora, Aardvark, Answers.com, etc.; 3.3 million users.

**General Description:** Useful for finding fast answers to puzzling questions.

**Usefulness to Job-Hunters:** When you’re trying to find something, someone, some business, this is a good place to go to, and see if they know the answer, without your having to do detailed research forever. Great time-saver.

### YouTube

**URL:** www.youtube.com

**Background:** Wildly popular; one billion users monthly.

**General Description:** You can find a video on almost any subject, or post a video of your own, thus saving you from using up bandwidth on your own website (if you have one).

**Usefulness to Job-Hunters:** You can find video interview tips on the Web at sites such as Alison Doyle’s http://tinyurl.com/nmbt5r.

### Jobs Shadow

**URL:** www.jobshadow.com

**Background:** This site gets 75,000 visitors a month (mostly the young), and growing.

**General Description:** Traditional job-shadowing requires getting permission from employers. That sometimes was easier said than done. No permission needed here. This website is conducting interviews with hundreds of people in different jobs, asking them the same standard questions, sometimes with names, often anonymously because they are asked to be candid about the financial rewards in such a job.

**Usefulness to Job-Hunters:** You can’t ask them any questions, of course, you just eavesdrop, but as a faint shadow of job-shadowing, this is worth looking at.

### Blogs

**URL:** If it’s your blog, you know the URL. If you’re looking for someone else’s, do a search through Google, or Technorati (below).

**Background:** There are now over 181 million blogs, averaging one million posts a day according to Technorati (http://technorati.com)—the central headquarters for all things blog.

**General Description:** At their best, blogs offer an expert’s advice and wisdom.

**Usefulness to Job-Hunters:** If you can find a blog on your particular field or industry, you may discover openings through that blog. Also consider starting your own blog related to the field in which you are looking for work, where—if you keep your blog-focused—you can develop a reputation as an expert in your specialty, thus attracting the attention of prospective employers—maybe. (Possible but not likely; still, you never know. It’s worth trying!) Remember, the Web is the modern way to attract attention to yourself. A blog, carefully managed, can ideally serve that purpose. Of course, you are only one out of 160 million blogs, so don’t put all your eggs in this basket.

### Now apprenticeship information can be found online.

**Ways to Make It More Effective:** If you want to use this site effectively, prior to going it to make a list of what you hated about any job you had in the past, so that while you are listening to these interviews, you will be more alert to “Oh no, I don’t want a job that does that, again.”

**NOTE:** Aside from this site, if you are looking for some of the old ways of exploring, using let us say apprenticeships, there are now more effective ways of doing that, too. For example, you used to have to hunt hard to even find where apprenticeships were. Now such information is online. For a list of apprenticeships in your area, see American Job Center’s website at http://tinyurl.com/d3pb2zc5. If you are a veteran looking for an apprenticeship, see http://tinyurl.com/7urwrs3.
Online Universities

URL: www.phoenix.edu; www.kaplan.edu; www.capella.edu

Background: According to Global Language Monitor’s July 2010 ranking, the three top online universities are the University of Phoenix, Kaplan University, and Capella University.

General Description: Offer both courses and degree programs, either by yourself or interacting with an instructor or other students online.

You can get a degree while job-hunting.

Usefulness to Job-Hunters: You can go to school online, get trained in new skills, etc., while still pursuing your job-hunt. For example, you can get trained in such skills as using a computer or particular software programs, accounting, marketing, business plans, etc. You can even get a college degree while job-hunting.

IN CLOSING

For a complete list of social networking sites, go to the entry on Wikipedia, found at http://tinyurl.com/k2jhx. You can click on the little icon immediately to the right of “Registered Users” and get them listed in their order of popularity.

Another list, with monthly updates, is available at Digital Market Ramblings, found at http://tinyurl.com/d3ytppf.

You can stay up-to-date on social media developments by subscribing to the free daily e-mail called SmartBrief on Social Media. Sign up at www.smartbrief.com/socialmedia.

Each social media site has a different scope, a different emphasis, and a different audience. Look for the things that matter to you. Choose a site appropriately. If you have a particular issue, and you just don’t know how to find the appropriate social site, do a search on Google. For example, if ex-military who are hunting for help in getting back into civilian life put “ex-military job-hunting” into their Google search engine, they will turn up a number of sites to help them with that job-hunt, such as: www.jobswap.com, www.dol.gov/vets, www.hireds.com, http://fedshirevets.gov, and www.woundedwarriorproject.org. Also, there are military skills translators, a list of which can be found at http://vetsuccess.gov/military_skills_translators.

Now, on to the part of the job-hunt that has moved online the most dramatically: your resume.

Richard N. Bolles has led the job-search field for more than forty years. A member of Mensa and the Society for Human Resource Management, he has been the keynote speaker at hundreds of conferences. Bolles holds a bachelor’s degree cum laude in physics from Harvard University, a master’s degree from General Theological (Episcopal) Seminary in New York City, and three honorary doctorates. He lives in the San Francisco Bay Area.

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Covance respects and values the differences and strengths of each of our employees. We strive to create an environment that stimulates our employees’ diverse perspectives and contributions — and the results are impressive.

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Diversity within Covance is alive and universal. EOE
What if your career could change your life?

Perhaps you imagine being part of a team where your colleagues inspire you to stretch and grow beyond your boundaries. Maybe you are looking for a purpose in life that gives you an opportunity to be part of a lasting legacy. Mayo Clinic has a legacy of inspiring hope and contributing to health and well-being by providing the best care to every patient through integrated clinical practice, education and research. You’ll discover a culture of teamwork, professionalism and mutual respect – and most importantly, a life-changing career.

We invite you to visit our web site to learn more about Mayo Clinic and the vast array of opportunities that await you.

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www.mayoclinic.org/jobs

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DIVERSITY EMPLOYERS invites you to mine The Mother Lode of Career & Internship Opportunities – the most comprehensive source of entry-level career opportunities. Below, you will find some of the top employers in America who are committed to recruiting a more diverse workforce. These active employers reported in our survey that they are recruiting entry-level candidates. They are looking for good people – student and recent graduates – who will help them be the best at what they do. YOU might just be that person. You can contact them through The Mother Lode of Career Opportunities; just one click that will take you directly to their Website.

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As you close out the fall term, be pleased with what you accomplished. You’ve continued to learn more about yourself and about the subject matter that you’ve studied. You are also gaining a greater perspective on what is important to you and how your life impacts your friends, your family and your community. These insights are among the core objectives of the college experience.

So what is next for you? Will you be graduating soon? If further pursuit of studies is not in your plan, what is the next stop in your life journey? Are you intending to enter the world of work?

Whether you're a college freshman or closing in on your receipt of a degree, planning for your next step is an important undertaking.

By TIM LUZADER, Director – Purdue University Center for Career Opportunities
Take stock of what makes you tick and who you wish to become.
A good place to start is your campus career center. A career counselor can help you think about what you truly consider to be important. Work towards answering these questions: What are your strengths? What do you do personally value? What are your work values? What skills do you currently possess? What abilities do you want to gain?

How will this self knowledge translate into the world of work?
Is there a need for the strengths and skill sets that you plan to offer prospective employers? As you work towards identifying your life’s passions, consider what role passion will play in your career planning. To what degree will your passion connect to your professional pursuits? Will work be your passion? Can you accomplish synergy in what you want to do with the opportunities that employers can offer you? If not, is entrepreneurship the answer for you? Will your work support your passion versus be your passion? If so, how do you define what will be a satisfying and fulfilling work experience?

As you progress in your self-assessment, you will need information.
Your career center will likely offer you an extensive on-line resource library of information relating to job market trends and professional field-specific information. Surveys, inventories and test batteries can also be helpful to you in identifying careers that closely parallel with your interests and skills. However, these instruments have their limits. No assessment test or series of tests will be capable of capturing all there is to know about you. Ultimately, your decision-making will be better informed, but not be made for you.

While reading and research play a critical role in your career planning, so does talking and listening.
Find out from your career center who hires students and graduates with experiences and interests that are similar to yours. Then, find out whom you can correspond with to learn more. You may find classmates on campus that engaged in some form of experiential education that can serve as an important knowledge source for you. Does your campus host employer information sessions? What about alumni speakers? Perhaps employer panels are occasionally conducted. If so, this could be a way to connect you with people who can become members of your personal network.

Developing a network of personal career advisors is a solid strategy.
Whether they’re current classmates, young alumni of your school, instructors, working professionals, family members or family of friends, they can play an important role in your learning about yourself and the world around you. Communicate with them as often as they deem reasonable. Eventually, their advocacy on your behalf can help you land meaningful career opportunities.

Planning for career success wouldn’t be complete without applying your learning to a real world environment.
Experiential education takes on many forms ranging from field-specific practicum and service learning projects to cooperative education and internships. As a college student, it is never too early to begin planning for this activity. In some cases, your advisors and instructors will play a key role in connecting you to these opportunities. In other cases, you’re on your own.

In circumstances where you need to find your own experiential learning opportunities, utilize your campus resources including the career center.
They can help you make connections. Also, make wise use of social media – especially LinkedIn. A personal LinkedIn profile can effectively serve as an on-line resume for you. There are features to help you connect to people with whom you have an affinity. It’s also way to expand your personal network.

This article is intended to outline for you the building blocks of career planning success. If you invest time to learn about yourself, translate that knowledge into the world of work, inform your decision-making through research and engagement, and then apply your learning to the work setting, you’ll be well positioned for career success.

You’ve come a long way already to achieve your goals. I wish you the very best in your continued success.
As a former recruiter, I have conducted thousands of campus interviews and had many conversations with various industry recruiters and senior executives regarding interview successes and failures. They represent large, multi-national corporations as well as small and medium-sized businesses. Provided below are the most common reasons for recruiters to reject applicants during the interview. I have added some thoughts on how to avoid these common pitfalls.

**Working Our Way to the Top of the List:**

1. **Unfamiliar with resume.**

   Amazingly, some applicants are surprised by a question that the interviewer asks regarding information on their resume. An applicant may have forgotten that a particular statement was on their resume. This is very embarrassing and not very impressive.

   **Corrective action:** Know your resume thoroughly and be able to defend every statement made on it.

2. **Poor academic record.**

   It’s too late to change your grades now. Be prepared for questions on your grades and have a well-thought out response. One-half of engineers, lawyers, teachers and accountants graduated in the bottom half of their classes. The GPA is not a true measure of what you learned nor is it an indicator of how intelligent you are.

   **Corrective action:** Throughout the entire interview, demonstrate your knowledge so you appear “smarter” than your GPA might indicate. But don’t overdo it. Remember to be yourself.

3. **Insufficient knowledge of industry.**

   Employers vary here on what to expect. In financial services, this is extremely important. In most other industries, the importance diminishes. It is always important to remember that you want to impress the interviewer more than the other applicants.

   **Corrective action:** Research the company, the industry, competitors, and industry trends. Keep in mind, it is important to know the future of the industry regarding its growth, international competition and profitability, just to name a few factors. Information on the industry is very easy to find on the Internet and in the library. Invest 2-3 hours and you will appear much more impressive and confident in the interview.

4. **Lack of leadership.**

   Employers do differ on the requirement for leadership depending on the job that is being filled. One thing is for certain—previous leadership always makes the applicant more valuable.

   **Corrective action:** Explain in the interview
how you demonstrated leadership in a job, club, organization, volunteer organization, class project or study team. Employers want to hire future leaders, so most will look for past leadership.

5 **Lack of career focus.**

This interview misstep results from the applicant’s inability to demonstrate how the open position is of interest, or more importantly, how this job fits into their career plan for the next 10 years. In other words, there is a lack of career planning.

**Corrective action:** The applicant needs to do more research on the position and the related career paths. Discussions with alumni or others who do this job will be helpful in making the decision to pursue this line of work and will make you more informed. The Internet again is a source of information on specific careers. Additionally, visit the university’s career services office and consult with individual career advisors—they are paid to help you with valuable career information.

6 **Insufficient interest in employer.**

Companies need to know the specific reasons why you have chosen to interview with them. Reasons do not include: “you are a big company, you are profitable, you are located in Chicago, you have a job opening.” These answers do not distinguish this company from hundreds of other employers in Chicago.

**Corrective action:** The answer again starts with researching the company. What does the company say about itself? Can you talk to employees of the company? If so, ask them why they chose to work for this company? What do they like most about the company?

7 **Ineffective communication style or skills.**

An applicant is usually faulted for this when they ramble on with their answers, appearing unfocused or ill-prepared.

**Corrective action:** Concise statements are extremely important here. A simple way to follow in answering your questions is: L-RODS, which stands for: Listen. Reflect. Organize. Deliver. Shut up.

8 **Low level of enthusiasm.**

Applicants appear this way when they demonstrate very little vitality.

**Corrective action:** Demonstrate that you are glad to be in the interview and that you are excited about this job opportunity and employer. You will be expected to be highly enthusiastic on the job, so you need to demonstrate the same or more in the interview process.

9 **Negative attitude.**

We all know negative people and most of us choose not to associate with them. Employers feel exactly the same, and they wish to fill jobs with positive people full of ideas who want to work together with others to help the company.

**Corrective action:** Even when you have had a bad experience with a past employer or professor, you should give the explanation a positive twist.

10 **Failure to sell self.**

As a recruiter, I asked myself this question at the end of the interview: “Why should I hire this person?” I would assess the reasons the person gave to me.

**Corrective action:** Give five specific reasons, with evidence for each, why you should be hired. Remember, all prospective employees can state that they are hard workers, learn quickly, and are effective team players. Interviewers are skeptical of your opinions about yourself, unless you offer substantial evidence to convince the interviewer. What type of evidence can you use?

Comments made in past performance evaluations by a supervisor Comments from customers Grade Point Average Awards for achievements or recognition Goals achieved All of these can be beneficial in ‘proving’ your claims.

This information should help you prepare for future interviews. Good luck in passing your next interview test!

**Lee Junkans**, was Director of the Career Development Center at Chicago State University, spent 11 years as a corporate recruiter including eight years managing a college recruiting program for a Fortune 100 company. He spent 21 years directing career centers at major universities including Duke University and the University of Notre Dame.
A successful interview is one in which the candidate leaves with a feeling that they know the interviewer and the job, and the interviewer feels they know the candidate. You understand the interviewer and they understand you.

In the interview, the employer has three objectives:
1. to gather relevant information about your qualifications;
2. to access how your qualifications match the requirements of the job;
3. to present the organization very positive to you.

Your objective as a candidate should be to communicate self information and qualifications clearly and accurately and to seek relevant information about the particular job, position, and employer.

Most interviews can be successful for you, the candidate, by preparing for the expected and unexpected. The process is usually a six-part process:
1. Preparation
2. Establishing rapport
3. Infomercial- Talking about yourself
4. Talking about the organization
5. Close-Out
6. Evaluation

You are part of the first five segments; the sixth takes place usually while you are on site or right after you leave the premises.

To prepare for the on-site interview, you should know the company’s products and services, financial picture, geographical locations and culture.

You should take the time to research what alumni are working there from the institution you are graduating or have graduated. Use them to research the kinds of positions that are available and the environment or workplace (culture). Others that are in the workplace can lend first-hand knowledge on what they like, dislike, pitfalls, and community involvement. Also inquire about the demographics of the area in which you will be working, provided you are successful with the on-site interview.

Your eye contact is very important because often it is the believability concept that sells what you are saying.

If you have to travel to the interview city, you will most likely arrive the evening before the interview is scheduled. Be sure you are comfortable with knowing exactly where you are going for the interview. Plan on arriving at least 30-45 minutes before the actual interview. This allows you time to unwind, make sure that you are well groomed and to relax.

Most on-site interviews will put you in a panel interview, group, or one on one interview setting. Most of you will be escorted into a room where you will meet one person, a group or panel of people. Be sure that your handshake is firm with eye contact on each individual as you are introduced. Let the interviewer invite you to be seated. Your eye contact is very important because often it is the believability concept that sells what you are saying. Your body language also sends a message of confidence and sincerity. In addition to the firm handshake and eye contact, be sure to have a well-balanced posture, and open relaxed facial expression, a firm voice, and use appropriate gestures when emphasizing key words.

The first 30 seconds to five minutes of the interview are very important. The first impression is next to impossible to change. You never get a second chance to make a first impression. Your appearance and dress is critical in that you should fit into the culture that you are interviewing for by dressing appropriately. You should wear conservative colors and avoid excessive jewelry, flashy colors, excessive make up, strong perfumes, and colognes.

Be sure that you have practiced your 30 second or 3-5 minute infomercial. The strong lead tells the interviewer about yourself, what your assets and strengths are and the value you can bring to their organization. Be prepared to give examples of a time when you exemplified leadership, a time when things were not going well and you turned things around. Also be prepared to discuss your involvement in professional societies, civic organizations and summer or part time employment. Be able to express a time when you experienced failure and the lessons that came from that experience. Talk about some infrastructure that you put in place.
to avoid the same mistakes or failures from happening again.

Be yourself during the interview. Bear in mind that the organization chose to interview you. Let the knowledge and your interview preparation bolster your confidence throughout the interview. During the interview, take notes. Inform the interviewer(s) at the beginning of the interview that you would like to take some notes to help in the questioning and answering session at the end of the interview.

Let the knowledge and your interview preparation bolster your confidence throughout the interview.

The competencies that will be evaluated during the interview are skills that you have polished during your education, extra curricular involvement, co-op and summer experiences. The areas that will be evaluated are adaptability, communication, initiative, interpersonal acumen, planning and organization, accountability, resourcefulness, work orientation, and negotiation skills among others. Be a good listener, but certainly not reticent about asking penetrating questions.

Some routine questions that will be asked of you during the interview are listed below:

- Tell me about yourself.
- What do you look for in a job?
- Why did you choose your particular field of study and work
- What are the advantages of your chosen field?
- What are your own special abilities?
- What makes you think that you could be successful with our organization?
- What types of positions are you most interested in?
- What do you know about our organization?
- Why should we hire you?
- How do you perform under pressure?
- Are you willing to relocate multiple times?

- What have you learned from some of the jobs that you have held?
- Is your GPA indicative of your ability?
- What leadership positions have you held in college and in your community?
- Are you very creative? Give some examples.
- What is your philosophy of management?

In answering all questions, be specific, concise, and give examples that show your ability to provide direction, allocate resources, that you can execute with quality, and have a passion to succeed. Exemplify that your value system is one of fairness, truth telling, promise keeping, and respect for all individuals.

Be prepared for the unexpected by writing down five questions that you hope no one would ever ask you in the interview. Take sometime and thoughtfully answer those questions. Once you can master how you would answer those questions on site, your comfortability will come natural to shine in any situation that you are put in doing the interview.

In answering all questions, be specific, concise, and give examples …

Some routine questions that you may want to ask the interviewer are:

- If hired, would I be filling a newly created position, or would I be replacing someone?
- Would you describe a typical work day and the things that I would be responsible for and accountable for?
- What are the most critical duties of the job?
- How will I get my feedback on my performance?
- What is the career path from this position to the top of the organization?
- How does this position contribute to the bottom line of the organization?
- What is the diversity mix of your management and organization?
- Do not ask about salary. Let the organization bring up the subject matter.

During the interview, sell yourself, show what you can do for the organization, show that you are a team player, ask for the job, and never apologize for any of your areas for opportunity to grow. Present those areas from a positive view point if they must be discussed. Project confidence and never imply that you can work miracles. You should not discuss race, religion, and politics.

Be sure that you never lose your personal touch and give the interviewer(s) a true sense of the value that you can bring to their organization by letting the qualities come out that are unique to you.

Consult a dining etiquette book to be sure that you are buttoned down with regards to the whole dining experience. Part of the interview may also take place in this venue.

Be clear as you end the day, what the next steps in the process are for moving forward. If an offer is made on the spot, thank the organization and take some time to ponder once you back home to make an informed decision. Send a handwritten thank you note and make it personal to those that interviewed you in the process.

It is of utmost importance that you feel valued, challenged, have an excellent compensation package, training for personal and professional development, and a career path progression that is defined.

Your first commitment is preservation of self. Landing the “Right Offer” is your goal in the on-site interview to have choices about your bright future. Good Luck in your career search.

Mr. Vernon E. Martin, Jr., is the President of Martin Professional Business Associates. The firm specializes in consulting in the field of human resources. He has been the Director, Human Resources Field Sales, for Philip Morris USA for over 10 years. He has served on the Board of Governors for the National Association of Colleges and Employers (NACE).
Diversity & Inclusion
Scholarships Abound!

By Jennifer Rutt

Did you know that every year there are thousands and thousands AND THOUSANDS of scholarship dollars available specifically for diverse students? Many different types of groups sponsor the scholarships. Some are employers who are interested in eventually hiring diverse college talent, some are non-profits dedicated to the educational success of diverse individuals, and others are everywhere in between. You can usually find scholarships based on your major or field of study.

How do you stand out when competing for scholarship dollars?

There are several important things to keep in mind when creating your application.

• Follow the instructions! This seems logical; we all heard it in grade school. If you don’t follow the instructions (whether that means not completing the application or neglecting to submit additional materials), you definitely will not be awarded the scholarship.

• Be professional. This is a formal process. Do not shorten your words. Write as if it is being presented to a Professor or a Dean. No slang. No shortcuts.

• DO NOT USE ALL CAPS. This probably falls into the category of “being professional,” but it is worth highlighting. On the other hand, don’t neglect capital letters altogether. Use proper grammar, punctuation, and capitalization.

• Include the things that make you special and recipient-worthy. As my dad always said, “If you don’t toot your own horn, you can’t play in the band.”

• Highlight your “above and beyond” activities. Do you volunteer? Do you belong to student groups? Have you held any offices? Do you participate in some interesting projects? Have you had an internship? Do you work while you are in school?

• Express your goals and aspirations. Particularly if there is an essay portion of the scholarship application. What makes you unique is what will draw attention to your application. What do you plan to do in your life that will make a difference if the people awarding the scholarship choose to invest in you?

• Is the scholarship related to a special category? How does your application represent your inclusion in that category? For example, if it is for a computer science student, what comp sci classes have you taken? What relevant classes do you plan to take? How do you see your career path relating to computer science? Have you participated in a Hackathon?

• Proofread.

• Proofread again.

• Have a friend proofread.

• Make sure you include all the materials requested. Do you need to provide a transcript? A letter of recommendation? Figure out the materials you need early so you are not scrambling right at the last minute.

• Don’t be late! Scholarships all have different deadlines. If you plan on applying to multiple scholarships, make yourself a schedule of deadline dates.

How do you decide which scholarships are “worth the effort”?

There are a few major differences you’ll notice between different scholarships. First, the amount of money that is awarded. Second, the amount of time and effort it takes to complete the application. You may decide that a very intensive application process is worth the time you invest if the dollar amount awarded would make a big difference to your finances.

Create a plan for yourself. Decide which scholarships you will apply to, what you’ll need to do for the application, and make note of the deadlines. Then execute your plan.

It takes work to find the scholarships that you are qualified for. The good news is, once you create your stellar essay and your points of differentiation from other scholarship applicants, you can reuse that information over and over in each application. If you are awarded even one scholarship, it can be worth your time!
RESOURCES
When reviewing resources, make sure you really pay attention to things that make you unique. Geography? Your major? Unique groups you identify with? This will help you narrow down where to spend your energy when applying.

Specific Examples:
AfterCollege STEM Inclusion Scholarship: [https://www.aftercollege.com/company/aftercollege-inc/10/scholarship/17/] This scholarship is available to students from groups underrepresented in their field working toward a degree in Science, Technology, Engineering, or Mathematics. Underrepresented groups may be defined by: gender, race, ethnic background, disability, sexual orientation, age, socio-economic status, nationality and other non-visible differences. AfterCollege helps students find jobs and internships based on their education and helps employers engage with students through scholarships, events, and job/internships postings.
Costco Scholarship Fund: [http://www.costcoscholarshipfund.org/] This scholarship, which is supported by Costco, is available to diverse candidates at both Seattle University and the University of Washington.

General Sites:
CollegeXpress: [http://www.collegeexpress.com/] Create a profile and search through $7 billion worth of scholarships (open to high school and college students).
Cappex: [http://www.cappex.com/] After you create a profile (or link to your Facebook account), you can search through $11 billion worth of scholarships.
TG Adventures in Education (AIE): [http://www.aie.org/Scholarships/] Search through 15,000 scholarship opportunities.
The College Board: [https://bigfuture.collegeboard.org/scholarship-search] Search through 2,200 programs for scholarships and other financial aid opportunities.
StudentAdvisor: [http://www.studentadvisor.com/scholarships] Download this app to search through scholarships on the go.
CareerOneStop: [http://www.careeronestop.org/EducationTraining/Pay/Scholarships.aspx] More than 7,000 scholarship opportunities, searchable by award type, state, study level, and affiliation.
NerdWallet: [http://www.nerdwallet.com/nerdscholar/scholarships/] Search through more than 10,000 opportunities and get more ideas for improving your scholarship apps.

Your College: Don’t forget to check the website at the college you attend! There are often specific resources available just for you. Often the scholarship resources are located within the financial aid office. Your school will also be aware of, and may manage the applications for, specific scholarships like the Costco example given above.

Jennifer Rutt  is the Senior Director of Engagement for AfterCollege. She has worked in the university recruiting field for over 15 years, including at the National Association of Colleges and Employers.

I love your hobby, love your job at IHG
At IHG we look for people who apply the same amount of care and passion to their jobs as they do to their hobbies – people who put our guests at the heart of everything they do. We understand that creating an environment where people can be themselves and give their best means treating everyone as individuals and recognizing what they do. It is our commitment that everyone will have Room to be yourself. With nine different brands we can offer more opportunity, more variety and more support for your career. If IHG sounds like your kind of company, take a look at the existing opportunities today.
DirectEmployers Association and The National Association of State Workforce Agencies (NASWA) have entered into a long-term alliance to develop and jointly administer an employer-funded national employment system to replace America’s Job Bank, which has been discontinued by the U.S. Department of Labor.

DirectEmployers Association is a nonprofit consortium of over 670 leading U.S. employers. Its membership and board of directors includes an impressive group of industry leaders such as IBM, McGraw-Hill Companies and General Motors.

NASWA, a nonprofit organization of administrators of state unemployment and job-training services, signed a five-year alliance agreement with DirectEmployers to create a National Labor Exchange. The alliance agreement is automatically renewable for successive one-year terms.

In the past, America’s Job Bank was used extensively by colleges and universities to connect students and alumni with employers across the country. Large companies used it to post part-time jobs, internships, and other employment opportunities for college students and to satisfy federal job posting requirements for veterans. Small and medium-size companies used the federally-funded system for the same reasons, plus it was inexpensive. The need for employers to connect with students and alumni was not forgotten or disregarded by the architects of the new National Labor Exchange site as evidenced by the partnerships they have forged with leading college and university associations.

The National Labor Exchange has a partnership agreement with the National Association of Colleges and Employers (NACE) to connect students and alumni nationwide with states and employers through the national employment system. Jobs are available to college students and alumni through NACElink or by linking directly to the National Labor Exchange site.

Established in 1956, NACE connects more than 5,200 college career services professionals at nearly 2,000 college and universities nationwide with more than 3,000 professionals focused on college relations and recruiting. Today, the association represents almost 1,200 two-year, associate degree-granting institutions.

The National Labor Exchange helps companies meet their general staffing needs at the time of an impending national labor shortage which has heightened the need for employers to attract a diverse workforce including minorities, veterans, seniors, physically challenged, students and women to the workforce. It also allows companies to work directly with government officials at all levels in responding to national emergency recruiting needs such as those experienced as a result of the Katrina disaster.

The National Labor Exchange provides state workforce agencies the opportunity to choose a wide range of services from taking job listing downloads from the National Labor Exchange to uploading jobs to the National Labor Exchange. Under terms of the DirectEmployers/NASWA agreement, jobs from the national database are distributed to participating state job banks.

“The discontinuance of America’s Job Bank along with the projected labor shortage caused by baby-boomer retirements and a dwindling workforce provides a formidable challenge for all employers,” says Brian E. Jensen, Global Director of Talent Acquisition at Towers Watson. “The National Labor Exchange provides an opportunity for companies to meet their compliance and staffing requirements in an environment which is owned, managed and controlled by employers in partnership with state workforce agencies.”

WHAT EMPLOYERS ARE DOING TO RECRUIT ENTRY-LEVEL TALENT

By Ed Ward
The National Labor Exchange allows job seekers to search jobs with one search across thousands of corporate websites and leading Internet employment search engines such as Google, Indeed, com and SimplyHired. Positions are available to job seekers from corporate websites, newspapers, trade associations, and other Internet sources in all 50 states, 230 major metropolitan cities, all U.S. cities and postal ZIP code areas, the District of Columbia, Guam, Puerto Rico, and the U.S. Virgin Islands.

National Labor Exchange services are available to all employers, regardless of size, in all industries at a nominal cost. Large employers’ jobs are indexed directly from their corporate websites. Jobs may also be individually entered by employers. Employers who do not have jobs available online for indexing may enter their jobs at no cost through participating state sites.

State workforce agencies are already experiencing an influx of jobs from the National Labor Exchange. The following statement was recently posted on the WorkInTexas website by the Texas Workforce Commission: “The proven Texas job-search website is bigger and better than ever. Through a partnership with the National Labor Exchange, a national job-search clearinghouse, WorkInTexas.com has boosted the number of openings available to Texas job seekers to more than 125,000, a jump of more than 25 percent. The National Labor Exchange is operated by DirectEmployers Association, a nonprofit consortium owned and managed by Fortune 500 companies, increasing the number of professional-level positions on WorkInTexas.com as well.”

The National Labor Exchange allows job seekers to search jobs with one search across thousands of corporate websites and leading Internet employment search engines.

Other states, such as California with a 60 percent increase in CA.LJOBS and Minnesota with a 50 percent increase in MinnesotaWorks.net, are reporting significant increases in the number of jobs now in their state employment site databases as a result of the Alliance.

First year performance of the Alliance has far exceeded original goals and expectations. DirectEmployers’ corporate membership, which provides funding for the project, continues to grow at a rate of 10 to 15 new members per month. Corporate membership has increased from 157 member companies to over 670 member companies supporting the Alliance since it began operations.

The National Labor Exchange is fully funded by leading U.S. corporations through their membership in DirectEmployers Association. There are no charges to states, schools or job seekers for any services provided. To support the National Labor exchange, employers pay an annual membership fee which is determined by the DirectEmployers board of directors and approved by the member companies.

To continue funding the program, employers are motivated by 1) the U.S. Bureau of Labor Statistics (BLS) prediction of a potential labor shortage of more than 10 million skilled workers by 2020 and their resultant need to work with the states and other sources to reach groups such as minorities, the senior workforce, veterans, women, the physically-challenged, employment-eligible immigrants, and others; and 2) their need to comply with state and federal employment-related regulations such as Affirmative Action Program objectives, and 3) the cost of commercial job boards which continues to skyrocket.
In 1963, near the apex of the civil rights movement, almost three of every four black Americans believed that whites had a better chance at a job than they did.

That sentiment has changed in the past five decades, but in the opinion of some, it hasn’t changed enough.

Today, three out of five black Americans feel the same way, according to a Gallup poll released in late August 2013 on the 50th anniversary of the March on Washington and Dr. Martin Luther King Jr.’s “I Have a Dream” speech.

“Fifty years after Martin Luther King’s landmark speech on racial equality, many blacks—in some cases, a majority—feel that blacks do not have equality with whites in matters of jobs, education, and housing,” wrote Gallup researchers, who polled 1,001 black Americans by telephone from Aug. 9-22, 2013.

Are black Americans justified in believing they’re at such a disadvantage?

“The answer is absolutely yes,” said Darrick Hamilton, associate professor of economics and urban policy at The New School in New York City. “The continued perception of racial bias in employment is consistent with labor market realities.”

The Gallup poll found that 60 percent of blacks in the U.S. believe that whites have an advantage at getting jobs for which they’re qualified. In 1963, 74 percent of blacks thought that whites had better employment chances, according to the Gallup researchers.

Experts, studies, labor data indicate whites still have advantages

By Dana Wilkie

many blacks ... feel that blacks do not have equality with whites in matters of jobs, education, and housing,” wrote Gallup researchers...

In a speech during anniversary celebrations, President Barack Obama told Americans that the unemployment rate of blacks was twice that of whites. He wasn’t far off.

In 1963 the unemployment rate for all Americans was 5.7 percent; for blacks it was 10.8 percent, according to the U.S. Labor Department. The Bureau of Labor Statistics (BLS) reported that in August 2013 the overall black unemployment rate was 13 percent, compared with 6.4 percent for whites and an overall national rate of 7.3 percent.

A 2013 report from Brandeis University’s Institute on Assets and Social Policy revealed that the median net worth of white households was $265,000 in 2009, while the median net worth of black households was $28,500. “The conventional wisdom is that when the unemployment rate reaches around 8 percent the nation is in an economic crisis,” Hamilton said. “Over the past 40 years, since unemployment data has been routinely reported by race, there has been only one year in which the black unemployment
rate has been below 8 percent. In contrast, there have been only five years in which the white rate has exceeded 8 percent. Thus, black Americans are in a state of perpetual employment crisis that worsens—near Depression level—during national economic downturns.”

Exactly what unemployment figures reflect is hard to discern: Do they reflect less opportunity for blacks, as the Gallup poll indicates blacks believe? Do they reflect blacks’ lack of skills, education or training? Do they reflect a lack of effort at job hunting or, perhaps, an inability to job hunt for some reason, like incarceration?

Two studies and 2012 BLS statistics reveal that when job qualifications, education and incarceration are accounted for, racial job discrimination appears to remain.

For a 2004 study, University of Chicago economist Marianne Bertrand and Harvard University economist Sendhil Mullainathan sent fictitious resumes in response to help-wanted ads appearing in Boston and Chicago newspapers. Resumes were randomly assigned white-sounding names, such as Emily and Greg, or black-sounding names, such as Lakisha and Jamal. White names received 50 percent more calls for interviews than black names, although both types of resumes presented similar qualifications. Even when black resumes were doctoried with better credentials than white resumes, the fictional white applicants still received more employer responses. The researchers discovered that this racial gap was uniform across occupation, industry and employer size.

A 2003 employment audit by Princeton University sociologist Devah Pager revealed that white entry-level-job candidates who had been incarcerated were more likely to receive calls in response to their applications than black candidates with prison records.

“The ascendant American narrative proclaims that we have transcended the racial divide,” Hamilton said, adding that blacks “are asked to ‘stop playing the race card,’ ‘get over it,’ and ‘take personal responsibility’ for the persistence of racial inequality.”

“It is a rhetoric that absolves public responsibility for the condition of black America. While the realities of structural racial inequality persist, [blacks’] agency to resist their economic condition will diminish and their willingness to accept the status quo will enhance.”

In 2012 the unemployment rate for white Americans with less than a high school diploma was 11.4 percent, but it was 20.4 percent for blacks in the same situation, according to the BLS. The unemployment rate for whites with a bachelor’s degree or higher was 3.7 percent, compared with 6.3 percent for blacks.

“Black Americans are more than justified in believing they’re at a disadvantage,” said Alan Aja, deputy chair of Brooklyn College’s department of Puerto Rican & Latino studies.

“One would expect more educational attainment to yield outcomes in the labor market for black Latinos that is equal to that of their white counterparts, but the evidence from wage-differential studies only means one thing—racism.”

On Sept. 23, 2013, the U.S. Labor Department announced that an administrative law judge ordered Bank of America Corp. to pay 1,147 black job applicants $2.2 million in back wages and interest for race-based hiring discrimination at the company’s Charlotte facility.

Americans overall tend to have a rosier view of blacks’ job opportunities. In a Gallup poll conducted June 13-July 5, 2013, that questioned people of all races, more than two in three respondents (69 percent) said blacks have as good a chance as whites to get jobs for which they are qualified. Fewer than one in three (31 percent) disagreed.

On Sept. 23, 2013, the U.S. Labor Department announced that an administrative law judge ordered Bank of America Corp. to pay 1,147 black job applicants $2.2 million in back wages and interest for race-based hiring discrimination at the company...

“Americans as a whole are more positive about equal opportunities for blacks than blacks themselves are,” the Gallup researchers wrote. “Thus, Americans overall may see the United States as closer to realizing King’s vision than blacks do.”

Daniel Bustillo, a doctoral student in social policy at Columbia University, said Americans in general “conspicuously continue to choose to ignore empirical evidence related to historic and continuing racial bias in employment and its consequent effects.”

“Thus, when looking at the overwhelming preponderance of the evidence, which demonstrates that 50 years after the apex of the civil rights movement racial bias in employment remains an emphatic reality, the results of the poll are not surprising.”

Dana Wilkie is an online editor/ manager for SHRM.
Looking for a job can be an awesome process, especially when the need to do so comes as a surprise, for instance, you’re already working and get laid off, or your employer goes out of business or some other devastating thing happens. However, this is not the case for most college students. For most of you, you spend two or more years getting an education, developing a body of knowledge, and perhaps gaining practical work experience, as volunteers, co-ops or interns. These activities should aid in preparing you for your dream job after graduation.

What follows are suggestions on how to land your dream job.

1. **Start early.** If possibly, identify the kind of job that you want, the setting in which you want to work, and even the geographic location(s).

2. **Review standard job descriptions in online references** like O*NET ONLINE (http://www.onetonline.org/), and the newly formed American Job Center Network (http://jobcenter.usa.gov/) to determine tasks, knowledge, skills and abilities required. During the course of your education, make sure that your profile is closely aligned to this standard. Pay close attention to the sections that describe state and national wage and employment trends.

3. **Take inventory of your personal skill set** to determine how closely yours match what is generally required to do the work that you want to do. Focus on your strengths and what you must do to improve those areas that need to be further developed (commonly referred to as “weaknesses”).

4. **Identify organizations that might hire you to do what you want to do.** The Career Center staff on your campus can be very helpful here. They will be able to direct you to online and physical directories, listings of employers who visit your campus to recruit, those who regularly post their opportunities with the center, and those who attend campus-based career days and job fairs. The staff should be able to provide information including contact person(s), web address, email address, and maybe phone numbers.

   On the employers’ websites, you will find dropdown menus or links with labels like Jobs, Careers, Employment, etc. There may even be a separate section for college students and recent graduates. In addition to the organization profile & philosophy (About Us), you’ll find a statement about the kind or people they look to hire, including their skills and abilities, even job descriptions.

   This information can be used to go to Step 5 in the Job Search Process.

5. **Create your resume and/or gather the information you will need to apply on line.**

   Caution! If you start your job search here without working through Steps 1-4, you could be headed for disappointing results. Remember, the most effective resume is a targeted resume – one that is prepared for a specific job or job category; one that closely matches the criteria that the employer has already established of the position(s).

   Does this mean that you should have several versions of your resume? Absolutely! Use headings like Relevant Experience (or Related Experience), and Other Experience. The relevant experience refers to the Career or Job Objective. And yes, I strongly recommend using a career or job objective on your resume. This directs the employer to what you want instead of them having to guess, based on the information provided in your resume.

   And finally, by all means, rely on the staff in your career center. They are the experts and will be an invaluable resource for you.

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*William (Bill) M. Carson, Sr., is director of the Center for Career Development at Morgan State University.*
The Reality of Economic Privilege

We are pleased to present this document to you. It grew out of our 2006 policy paper: *Poverty in America: A Threat to the Common Good*. In that document we called for policy changes to reduce by half the number of Americans living in poverty by 2020. Catholic Charities USA and Catholic Charities agencies across the country are aware that we cannot responsibly address the issue of poverty without addressing the impact of race. In our Vision 2000 statement, we recognized the connection and interplay between these issues when we stated that Catholic Charities USA needs to be “a leader in eradicating racism which permeates our society and its structures.” Never has the urgency to address the issues of poverty and racism been so visible and paramount than during and after Hurricane Katrina.
Committed to addressing the life and death consequences of being poor in America. What Americans and the world witnessed, however, was not a surprise to Catholic Charities USA and its member agencies. Everyday we observe poverty and racism as we serve a disproportionate number of people of color who are poor. When the tragedy in the Gulf Coast occurred, we were hopeful that finally America would be moved to action – to develop solutions that would result in our nation finally addressing poverty and racism to ensure that never again in our history would we experience the tragedy and suffering that took place in the Gulf Coast.

**A TRAGEDY**

As a nation we were shocked, appalled, and embarrassed as we watched along with others from around the world the life and death consequences of being poor in America. What Americans and the world witnessed, however, was not a surprise to Catholic Charities USA and its member agencies. Everyday we observe poverty and racism as we serve a disproportionate number of people of color who are poor. When the tragedy in the Gulf Coast occurred, we were hopeful that finally America would be moved to action – to develop solutions that would result in our nation finally addressing poverty and racism to ensure that never again in our history would we experience the tragedy and suffering that took place in the Gulf Coast.

**THIS IS NOT AN EASY CONVERSATION**

But as fast as the winds of Katrina blew in and the flood waters rose, the will of the people and the political will in Washington, D.C. receded. Two years later, the issue of poverty and racism remains unchanged. Therefore, it now requires our collective attention. This document is being presented to assist us in advancing this long overdue conversation. In order to adequately and seriously address poverty in this country, we must have a candid conversation and subsequent action that changes the impact that race has on poverty. This is not an easy conversation, one that many of us might like to avoid. The document itself may evoke a range of emotions in each of us that may cause us to be very uncomfortable.

**A CALL TO ACTION**

Whether it is anger, sadness, guilt, or denial, this document will touch us each in a very personal way. This document helps us begin a process for change by first educating us, then causing us to reflect on our own personal experiences, and finally moving us to recommit ourselves to addressing the issue of racism and poverty in our lifetime. For some, the discomfort may cause inaction or polarization. We must not let that happen because for all of us this is a call to action. We ask each of you to join us in cutting poverty in half and in making our country whole.

**WHITE PRIVILEGE**

The privileged status of whiteness did not “just happen.” It has been deliberately constructed over a long period of time. White privilege is the result of social policies, institutions, and procedures that deliberately created a system that advanced the welfare of white Americans and impeded the opportunities of persons of color. Among the most important effects and manifestations of white privilege are the economic advantages that have been conferred upon white Americans by public policy and political power throughout our history. Racism inevitably creates economic disadvantages and burdens for groups of color. Here are several key events and movements that exemplify the link between race and poverty, events that both burdened people of color seeking to escape poverty and eased the way for white Americans to advance their economic fortunes.

- **The institution of slavery.** Slavery means exploited labor; the labor of enslaved Africans was essential for creating wealth for others from which they often derived no benefit. Slavery resulted in the creation of wealth not only for the white slave-holding elite, but for all who benefited from and participated in a “slavery-centered” economy (e.g., merchants, bankers, fishermen, shipbuilders, traders, auctioneers, bounty hunters, and immigrant farmers).

- **The Indian Removal Act of 1830.** By this act of Congress, Native Americans were forcibly removed from their lands and resettled in territory that was of no interest to whites. Their property was then made available for white settlers. This stolen land became the basis for white economic enrichment which could be passed on as an inheritance to future generations. This economic disenfranchisement also led to the impoverishment of future generations of Native Americans.

- **Supreme Court Decision of Plessy v. Ferguson (1896).** This decision enshrined the realities of racial segregation, second-class citizenship, and “separate but equal” facilities in our national life. Among the many pernicious effects of this decision was the creation of inferior educational opportunities for African Americans. They and other communities of color endured severely restricted access to quality education. Segregated schools were poorly funded in comparison to their white counterparts. This created a deficit of educational attainment – the effects of which are still with us – which translated into economic disadvantage in the labor market, including participation in higher paying and socially prestigious professions.

- **The exclusion of Asian Indians from eligibility for U.S. citizenship.** In 1923, the U.S. Supreme Court (U.S. v. Bhagat Singh Thind) ruled that while Asian Indians were indeed “Caucasians” by race, they could not be considered “white.” The result was that many Asian Indians were stripped of their naturalized citizenship. This meant that they were unable to legally own property; many had their assets taken from them and given to whites.

- **The exclusion of domestics and agricultural workers from the Social Security Act of 1935.** At the height of the Depression, this law created a new public policy that established a basic level of economic security for many of the country’s workers. However, by excluding domestics and agricultural workers, this act effectively denied Social Security pensions and benefits to 75 percent of black workers.

- **The provisions of the Wagner Act (1935), which allowed unions**
to exclude African Americans from union membership. This legislation granted legal protections and recognitions to labor unions not previously enjoyed and gave many working class whites access to higher wages and benefits. However, because the act also allowed unions to exclude blacks from union membership and its benefits, it legally protected white laborers from competition in the job market, creating economic opportunities reserved for whites, and further maintaining the existence of a lower paid, exploited labor pool.  

The failure of the Federal Housing Administration (1940s and 1950s) to grant loans to even minimally integrated neighborhoods. This agency provided lowcost government-guaranteed loans to working-class families, enabling mass home ownership and the accumulation of wealth that could be passed on to children. Ninety-eight percent of these loans were given to whites; blacks were granted less than two percent. The refusal to grant loans to integrated neighborhoods was a practice known as “redlining.” Many more historical examples can be cited. These suffice in demonstrating how white privilege was deliberately created and often state-sanctioned. It also resulted in “unjust impoverishment” for groups of color and “unjust enrichment” for white Americans. “Unjust enrichment and unjust impoverishment are critical concepts for understanding [our nation’s] past and present” economic realities and the link between racism and poverty. 42

The pernicious effects of this deliberate and state-sanctioned “unjust impoverishment” endure to this day. This creates a serious obligation to repair the economic injuries and material deprivation that has been inflicted upon communities of color. Therefore, we support conscious efforts to correct past injustices with proactive deeds. The responsibility to repair the harm or injury done to another is long recognized in Catholic moral theology. Traditional moral teaching speaks of the duty of restitution, based on the principle that “when injustice is done it must be repaired.” 43 The Holy See recently has applied this teaching to the specific issue of racial grievances and the question of reparations. This teaching recognizes that various forms of racial reparation are possible, including monetary compensation, formal apologies and statements of regret, and symbolic gestures (such as monuments and memorials to the victims of an injustice). 44 As an organization, Catholic Charities USA is not yet prepared to endorse either a particular mode of reparation or any concrete proposal that is under current discussion. Instead, we call for a responsible national study and resolution of this complex question that respects the principle that “social harm calls for social relief.” 45

END NOTES


41 The discussion of this and the following two items is indebted to Ira Katznelson’s study, When Affirmative Action Was White (see note 36).

42 Feagin, Systemic Racism, 18.


45 NCCB, Economic Justice for All, #73.

To read the entire brief, Poverty and Racism: Overlapping Threats to the Common Good, go to www.CatholicCharitiesUSA.org
THAT’S ALL FOLKS!

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FROM ITS BIRTH IN 1970 AS TO INFINITY AND BEYOND