THE CAREER TRENDS ISSUE

Where the jobs are 2013

Bridging the skills gap in America

LinkedIn dos and don’ts

Sound judgment

Ken Brown, ’92
Administrative law judge
Salt Lake County, Utah
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Career trends

Graduation day

As we welcome the newest graduates into our Alumni Association family this spring, it takes me back. I’m reminded of my own graduation, when I was ready to take on anything.

In my 14 years at University of Phoenix, I’ve never missed a commencement ceremony. No matter how many I attend, the thrill never wears off.

Most of us probably know someone who is graduating this year. Whether it’s a nephew celebrating the end of kindergarten, a colleague earning an advanced degree—or perhaps it’s your graduation—the energy surrounding these accomplishments is contagious.

As you offer your heartfelt congratulations to these individuals, I hope it reinvigorates you as you remember your own big day and all the possibility it held.

Be inspired!

Nikki Sandoval, MBA, Class of 2003
Executive Director, Alumni Association
University of Phoenix
alumni@phoenix.edu

Nikki’s career tip of the month
If you recently graduated or earned a new certificate, keep your education and skills current on your resume and social media profiles so you’re ready for any opportunity. That way your network—and any interested recruiters—have a complete picture of all that you have to offer.
Everyone has a story to tell.

Share yours and you could be in an upcoming issue of Phoenix Focus.

phoenixfocus.com/share-your-story

Upcoming issues:
• Entrepreneurs
• Make a difference

Kerrie Kelly | MBA ’02
Ask Nikki

Each month, I receive dozens of emails inquiring about resources available to alumni through University of Phoenix. Here are a few of the more frequently asked questions.

Q: How do you choose the stories you include in each issue of Phoenix Focus magazine?

A: Choosing the articles for Phoenix Focus is a multifaceted process. It all starts when our editorial team meets to brainstorm for theme ideas for the upcoming year. Each edition has a theme, such as “Career Trends” or “Entrepreneurship.” Some of the themes are recurring, and others change based on reader feedback and analytics. Once the themes are chosen, for each issue, our team brainstorms specific feature and career articles that will be appealing to our wide variety of alumni, which span all degree levels and all professional industries.

The editors assign these stories to professional journalists. The journalists interview industry professionals, hiring managers, career coaches and experts to provide the most accurate and timely information available.

Do you have an idea for a career topic you’d like to see included in Phoenix Focus? Our editors would love to hear from you. Email your feedback to info@phoenixfocus.com or take our 2013 Reader Survey at PhoenixFocus.com.

Q: Now that I’m an alumnus, what’s happening in my area that I shouldn’t miss?

A: Without question, it’s Homecoming 2013. This year Homecoming begins in August and wraps up in early October with more than 80 events across the country, from Hawaii to Puerto Rico. Special events include networking receptions, professional sporting events and picnics in the park. Last year, nearly 18,000 alumni connected with fellow graduates during Homecoming, and we’re expecting even more alumni to participate this year.

Look for more Homecoming 2013 event details in the next issue of Phoenix Focus. Check out the 2012 Homecoming photo albums to see what kind of fun you can expect this year at www.phoenixfocus.com/homecoming2012.

Results from our recent online poll

How do you stay current on trends in your industry?

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Take our poll

Visit PhoenixFocus.com and take interactive polls to see what your fellow alumni have to say.
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2013 career trends

Find out what jobs are hot in five of the fastest-growing industries in the country, including retail, IT, education, health care and criminal justice. Discover which states are hiring, earning trends, top positions and more.

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On the cover: Sound judgment

Ken Brown, BAM ‘92

Ken Brown turned his passion for the law into a thriving career, in which he currently serves as an administrative judge in Salt Lake County, Utah.
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A look at the hottest jobs in today’s top industries.

By Cynthia Ramnarace

With the unemployment rate just below 8 percent and job growth still modest at an average 157,000 jobs per month through 2012, the successful job hunt focuses not on which companies are hiring but which industries are desperately seeking qualified workers. But the good news is that jobs are plentiful if you know where to look.

Five fields in particular: health care, information technology (IT), retail/sales, education and criminal justice are expected to help improve the hiring climate, which the University of Michigan Center for Labor Market Research says should average 180,000 new jobs a month in 2013, a 15 percent increase over 2012 monthly hiring.

Experts agree that health care will lead this hiring increase. One out of every six jobs created in 2012 was in the health care field, a trend that will continue thanks to the aging of the population and the implementation of the Affordable Care Act, which will provide health insurance coverage to an additional 14 million Americans by 2014.

“These job openings aren’t just for medical doctors,” says Laurence Shatkin, Ph.D., career expert and author of Best Jobs for the 21st Century. “There’s a whole range of jobs from fairly low-skilled home health care aides to highly skilled nurses and everywhere in between.”

The retail/sales sector is expected to grow, too, creating nearly 4 million jobs through the decade, according to University of Phoenix research. Criminal justice is expected to see an increase as more parole and probation officers are needed to help former inmates transition to civilian life. Education is booming, thanks to interest at the federal level, an influx of immigrants and the desire for mid-career professionals to keep their skills sharp.

But don’t just pick an industry because it’s hiring, says Career Expert Shelly Field, author of 45 books on professional success. “Having a great career in IT is horrible if that’s not your passion,” she says. “The best career is something you want to do.” So take a look at these industries and figure out if your passion has some application in these job-rich environments.
Trends in
Business/Retail

Business/retail is expected to create 3.8 million new jobs through 2020. But aside from the demand, this sector also provides a great opportunity for advancement. “In retail, people often hop from one job to another,” says Field. “But if you start out as a retail clerk and think, ‘Where do I want to be?’ and keep doing more than what is expected of you, and ask ‘How can I move up?’, you can become a store manager and then a category manager or retail buyer. You can [work your way up to] some really high positions.”

Like health care, business/retail is a category that offers a diversity of job opportunities and attracts a wide array of skills and interests. Maybe you’re a born sales person. Or maybe you hate the front store stuff and instead have a knack for purchasing and figuring out what will sell to your clientele. Or perhaps you can write the advertisements that bring in shoppers. In business/retail, the possibilities are endless.

Did you know? The retail sector is expected to create nearly 707,000 new jobs this decade, second in job creation only to nursing.

WHAT’S HOT:

1. Market research analysts
   - **Projected growth:** 41%
   - **What they do:** Study market conditions to determine potential sales of a particular product or service.
   - **What they earn:** $60,570
   - **Education:** Bachelor’s degree in market research or a degree in statistics, math or computer science. A master’s degree is often required for leadership positions.

2. Financial advisor
   - **Projected growth:** 32%
   - **What they do:** Provide individuals with financial advice.
   - **What they earn:** $64,570

3. Management analyst
   - **Projected growth:** 22%
   - **What they do:** Develop ways to make organizations more efficient and profitable.
   - **What they earn:** $78,160
   - **Education:** Bachelor’s degree in finance, economics, accounting, business, mathematics or law.
   - **What they earn:** $78,160

Sources: The University of Michigan Center for Labor Market Research; Bureau of Labor Statistics, U.S. Department of Labor; University of Phoenix Research; Congressional Budget Office.
4. Human resources specialist

Projected growth: 21%

What they do: Recruit and hire workers and help manage company payroll and benefits.

What they earn: $52,690

Education: Bachelor’s degree in human resources or business.

Who’s hiring?

States with the highest concentration of retail jobs

1. Florida
2. Georgia
3. Hawaii
4. Delaware
5. New Hampshire

5. Retail sales

Projected growth: 17%

What they do: Facilitate the sale of clothing, furniture and cars.

What they earn: $20,990

Education: High school diploma and on-the-job training.

Top-paying sales jobs

1. Sales engineers: $87,390
2. Securities, commodities and financial services sales agents: $70,190
3. Wholesale and manufacturing sales representatives: $56,620
4. Insurance sales agents: $46,770
5. Advertising sales agents: $45,350
Trends in
Information Technology

Yes, it’s true: Many IT jobs, especially computer programmers, are being outsourced to places such as India, but not all of them. The highest-demand jobs in this sector require employees who are on site and can work with teams to create, develop and solve problems, says Shatkin. Database managers and smartphone app developers are one example, says Shatkin. “The app programmer has to work with the graphic designers, with the marketers, with the writers and visit with management,” says Shatkin. “It’s a very collaborative effort, and that’s one of the reasons why we have a Silicon Valley. Those kind of collaborative jobs don’t get sent overseas.”

These jobs are often situated near major research universities, such as Stanford in Silicon Valley and Massachusetts Institute of Technology in Boston, says Shatkin.

Did you know? The number of Americans working in IT reached an all-time high in March 2012, and experts expect the growth to continue.

WHAT’S HOT:

1. Database administrators
   
   **Projected growth:** 31%
   
   **What they do:** Use software to keep data stored and secure.
   
   **What they earn:** $73,490
   
   **Education:** Bachelor’s degree in a information- or computer-related subject.

2. Software developers
   
   **Projected growth:** 30%
   
   **What they do:** Develop the software and applications that allow computers and other devices to work.
   
   **What they earn:** $90,530
   
   **Education:** Bachelor’s degree in computer science or software engineering.

3. Network and computer systems administrators
   
   **Projected growth:** 28%
   
   **What they do:** Manage computer networks, make repairs and ensure system security.
   
   **What they earn:** $69,160
   
   **Education:** Bachelor’s degree in computer or information science.

4. Computer systems analysts

Projected growth: 22%

What they do: Determine a business’s software and hardware needs.

What they earn: $77,740

Education: Bachelor’s degree in computer or information science.

5. Information security analysts, web developers and computer network architects

Projected growth: 22%

What they do: Security analysts defend against cyber attacks. Web developers create websites. Computer network architects create the computer networks used within an organization.

What they earn: $75,660

Education: Bachelor’s degree in a computer-related field.

Who’s hiring?

Highest concentration of jobs (computer and information systems managers)

1. District of Columbia
2. Massachusetts
3. Virginia
4. Connecticut
5. New Hampshire

Top-paying IT jobs

1. Computer and information research scientists: $100,660
2. Software developers: $90,530
3. Computer systems analysts: $77,740
4. Information security analysts, web developers and computer network architects: $75,660
5. Database administrators: $73,490
When it comes to careers in health care, “the future looks great,” says David Brensilber, senior vice president of business development for beyond.com.

“Today, there’s a shortage of health care workers ranging from the nurses, pharmacists and others and over time, that shortage isn’t expected to decrease,” Brensilber says. “It’s expected to increase.”

To meet the demand, Brensilber expects to see the creation of new job positions and titles that will make it easier for people to enter the health care field. “Years ago, nurse practitioners never existed,” says Brensilber. “But then they came in to help doctors and save money for health care providers. We believe this will evolve in other areas. For example, there will probably be a sub-pharmacist type of position that will be easier to get into and provide an opportunity for future growth.”

Demand for health care workers will be especially high in remote and underserved areas, says Brensilber. For example, Helena, Montana, is looking for physicians and nurses. But people relocating for those jobs have to be willing to endure some pretty fierce winters. And the journal *Health Affairs* reports that the Affordable Care Act is likely to lead to an increased demand for primary care doctors as more people become insured than ever before.

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**Did you know?** What profession fills three of the top five slots in the “best paid occupations” category? Dentistry. Oral and maxillofacial surgeons and orthodontists bring home the biggest bucks (more than $166,400 per year), but specialty dentists aren’t far behind at $161,020. Where do physicians and surgeons fall? They’re in the top five as well, earning more than $166,400.

While it’s not growing as quickly as some other health care jobs, the nursing field is expected to create the greatest number of new jobs of any other sector—nearly 712,000 by the end of the decade.

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**WHAT’S HOT:**

1. **Home health aide/personal care aide**
   - **Projected growth:** 70%
   - **What they do:** Help the elderly and impaired with activities of daily living, such as bathing and dressing.
   - **What they earn:** $20,170
   - **Education:** On-the-job training, some certification.

2. **Physical therapy assistants and aides**
   - **Projected growth:** 45%
   - **What they do:** Assist physical therapists as they treat patients.
   - **What they earn:** $37,710

3. **Diagnostic medical sonographers**
   - **Projected growth:** 44%
   - **What they do:** Use imaging equipment to perform diagnostic tests that provide a view inside the body.
   - **What they earn:** $64,380
   - **Education:** Associate or bachelor’s degree in sonography.
4. Marriage and family therapists

Projected growth: 37%

What they do: Help people manage mental disorders and problems in their relationships.

What they earn: $39,710

Education: Master’s degree in marriage or family therapy.

5. Emergency medical technicians (EMT) and paramedics

Projected growth: 33%

What they do: Care for the sick and injured in emergency situations.

What they earn: $30,360

Education: EMT certification

Who’s hiring?

Highest concentration of health care jobs

1. West Virginia
2. Massachusetts
3. Mississippi
4. Rhode Island
5. Maine

Top-paying health care jobs

1. Physicians and surgeons: $166,400 +
2. Dentists: $146,920
3. Podiatrists: $118,030
4. Pharmacists: $111,570
5. Optometrists: $94,990

Think being a teacher means you have to teach ABCs and 123s? Not necessarily. In fact, some of the most interesting growth in this field is in adult education.

“If immigration reform happens—and there seems to be a bipartisan push toward that—one of the provisions might be a requirement that people trying to become citizens need to learn English,” says Shatkin. “So, there could be a need for people to teach English as a second language.”

Community colleges are also booming as post-secondary education costs skyrocket and people return to school to improve skills so they can get a new job. And those schools aren’t always looking for Ph.D.s to teach but rather people who have a wealth of experience in a field, says Shatkin.

As online courses continue to grow in popularity, the need for IT specialists in education will increase, says Brensilber, as colleges put more and more of their course materials and lectures online.

**Did you know?** Archivists, museum curators, conservators and museum technicians are all considered jobs in education.

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**WHAT’S HOT:**

1. **Post-secondary teachers**
   
   **Projected growth:** 17%  
   
   **What they do:** Provide instruction past the high school level, such as in college and technical schools.  
   
   **What they earn:** $62,050  
   
   **Education:** College professors usually have a Ph.D. A master’s degree might suffice at community colleges and work experience might be enough at a technical or trade schools.

2. **Elementary school and kindergarten teachers**
   
   **Projected growth:** 17%  
   
   **What they do:** Educate children from kindergarten to fifth grade.*  
   
   **What they earn:** $51,380  
   
   **Education:** A bachelor’s degree and a state-issued license.

3. **Special education teachers**
   
   **Projected Growth:** 17%  
   
   **What they do:** Educate children who have learning, mental, emotional and physical challenges.

   **What they earn:** $53,220  
   
   **Education:** Bachelor’s degree and state-issued license.

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* Elementary grade levels vary by state.
Who's hiring?
Highest concentration of education jobs
1. Vermont
2. Connecticut
3. New York
4. New Jersey
5. New Hampshire

Top-paying education jobs
1. Post-secondary teachers: $62,050
2. Instructional coordinators: $58,830
3. Librarians: $54,500
4. Career and technical education teachers: $53,920
5. High school teachers: $53,230

Trends in Criminal Justice

If you’re looking for a long, stable career in criminal justice, becoming a lawyer doesn’t have the cache it used to.

“There has been a desire by some law firms to outsource to India some of the repetitive legal services that they used to have first- and second-year associates do,” says Brensilber. “So there are going to be challenges in terms of the demand for lawyers at law firms.” Instead, suggests Field, consider becoming a court reporter, which is in high demand in rural areas, or a paralegal. “Lawyers all need paralegals,” says Field. “And a paralegal is someone you need in your office. They go down to the court and file your cases. If you’re a lawyer with a big practice you can’t do everything on your own.”

Did you know? Judges, magistrate judges and magistrates are the best paid jobs in the criminal justice arena, bringing home nearly $120,000 per year. But job growth is paltry at only 7 percent by 2020.

**WHAT’S HOT:**

1. Substance abuse and behavioral disorders counselors
   - Projected growth: 27%
   - What they do: Help those with addictions and behavioral problems to recover.
   - What they earn: $38,120
   - Education: Counselors in private practice have a master’s degree. Others have to meet state-specific requirements, such as a specific degree or certification.

2. Probation officers and correctional treatment specialists
   - Projected growth: 18%
   - What they do: Monitor recently paroled people or those on probation to ensure a smooth transition to civilian life.
   - What they earn: $47,200
   - Education: Bachelor’s degree.

3. Security guards and gaming surveillance officers
   - Projected growth: 18%
   - What they do: Monitor people and property to ensure safety from theft and harm.
   - What they earn: $24,380
   - Education: High school diploma or equivalent and a state-issued license.
Top-paying criminal justice jobs

1. Lawyers: $112,760
2. Judges, mediators and hearing officers (average): $91,880
3. Court reporters: $47,700
4. Paralegals and legal assistants: $46,680

Other career trends

Cities with the most job openings, 2012:

1. San Jose, California
2. Washington, D.C.
3. Raleigh, North Carolina

Degrees pay off: At graduation, a person with a college degree earns $2,000 more a month on average than someone who does not have one. By the time he’s worked 35 years, the person with a degree earns almost twice what someone with only a high school diploma earns.

Upcoming hot fields
1. Hospitality: “The more people work, the more they want to reward themselves,” says Field. “They go on vacation more. They eat out more. And so the hospitality industry is going to boom and is a great field for someone with a customer service personality.”
2. Green jobs: Increased demand for “green” energy means new demand for workers in various fields, from boilermakers to chemists, to fish and game wardens and hydrologists who study the movement of water underground.

Jobs on the decline
Some job categories are on the decline, losing jobs each year instead of creating new ones. This includes jobs that pay well—more than $55,000 a year. Here are five high-paying jobs that seem appealing on paper, but in actuality are fields where jobs are scarce.

1. Air traffic controller
2. Insurance appraisers, auto damage
3. Aerospace engineering and operations technicians
4. Farmers, ranchers and agricultural managers
5. Power plant operators

Science pays
One of the top-paid jobs in the country is a natural sciences manager. In this job, people supervise the work of other scientists and plan and direct research projects. Job growth is slow—only 8 percent—but if you land this gig, expect to make a median $116,020.

Want to work with your hands?
There’s a lot of work out there. Brickmasons, stonemasons, carpenters, pipelayers, plumbers, steamfitters, glaziers and tile and marble setters are all among the top 20 fastest growing occupations.

White-hot jobs
The hottest jobs might be those that cross over between retail, IT, health care, education and criminal justice fields, says Shatkin. For example, the rise of electronic medical records has created a demand for IT experts who can not only manage systems and develop software, but make sure that that data is safely stored. Market analysts are also needed to analyze all that newly compiled electronic data to help improve and streamline the delivery of health care.

Top 10 places to find jobs

1. San Jose, CA
2. Bloomington, IL
3. Cheyenne, WY
4. Manchester, NH
5. Washington, D.C.
6. Des Moines, IA
7. Seattle, WA
8. Durham, NC
9. Midland, TX
10. Trenton, NJ

Cynthia Ramnarace is an independent journalist based in Rockway Beach, N.Y. She specializes in personal finance, health and older adult issues. Find out more at cynthiaramnarace.com.

Sources: Bureau of Labor Statistics, U.S. Department of Labor; University of Phoenix Research; Beyond.com
How to use University Marketplace

1. Set up your account at uopxalumnimarketplace.com.
2. Shop alphabetically, by category or by current deals negotiated just for alumni.
3. Once you have accrued a minimum of $20 in cash back, you can request your cash back via PayPal or check.

Preview the latest deals at bit.ly/UOPX-Marketplace

Student and alumni deals may vary.

University of Phoenix® Alumni Association

University Marketplace
uopxalumnimarketplace.com
In the three years since its official launch, the University of Phoenix Alumni Career Mentor Program already has made 50,000 matches—and counting. Now, new enhancements to the program are making it even easier for students and alumni at all stages of their careers to connect and help each other find even greater success in their professional lives.

“Our Alumni Career Mentor Program has brought together so many members of our University of Phoenix family to help each other,” says Adrienne Marcus, associate director of the University of Phoenix Alumni Association. “Now we’re proud to be able to offer an enhanced Alumni Career Mentor Program to make the process even more engaging for all parties.”

**Finding a mentor is as easy as 1-2-3**

1. Register for the Alumni Career Mentor Program at alumni.phoenix.edu.
2. Complete your profile to find a match.
3. Select your own mentor from a list of matches that is provided immediately.

**Enhanced benefits for mentors and mentees**

Beyond being able to choose their own mentor, alumni and students can filter the list of possible mentors based on general topics or more specific criteria, such as language and ethnicity.

To make it easier to register, alumni and students also can import their resumes directly from their LinkedIn profiles, which streamlines the process. “This eliminates duplicate work on the part of our alumni and students,” adds Marcus.

Another enhancement for mentors is that there are additional support materials available to help guide them through successful mentoring relationships with their mentees. These include tips for setting milestones, creating a mentoring schedule and helping multiple mentees if they are interested. Also, the Alumni Career Mentor Program documents the interaction between mentors and their mentees so both have easy access to records of their work together.

Find out how the Alumni Career Mentor Program can help give your career a boost, whether you’re looking for a mentor or would like to offer your expertise to fellow alumni and students. Visit alumni.phoenix.edu to learn more today.

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**How it works**

Just like before, alumni can register for the Alumni Career Mentor Program at alumni.phoenix.edu. What’s new is that the registration form has improved fields designed to help ensure the most relevant matches between prospective alumni mentors and mentees. When alumni and students register for the program, they complete a profile for themselves, which includes information about degree, profession, areas of expertise, geographic location and more. Members of the military also may include information about their branch and military rank.

Then, alumni and students seeking mentors will immediately see a list of potential alumni mentor matches for themselves and will be able to choose their own mentor.

“The fact that our alumni and students will be able to select the match that best meets their needs is one of the best benefits of the enhancements to the Alumni Career Mentor Program,” says Marcus.
Find your next career opportunity on the Phoenix Career Services portal.

Top U.S. companies are interested in University of Phoenix graduates.

The portal features:
• Thousands of potential job opportunities
• Companies who value an educated workforce
• A fast connection to upload your profile/resume so employers can easily find you

phoenix.edu/alumni/career
Bridging the skills gap

Available workers, unfilled jobs and 8 percent unemployment—explaining the role of the skills gap.

By Julie Wilson

With the unemployment rate hovering near the double digits for the past few years, it would seem to follow that there just aren’t enough jobs to be had, right? Not so, according to many experts and industry organizations, who contend that a host of jobless people are coexisting alongside a multitude of open positions. The problem? The needs of employers and the skill sets of job seekers simply aren’t aligned.

Defining the skills gap

The Bureau of Labor Statistics reported that the amount of available jobs at the end of 2012 numbered 3.6 million, yet millions of Americans remain unemployed. Though the current labor landscape in the United States is complicated—numbers may be skewed by those who are recently retired, overqualified for their jobs or who’ve given up looking for work, the fact is that many skilled positions remain vacant. The mismatch between unfilled jobs and the pool of available candidates has been coined the “skills gap.” In short, the term skills gap refers to the concept that current candidates for hire lack the skills and experience to perform many of the jobs that are available.

The skills gap is most apparent in manufacturing, an array of health care jobs, and in STEM industries—those based in science, technology, engineering and mathematics. Vacant positions include those for “machinists, welders, industrial engineers and industrial machinery mechanics,” explains Justin Rose, principal of the Boston Consulting Group (BCG) in Chicago, whose parent company released new research on the skills gap in 2012. Also, “It’s widely established that there’s a skills gap in oil and [natural] gas extraction,” he adds.

According to a 2011 study by Deloitte and The Manufacturing Institute titled Boiling point? The skills gap in U.S. manufacturing, the shortage of workers for skilled production jobs is stunting the ability of manufacturers to innovate and grow: “Seventy-four percent of [survey] respondents indicated that workforce shortages or skills deficiencies in skilled production roles are having a significant impact on their ability to expand operations or improve productivity.”

How bad is it?

Just how large the skills gap is looming is up for debate. According to the Deloitte study, which polled a nationally representative sample of 1,123 executives across 50 states, upward of 600,000 skilled positions in the U.S. are unfilled due to under-qualified candidates.

However, the 2012 BCG study concluded that the skills gap exists on a much smaller scale. In fact, BCG reports that only 80,000 to 100,000 highly skilled manufacturing positions are unfilled, a fraction of the number that Deloitte reported. The discrepancy between the studies is due to differing research methodologies.

And while the Deloitte study might suggest that the skills gap is a nationwide problem, the BCG study indicated that skills gap-related unemployment occurs on a more localized level. According to BCG’s research, “only five of the nation’s 50 largest manufacturing centers (Baton Rouge, Charlotte, Miami, San Antonio and Wichita) appear to have significant or severe skills gaps.”

Rose, who is co-author of The U.S. Manufacturing Renaissance: How Shifting Global Economics Are Creating an American Comeback, adds that the skills gap “for the most part is concentrated in small manufacturing areas—it’s much more localized than conventional wisdom would [suggest].”
Who’s to blame?
As there are varying opinions on how widespread the skills gap is, experts also offer a range of ideas about why there’s a skills gap in the first place. For many, it’s simply a matter of candidates not having ample education or experience to succeed at skilled positions.

Peter Cappelli, author of *Why Good People Can’t Get Jobs: The Skills Gap and What Companies Can Do About It*, sees it differently. He writes, “With an abundance of workers to choose from, employers are demanding more of job candidates than ever before. They want prospective workers to be able to fill a role right away, without any training or ramp-up time. To get a job, you have to have that job already. It’s a Catch-22 situation for workers—and it’s hurting companies and the economy.”

Cappelli, who also is the George W. Taylor Professor of Management at The Wharton School of the University of Pennsylvania and Director of Wharton’s Center for Human Resources, takes it one step further. “To what extent is the hiring process being held hostage by unrealistic hiring expectations, low wages and automated software that can crunch thousands of applications per second without perhaps truly understanding any of them?” he ponders in his book. “What could best bridge the gap between employer expectations and applicant realities, and critically, who should foot the bill for it?”

The Deloitte study also points the finger, at least in part, at hiring and training practices. “While they recognize the importance of recruiting and developing talent, many manufacturers depend on outdated approaches for finding the right people, developing their employees’ skills and improving their performance.”

Getting America back to work
Though experts may disagree on the finer points of the skills gap, most believe that closing it will take a consolidated effort among stakeholders. The Deloitte study says, “The manufacturing industry can’t solve all of its talent challenges on its own. Government agencies and educational institutions have roles to play as well, creating a clear path for students to receive the right skills and training to prepare them for a career.”

BCG notes that schools, businesses, governments and nonprofit groups already are working together on a range of programs to address the skills gap. Other programs include Quick Start, a training partnership between large corporations and technical colleges in Georgia; The Austin Polytechnical Academy, which boasts 65 industry partners and a manufacturing training center in Chicago; and the Center for Manufacturing Technology’s Custom Machine, a program that helps manufacturers evaluate new hires and train certified machine operators and computer-control programmers.

These collaborative programs, and many more like them, are working to help the United States gain the edge it needs to overcome the skills gap. “It’s [about] taking the best of those [efforts] and trying to roll out more,” asserts Rose. “The story is changing, and therefore we need to more broadly communicate the hopefulness of that story. I’m heartened that a number of stakeholders are working to solve the problem in a number of different ways.”

*Editor’s note: University of Phoenix partners with more than 2,000 companies to identify the skills that students need to meet companies’ job requirements in order to connect students’ education to careers.*
LinkedIn dos and don’ts

By Paula Boon

Find out what mistakes you’ve been making with your LinkedIn profile and how to make LinkedIn work its magic for you.

Two people join LinkedIn per second, and it’s no wonder. The social media site for professionals provides opportunities for networking, job-hunting, hiring, promoting and career management. About 40 percent of LinkedIn’s 200 million users are American, and they represent a wide variety of industries, including higher education, information technology, financial services and retail.

Unfortunately, many LinkedIn users are missing out on opportunities—from job offers to business leads to self-promotion—because their profile comes across as unprofessional, haphazard or just plain uninspiring. Here, three experts explain the right way and the wrong way to present yourself on LinkedIn.

The experts

**WB:** Wayne Breitbarth, speaker, consultant and author of *The Power Formula for LinkedIn Success: Kick-start Your Business, Brand, and Job Search.*

**MD:** Melonie Dodaro, international social media speaker and trainer, creator of the Top Dog Social Media blog and author of the free download *Optimize Your LinkedIn Profile in 21 Easy Steps.*

**PG:** Patrick J. Gallagher, speaker and author of the ebook *LinkedIn Secrets Revealed.*

A missing, inappropriate or poor-quality photo.
“Your photo is your first chance to give someone searching for your product or service a sense of your brand. If it looks unprofessional, so do you.” —PG

Blah headline. “Your headline is arguably the most important part of your LinkedIn profile. If your prospects aren’t captivated, they aren’t going to check out your profile.” —MD

Not enough information. “You need to express your unique experience in 120 characters, including critical keywords. If you are looking for a job, your headline should clearly state that you are a job-seeker and what kind of position you are looking for.” —WB

A blank activity feed. “This is a missed marketing and branding opportunity. You should be sharing great information and establishing yourself as a thought leader in your field.” —WB
Cutting and pasting the summary from your CV (cover letter). “A recruiter will look on LinkedIn to differentiate between two CVs. To get that interview, your summary needs to go beyond your CV and tell them what you can do for them.” PG

Lying. “We live in such a transparent world now. It’s so easy to verify facts that it’s important to be honest and transparent. Lying just makes you look bad.” MD

Including only resume-like information. “You have to share what’s different about you. Why should they choose to contact you over someone else? Use all the characters you’re allowed and differentiate yourself. Tell your story.” WB

Only including current or recent work. “Every job experience you list is another way for people to find you.” WB

Being endorsed for skills you don’t want to be found for. “Choose your top 10 to include your keywords, and even if connections offer to endorse you for other things, don’t add them until your top 10 are established.” WB

Inappropriate or unprofessional. “This isn’t Facebook. Always keep in mind the image you want to convey.” PG

No recommendations. “Recommendations are one of the most difficult things to get on LinkedIn, but they’re very important because they’re the only information that comes from someone other than you. They verify the information you are providing.” MD

Joining no groups, or only a few within your field. “This is a missed opportunity for networking. Many people say they don’t want to be bothered by email notifications, but it’s easy to turn those off.” WB
A professional headshot of you smiling and dressed for business. “A good photo increases the all-important ‘know, like and trust’ factor for you and your business.” MD

Engaging, informative headline. “This is the most important real estate on a profile. That headline travels around with you on LinkedIn. It should give people enough information to make them want to click on your profile.” WB

“The ideal LinkedIn headline should consist of an attention-grabbing statement that includes or is followed by one of the keywords you want to be found for.” MD

Include links to three websites. “Use this area for branding purposes. You can include different pages of one website or even link to charities or other organizations that are important to you.” (Click on “Contact info” to add websites.) WB

Insert your own description for each website. “Do not use their generic labels such as ‘Personal Website.’ Click on ‘other’ and change the words to describe what you offer.” MD

Create a vanity URL. “It looks more professional and makes it easy for customers to find you.” PG

Update your activity feed several times a week. “This gives you exposure and credibility and also helps you turn up in LinkedIn searches.” WB

Summary speaks directly to target audience, in first person. “By reading this, people should get a sense of who you are, what you have to offer them and whether they want to connect with you.” WB

Contains your carefully identified keywords. “According to testing, [using] five keywords is optimal. Anything above five keywords puts you in the weeds.” PG

Uses every character available in each text field. “Search engines prefer higher word counts with many appropriate keywords.” MD
“Sixty-five percent of C-suite executives visit a vendor’s website after watching their online video. Not that many people have video, so having one allows you to differentiate yourself.”

Melonie Dodaro, social media expert

Summary includes a link to a video. “A study done by Forbes found that 65 percent of C-suite executives visit a vendor’s website after watching their online video. Not that many people have video, so having one allows you to differentiate yourself. Include both your message and something of value to those who watch it.” MD

Ends with a call to action. “Always tell people exactly what they should do next, such as go to your website for more information on a particular topic. This increases the chance that they will engage further with you.” WB

Experience: Goes all the way back to your first job. “This widens your reach in terms of people you have something in common with.” WB

Includes hyperlinks to various media such as slide shows, images and documents. “This is just another way to tell your story.” WB

Education: Goes all the way back to high school to create a bigger network.

Projects: “If any of them apply to you, grab them. It’s all about differentiating yourself.” WB

“Use this area to profile what you’re currently working on or promoting.” MD
Right

10. Skills & Experience: Your 10 top skills are consistent with your chosen keywords, and you have lots of endorsements. “People will compare you to others based on skill endorsements.” MD

11. Recommendations: You have 10 or more. “Recommendations are better than endorsements because they show what differentiates you. Get two or three for every job or education entry you have.” WB

12. Groups: You are a member of 50 groups (the maximum allowed). “There’s a goldmine of opportunity in LinkedIn groups. Most people only join groups in their area. Remember, your ideal customers are not your peers. You need to join groups where your ideal clients [or connections] are located.” MD

Paula Boon is a freelance researcher, writer and editor whose work has appeared in publications in the United States and Canada.

Lesser-known benefits of LinkedIn

Sure, you can use LinkedIn to network, but here are some other reasons to sign up if you haven’t already.

1. You’re able to search your connections’ networks and find out who they know in a certain industry, position or company. This knowledge could be invaluable.

2. The “How You’re Connected” feature allows you to type the name of someone you want to know and find out who among your connections to go to for an introduction. Nice!

3. You can use LinkedIn to help chart your career path. Search for a job title you’re interested in and take a look at the profiles of people who are already there. That way, you’ll have an idea of what you need to do to get there yourself.

4. By participating in LinkedIn groups, you can stay current on industry trends and position yourself as a thought leader.

5. Being on LinkedIn improves your Google search results, especially if you link to your profile from your webpage.
When our network grows, so does yours.

Get connected.

- Expand your sphere of influence.
- Share career advice with fellow alumni.
- Find alumni events in your area.
- Learn business development tips.
- Get news and information that impact you.

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Ken Brown turned his passion for the law into a thriving career, in which he currently serves as an administrative judge in Salt Lake County.

After hearing 50,000 court cases—and just about every excuse in the book—you’d expect a judge with even the sunniest disposition to become at least a little cynical. But not Ken Brown. Currently serving as an administrative law judge in Utah, Brown made up his mind early on that he’d maintain his sense of compassion, a positive attitude and an open mind, no matter what came his way.
Ken Brown, BAM '92
Administrative law judge
Salt Lake County, Utah
“After years and years of hearing cases, it’s not uncommon for judges over time to become quite jaded,” he says. “One of my goals was never to let myself get that way.” And after more than a decade in the profession, he’s kept that promise to himself, a task made simpler by the fact that he has found his true calling—and genuine fulfillment—in the law.

An improbable career path
Brown is an unlikely judge. He never attended law school, and he doesn’t hold a Juris Doctorate. In fact, he started his career in real estate, working as an agent before getting into property management. “After a few years, I decided I was going to go out on my own,” he says. “I became a principal broker back in 1987.”

The next year, he enrolled at University of Phoenix to earn his bachelor’s degree, something he’d attempted in fits and starts at the local university since he graduated from high school. As a young husband and father, he was determined to achieve his goal of graduating from college. He worked hard and stuck with it despite the demands of his family and career, earning his Bachelor of Arts in Organizational Management in 1992.

For the next several years, he focused on making his real estate business successful, managing residential, commercial and multi-family units, as well as consulting for homeowner’s associations. Though he made a good living for himself and his growing family, he just wasn’t excited about it. “I did pretty well, but I never loved it,” he says candidly.

However, his real estate career served him well in another regard: It opened his eyes to his passion for the law. Brown remembered his father trying to convince him to become an attorney when he was in high school. “It was the last thing on earth I wanted to do then, and it wasn’t until years later that I realized I kind of had an aptitude for it,” he admits. “Part of my company was legal consulting, and I did a lot of evictions for [my clients].”

Pursuing his passion
Drawn to a career in law, Brown began to explore opportunities in the field. While he didn’t feel law school was a realistic option for him at that stage in his life, he realized that he could pursue other avenues to get his foot in the door. His first step was becoming a police officer to gain experience in law enforcement with the ultimate goal of working as a judge in Utah, where a Juris Doctor isn’t a prerequisite for a seat on the bench in municipal court.

Over the next year and a half, he worked as a police officer, making valuable contacts and working toward his goal of becoming a judge at the justice court level. In 2001, he was appointed to the bench in the West
Valley City Justice Court in Utah. There, he worked side by side with the presiding judge to build a new court from the ground up, including setting up the court and hiring new clerks.

“When I was appointed to the bench, it didn’t take me long to realize that I had found my calling in life,” he says, smiling.

At the West Valley City Justice Court, Brown wore two hats. First, he was an administrative judge. “An administrative judge handles all cases that a city would pursue against the public,” he explains, which includes violations against fire and other city codes.

He also served as traffic commissioner. “I became an expert in traffic law and accident reconstruction,” he says. “I just loved it. My favorite part was hearing an accident case, sifting through evidence and determining whether the parties got it right or wrong. It was like a puzzle.”

Over the years, he heard tens of thousands of cases. “Every case I tried, I treated [the defendants] like it was the first time I had ever heard [their type of case],” he says of his commitment to approaching his work with impartiality and empathy.

In 2003, Brown decided to continue his education. He went on to earn a Master’s of Justice Administration/Law degree from Norwich University, and says his University of Phoenix education bolstered him throughout his career. “As a judge, I’m constantly writing orders,” he says. “Learning how to write was probably the most important thing I gained from my [University of Phoenix] experience, as well as how to organize myself in a way where I could see what I had to do, make a plan and do it.”

Today, Brown continues to work as an administrative law judge, adjudicating formal property tax appeals in Salt Lake County and formal administrative hearings for municipal code violations in Saratoga Springs. “I feel extremely fortunate to be able to do what I have done for so many years,” he says.

**An eye on the future**

Though he is only 56, Brown has accomplished a lot in his life so far. He is a father of five, a grandfather of seven and a bodybuilder.

As he looks ahead to the future, he hopes to remain on the bench doing what he is passionate about. “It’s where my love is—it’s what I’m good at,” he says of his serendipitous career in law. “People who aim high will achieve a lot of great and satisfying things in their lives and look back and say, ‘You know, I’m glad I did that.’”

*WEB EXCLUSIVES* Visit phoenixfocus.com to explore additional content related to this article.
What do you get when health care and IT converge? Endless possibilities, according to Helen Figge, who is working to help individuals seize these new career opportunities.

With her broad background in the red-hot fields of health care and technology, as well as her master’s and doctoral degrees, and certifications as a Six Sigma Black Belt and a Lean Six Sigma Sensei, Helen Figge, MBA/HCM ’06, probably could have her pick of careers at any Fortune 500 company. Today, she’s using her wealth of education and expertise to help others build their future in the very fields where she got her own start.
Helen Figge, MBA/HCM ’06
Senior Director, Professional Development Career Services
Healthcare Information and Management Systems Society
Albany, New York
Implementing change by teaching others

Figge is senior director of professional development in the career services arm of the Healthcare Information and Management Systems Society (HIMSS), a cause-based, nonprofit organization whose mission states it works to provide “global leadership for the optimal use of information technology and management systems for the betterment of health care.”

In her role, Figge helps educate health care professionals about the interplay between health care and technology and the potential career paths for those up for the challenge of working in these ever-changing fields. “We give our members the tools and resources they need to better understand the landscape [of the industry], how they could fit in and what skills they might need,” explains Figge. “It’s all about empowering the person to feel comfortable in that environment.”

Well-rounded beginnings

Figge’s experience has positioned her well to guide others in professions that marry health care and IT. She began her career as a pharmacist in Boston, going to college and doing various clinical training, research and teaching before moving home to New York to continue her career efforts in academics, clinical practice and clinical practice management. Eventually, her career led her to roles in industrial sales and health care practice workflow processes and optimization, including positions with two different Fortune 500 companies.

It was during a role with an electronic health records company that she discovered her passion for IT and the role it can play in health care. “The technology being introduced today is very important. It’s helping to streamline processes and eliminate duplication [of medical testing],” she says. “If technology is used correctly, it supports the ability to deliver quality health care.”
Because she wears both health care and IT hats, Figge is poised to help others see the powerful potential when the two work hand in hand. “I think I am very unique in the sense that I can understand both sides of [what needs to be done] because I’ve lived it, walked it, worked it. I can honestly say I’ve been there, done that,” she says. “I have a passion for getting people motivated and excited to say, ‘This really works.’”

Zeroing in on education

Years ago, if you had told Figge she would one day have a bachelor’s degree, an MBA and a Doctor of Pharmacy degree under her belt, she probably wouldn’t have believed you. “I was dyslexic and I flunked kindergarten,” she admits. But despite her early academic struggles, Figge wasn’t one to give up. “I’m a first-generation college graduate and came from very humble means,” she says.

Figge was working as a vice president for a Fortune 500 health care company when she decided to pursue her MBA at University of Phoenix. Even though she already had a successful career, she saw a need to enhance her skills and expertise.

“Getting my degree at University of Phoenix was very important because as I worked in various aspects of health care, I saw health care evolve,” she says. “I was on the front lines. I [had] taught at pharmacy and medical schools and saw how the landscape was changing. It became more and more apparent that you needed to have some kind of business sense to get to the end game: quality health care.”

Inspiring change

Today, she’s finding great satisfaction in using her hands-on experience and business savvy to help others jumpstart their careers in health care and IT. She’s been in her current role at HIMSS for two years, and along with her three direct reports, she’s built a new business unit from the ground up. “HIMSS needed somebody with a diverse background to create a career service center that would empower the members to accomplish career goals being experienced in the health care environment today,” she explains of her role there.

Figge believes her education has armed her with the knowledge she needs to make lasting change, both for the individuals she mentors and, hopefully, for the industry at large. “My current role here is giving back and helping others achieve and aspire to what they think they can become,” she says. “It’s very rewarding.”

She urges those she works with to embrace new opportunities in the health care industry as technologies continue to evolve. “Be a change agent,” insists Figge. “And if you don’t want to be one, then step out of the way and let someone else take a stab at it, because health care is evolving, just as medicine is forever changing.”

For Figge, her love of education equates to a love of innovation and adaptation to make the future better than what it is today. “You can’t be stagnant in a world that needs change,” she affirms. “We have to be open and say, ‘Where are we going, what do we need to do and how can I make a difference?’”

In her spare time

When she’s not busy at her day job helping others pursue career opportunities, Helen Figge is volunteering her time to help women and girls get ahead. She serves as a board member of Girl’s Inc. of the Greater Capital Region, which inspires all girls to be strong, smart and bold through life-changing programs and experiences.
Realizing that education was the key to a better future for his family, Dr. Jacinth Agbolou Kokou left his African home to pursue new opportunities in America.

Jacinth Agbolou Kokou, DM ’11, knows great sacrifice. Growing up in Togo, Africa, and despite being armed with a bachelor’s and master’s degree in economic science from the University of Benin, Kokou knew he had to come to America.
Jacinth Agbolou Kokou, DM ’11
Director of Financial Reporting & Forecasting, Macy’s Logistics & Operations
Newark, New Jersey
The social, political and economic instability in Africa led to a dearth of opportunities for the educated, which motivated Kokou. So, despite being a newlywed of a year, in 1996, he left his wife and baby daughter behind and came to the United States to make a way for his family. He and his family would be separated for 10 years before being reunited in America.

Even though he only saw his wife and daughter once a year or every two years and sent money back to support them, Kokou has never regretted the decision. “The United States of America offered unique opportunities to further my education and to have a career. My kids (he now has two daughters, ages 16 and 4) will have a better chance to succeed,” he says.

Knowing that education was the key to his success, Kokou, a native French speaker, immediately began an English language course at the University of Delaware and then transferred to Rutgers University Program of American Language Study.

Starting out
After two years learning English, Kokou began his career in retail as a shipping assistant with Mirage Inc. before spending three years in progressively higher positions with Retailers & Manufacturers. In 2003, he joined Macy’s and has been with the company ever since. Today, Kokou is Director of Financial Reporting & Forecasting for Macy’s Logistics & Operations. He is responsible for 17 distribution centers nationwide.

In his role, Kokou compiles data for all key performance indicators that show trends in performance. He takes that raw data and puts it into a matrix that senior officials use to make a wide variety of business decisions. “There have been several occasions where our reports helped senior management make key decisions,” says Kokou. “We have a weekly rolling operating forecast system that gives the senior management team more visibility to take appropriate and timely actions.”

The reports allow for Macy’s to make optimum decisions, flex its gross expense and improve productivity through better staffing in order to increase overall performance.

Forecasting in retail is a hot career choice this decade. “It’s important because of the ongoing fast pace changes in today’s economy,” says Kokou. “Organizations need to anticipate the future so they can design a suitable strategy to gain a competitive edge or keep their momentum.”

Some of the broad industry trends Kokou is seeing in retail include growing consumer confidence reflected by increasing sales, and the shift from traditional brick-and-mortar sales to online sales.
Continuing education

Education drew Kokou to America and it has since been his calling. He credits his mentor Dr. Gerald Wright, a director of operations at Federated Logistics and Operations, with persuading him to pursue his Doctor of Management in Organizational Leadership degree.

In Africa, Kokou only had one choice for higher education. Consequently, he experienced overcrowded classrooms, lack of seats for every student and no flexibility because teachers were scarce. The University of Phoenix was quite a different experience. “I had flexibility, thanks to the hybrid education of taking classes at the campus and online, which allowed me to keep my job and afforded me the luxury of getting a higher education at the same time,” he says. “The support of the faculty and cohorts was always there.”

Kokou’s doctoral thesis centered on the relationships between emotional intelligence competencies and job satisfaction among employees of a retail distribution center within the context of organizational change.

“Emotional Intelligence is the ingredient that enables individuals to effectively manage themselves and interact with others to perform to their full potential,” explains Kokou. “In today’s ever changing workplace, we are required not just to be adaptive and flexible to [the job’s] demands, but also to send a message that resonates with others. Without these skills, we may miss critical personal and business opportunities. I use EI to understand and manage my own emotions and those of others to improve performance.”

Looking forward

While a doctorate isn’t a requirement for his position at Macy’s, Kokou says he is always looking forward and knows that his knowledge in organizational leadership will allow him to pursue opportunities in his field and to explore his goal to become an academic, conducting research and teaching at the university level.

It’s been quite a journey for this boy who grew up in Togo and made enormous sacrifices to get where he is today.

Forecasting in retail is a hot career choice. “Organizations need to anticipate the future so they can gain a competitive edge.”

Jacinth Agbolou Kokou, DM ’11
We want to celebrate you in our alumni announcements. Share your story and be part of “The Buzz.” Email us at alumni@phoenix.edu.

Recognition

**Arizona**

**Phoenix**

Effective July 1, Kristine Hanson, MAED/ADM '09, will be an assistant principal for Chaparral Elementary. Hanson is currently the assistant principal for Cartwright Elementary School District with more than 11 years experience in education.

**Tucson**

Bank of America recently announced that Adriana Kong Romero, MAOM '03, has been named market president for Tucson and Southern Arizona. In this role, Romero will serve as the company’s enterprise leader in those areas. Romero is also a senior client manager for Bank of America Merrill Lynch’s Business Banking Group in Tucson and Southern Arizona.

Randy S. Bond, BSB/M '06, was recently hired as a partner and senior project manager at Chestnut Construction. Previously, Bond served with the U.S. Army and operated his own construction company. Additionally, Bond volunteers with the Arizona Builders Alliance, for which he was named volunteer of the year in 2012.

**Florida**

**Jacksonville**

Apryl Shackelford, MAED/CI ’08, was named the 2013 Florida Blue Teacher of the Year. She was selected from five finalists. Shackelford is the lead reading teacher at Northwestern Middle School in Florida’s Northside and is the Young Ladies Lead Advisor for a group called F.I.R.E., which stands for Fabulous Young Ladies, Innovative, Responsible and Educated. She is also the chair of the Northwestern Middle School Advisory Council (SAC).

**Hawaii**

**Maui**

In March, the state House of Representatives honored Aaron Loque, TED/S ’02, as the Maui District Teacher of the Year. Loque is a social studies teacher for seventh graders at Maui Waena Intermediate School in Kahului and was among seven District Teachers of the Year selected throughout the state.

**Virginia**

**Dumfries**

Cydny Neville, MAED/CI ’10, has been named one of Virginia Leadership Institute’s Top 10 Black Leaders Under 40. The institute is an organization charged with increasing the number of black elected officials in the state. Neville currently serves as the director of community services for the city of Dumfries. She was honored in March.

**Washington, D.C.**

Dr. Shue-Jane Thompson, DM ’08, was recently named the 2013 Asian American Executive of the Year from the Asian American Engineer of the Year program. Thompson is the chief of services management information technology for Lockheed Martin and currently serves as the International Organization for Standardization (ISO) U.S. delegate and the chief editor for the ISO 20000-11 report.
Find an Alumni Chapter near you.

Stay connected with fellow graduates in your area. Join one of our 29 UOPX Alumni Chapters today!

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More chapters are coming soon. Find out more: AlumniChapters@phoenix.edu or 800.795.2586
Industry insights: Counseling and Psychology

Q&A with Dean Lynn Hall, Ed.D.

Phoenix Focus recently sat down with College of Social Sciences Dean Lynn Hall, Ed.D., and asked what’s new with the college and how alumni in the fields of counseling and psychology can advance their careers.

Phoenix Focus: What hot industry trends are you seeing in the fields of counseling and psychology?

Dean Hall: These trends come to mind:

• The use of technology to enhance service to clients, both through state-of-the-art methods of recording of sessions and communication with clients.

• Professionals are considering “innovations in counseling,” including evaluating theories of counseling that have not changed in 30-plus years and may not be as effective in reaching client goals and outcomes as they once were.

• There has been considerable work done to create a universal definition of counseling to be used nationally for licensure reciprocity.

• Human services, counseling and psychology remain at the top in terms of job prospects with a larger focus on collaboration with other disciplines.

PF: What is one thing alumni in this field can do to advance their career today?

Dean Hall: Developing a niche is important. However, it is also vital to embrace collaboration with others who approach an area of interest from a different perspective and not isolate yourself in order to remain open-minded and flexible about contemporary problems and issues. This also includes the need to look for contemporary and holistic approaches for helping people by exploring new discoveries in brain and thought science promulgated by advances in technology and leading scientists in the field.

PF: What is new this quarter for the College of Social Sciences?

Dean Hall: We have added some new programs and courses. The highlights include:

• Four Bachelor of Science in Human Services Certificate programs*.

• A new version of the Master of Science in Psychology* program with substantially revised curricula, including two optional concentrations in behavioral health and industrial-organizational psychology and an optional thesis.

• We are in the beginning steps of creating four post-graduate Counseling Military Families* courses through College Extension.

• The expansion of faculty and staff training for the Mental Health Facilitator* program housed within the Bachelor of Science in Human Services v.05 program.

PF: What is new with you?

Dean Hall: My personal area of interest has been Counseling Military Families, which began when I was a school counselor for DoD in Germany. That interest included the publication of a book, Counseling Military Families, in 2008. I recently presented on this topic at the American Counseling Association conference in Cincinnati in March.

* For more information about each of these programs, including on-time completion rates, the median debt incurred by students who completed the program and other important information, please visit: www.phoenix.edu/programs/gainful-employment.html.
2013 Reader Survey
Quick—tell us what you think.

Visit phoenixfocus.com, and click “2013 Phoenix Focus Reader Survey,” to complete the survey.

By completing the 2013 Phoenix Focus Reader Survey before May 24, 2013, you'll be entered in a drawing to win a 64 GB iPad® mobile digital device with retina display. The survey takes less than 10 minutes to complete.

*The iPad® 4 drawing is open to any adult legal resident of the U.S. (but specifically excluding any U.S. Territories and Puerto Rico). No purchase necessary. Void where prohibited by law. Drawing begins at 12 a.m. EST on May 3, 2013, and ends at 5 p.m. EST on May 24, 2013. Eligibility restrictions apply. Please visit phoenixfocus.com/readersurvey for complete drawing rules. This drawing is not sponsored, endorsed or administered by, or associated with Apple, Inc.

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Colorado Campus hosts blood drive
The Colorado Campus held a blood drive in partnership with Bonfils Blood Center in January to give back to those injured in the Aurora Theatre shooting.

Memphis Campus participates in Read Across America week
Staff from the Memphis Campus recently participated in Read Across America week at Dexter Elementary school where they read to children of all grade levels.

Arizona StandDown
Phoenix Campus military division employees volunteered at The Valley of the Sun United Way as a part of Arizona StandDown Coalition. Staff spent the day providing homeless and displaced veterans assistance from United Way. Assistance included clothing, housing, food, legal services and employment opportunities.

Houston Campus contributes books to YES Prep
In partnership with YES Prep Public School, the Houston Campus donated more than 1,000 books to improve library resources for students. The books were collected at Houston Campus learning centers.

Hawaii Campus hosts book drive for BGC
In February, the Hawaii Campus hosted a children’s book drive for the Boys and Girls Club Waianae Clubhouse. Campus staff donated 22 new books.

CHAPTER SPOTLIGHTS

Leadership council at the chapter launch event. From left: Jeanne Miller, Dr. Clara B. Lee, Rhonda Bello and Charles Carter.

Chapter Spotlight: Washington, D.C.

Leadership council at the chapter launch event.

Chapter Spotlight: Raleigh, NC

Raleigh chapter leaders and fellow alumni celebrate during the inaugural meeting at the Twisted Fork restaurant in Raleigh, N.C.

In March, the Alumni Association launched several new chapters, including Washington D.C. and Raleigh. More than 29 chapters across the country meet quarterly to network. For more information on upcoming chapter launches or how to join, email AlumniChapters@phoenix.edu

Seven new chapters are launching this month.

<table>
<thead>
<tr>
<th>Bay Area, CA</th>
<th>Houston, TX</th>
<th>Seattle, WA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cleveland, OH</td>
<td>Orlando, FL</td>
<td>Denver, CO</td>
</tr>
</tbody>
</table>
Community Relations

Road trip of a lifetime

Exploring the University of Phoenix and Roadtrip Nation partnership.

“What do I want to do with my life?” This is a common question among young adults. As a response, for the past two years, University of Phoenix has partnered with Roadtrip Nation to enable college students to travel across the nation to interview and connect with inspiring leaders that have built their lives around what they love.

Roadtrip Nation, created in 2001, empowers youth to explore and create their own roads in life. Each year three young adults are chosen to make a RV trip of their lifetime, which is documented in an annual TV series on PBS, live campus events, multimedia online content and more. Many high schools across the nation have jumped on board and incorporated Roadtrip Nation education curriculum to help guide their students before graduation.

University of Phoenix would like to congratulate the 2013 Roadtrip Nation young adult learners, whose road trip begins in June.

Olivia Zanfardino
University of Phoenix (Pasadena, CA)

Ed Whittle
Cambridge University (Cambridge, England)

Tele’jon Quinn
Laney College (Oakland, CA)

UOPX/Roadtrip Nation program at a glance

$1.5 million awarded to Roadtrip Nation’s Young Adult Roadtrip program from University of Phoenix Foundation.

17
Number of states that have Roadtrip Nation curriculum.

3
Number of young adult learners chosen to participate in the national road trip each year.

8-12
Number of cities across the United States that the road trippers visit within the year they are selected to participate in the program.

2014 Application deadline December 14, 2013
For more information, visit roadtripnation.com/greenrv.
Events

May

8
Honolulu, HI
Nurses Week Celebration
4-6 p.m.
745 Fort St.
Honolulu, HI 96813
uopxhawaii.eventbrite.com

Bay Area, CA
Nurses Week Celebration
6-8:30 p.m.
San Jose Learning Center
3590 N. 1st St.
San Jose, CA 95134
uopxbayarea.eventbrite.com

15
San Diego, CA
San Diego Alumni Chapter
monthly mixer
94th Aero Squadron
8885 Balboa Ave.
San Diego, CA 92123
uopxsouthernCalifornia.eventbrite.com

18
Bay Area, CA
Career workshop: Stand out
in the job market
8 a.m. to 4 p.m.
San Jose Learning Center
3590 N. 1st St.
San Jose, CA 95134
uopxbayarea.eventbrite.com

Southern California
Teacher workshops
8 a.m. to 12:30 p.m.
College of Education Spring
Institute
La Palma Learning Center
6 Centerpointe Dr., Ste. 200
La Palma, CA 90623
uopxsouthernCalifornia.eventbrite.com

May

22
Sacramento, CA
Alumni mixer
6-8 p.m.
1815 K St.
Sacramento, CA 95833
alumniattheporch.eventbrite.com

25
Memphis, TN
Career Opportunity
workshop
2-5 p.m.
65 Germantown Ct. Ste. 100
Cordova, TN 38018
uopxmemphischapter1.eventbrite.com

Alumni Chapter
launch events

2
Bay Area, CA
6-9 p.m.
The Loft Bar and Bistro
90 S. 2nd St.
San Jose, CA 95134
uopxbayareaalumnichapter.eventbrite.com

2
Denver, CO
6-9 p.m.
Rialto Café
934 Sixteenth St.
Denver, CO 80202
uopxdenveralumnichapter.eventbrite.com

9
Seattle, WA
6-9 p.m.
Old Spaghetti Factory
17100 Southcenter Pkwy.
Tukwila, WA 98188
uopxseattlealumnichapter.eventbrite.com

16
Cleveland, OH
6-9 p.m.
Brio Tuscan Grille
24325 Cedar Rd.
Lyndhurst, OH 44124
uopxclevelandalumnichapter.eventbrite.com

23
Orlando, FL
6-9 p.m.
Brio Tuscan Grille
Mall at Millenia
4200 Conroy Rd.
Orlando, FL 32839
uopxorlandoalumnichapter.eventbrite.com

Philadelphia, PA
6-9 p.m.
Great American Pub
123 Fayette St.
Conshohocken, PA 19428
uopxphiladelphiaalumnichapter.eventbrite.com

30
Houston, TX
6-9 p.m.
Brio Tuscan Grille
3029 Kirby Dr.
Houston, TX 77098
uopxhoustonalumnichapter.eventbrite.com

National Police Week
May 12-18
University of Phoenix honors
officers who have lost their
lives in the line of duty
through multiple campus
events. To find an event in
your area, visit phoenix.edu/
policeweek.

Transformational
Leadership seminar
May 15-21
University of Phoenix
is offering a two-part
transformational leadership
seminar focusing on the
challenges and rewards of
effective leadership in the
following 16 cities.

Baltimore, MD
Milwaukee, WI
Birmingham, AL
Minneapolis, MN
Boston, MA
Oklahoma City, OK
Charlotte, NC
Philadelphia, PA
Denver, CO
Salt Lake City, UT
Des Moines, IA
Seattle, WA
Indianapolis, IN
St. Louis, MO
Jersey City, NJ
Tulsa, OK

To find out more about an
event in your area, visit
phoenixfocus.com/2013-05/
events.
787,000 alumni and counting

Degrees earned by alumni

<table>
<thead>
<tr>
<th>Degree Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate</td>
<td>22%</td>
</tr>
<tr>
<td>Bachelor's</td>
<td>42%</td>
</tr>
<tr>
<td>Master's</td>
<td>35%</td>
</tr>
<tr>
<td>Doctoral</td>
<td>0.32%</td>
</tr>
</tbody>
</table>

Alumni by state

- 40,000 – 150,000
- 8,000 – 39,999
- 1,000 – 7,999
- 1 – 999

*Number of alumni by state as of March 1, 2013.
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University of Phoenix® Alumni Association

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