

A diverse crowd of people, with a smiling woman in the center. The image is a close-up, slightly blurred background showing a group of people of various ethnicities and ages. In the center, a woman with dark hair and glasses is smiling broadly. To her left, a young man with dark curly hair looks forward. To her right, another young man looks slightly to the side. In the foreground, a young woman with dark hair is looking down. The overall atmosphere is positive and inclusive.

MINORITIES & SUCCESS

5 Tech Trends for the Evolving Workplace
**Creating a Culture of Belonging in
Schools**

We Are Committed To Career Opportunities For All



McALLISTER TOWING & TRANSPORTATION

**17 Battery Place Suite 1200
New York, NY 10004
<http://mcallistertowing.com>**

We are an Anti-Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, sexual orientation, gender identity, national origin, age, disability status, Genetic Information or Testing, Family & Medical Leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

In this Edition:

**5 Tech Trends for
the Evolving Workplace.....Page 4**

**Avoid These Government
Contracting Mistakes.....Page 9**

**The Secret to Turning
Overwhelm Into Progress.....Page 12**

Choosing Your Dream Career.....Page 17

**When Expectations Are Not
Met Within a Company.....Page 21**

**The Most Overlooked Must
Do's of Marketing.....Page 26**

**Time Management for Managers:
Urgent Vs Important.....Page 30**

**Creating a Culture of Belonging
in Schools.....Page 33**

**It's Never Too Late to
Earn a Degree.....Page 35**

**How Important Is Cultural
Diversity in Your Child's School?.....Page 40**

My Two Cents:

One thing has become increasingly clear: the people and organizations that thrive are not necessarily the ones with the most resources—they are the ones that never stop learning. Whether you're a student preparing for your future, a business owner adapting to new technology, an educator serving diverse classrooms, or someone considering a new degree later in life, success belongs to those who embrace change rather than resist it. Artificial intelligence, globalization and evolving workforce demands are reshaping every profession, making continuous learning one of the most valuable investments anyone can make.

At the same time, no amount of technology can replace the importance of character, communication and meaningful relationships. Degrees, certifications and technical skills certainly matter, but integrity, curiosity, empathy and the willingness to help others remain the qualities that truly set people apart. As our world continues to change, I hope we focus not only on preparing people for their next job, but also on preparing them to become thoughtful leaders, lifelong learners and engaged members of their communities. Those qualities will never go out of style.

MINORITIES & SUCCESS

<http://minoritysuccess.us>

Publisher.....MSPG, Inc.
Web Design.....Blue Cyber Media
Editorial.....Michelle Rad
Lay out Design.....Farimah Farahpour
Coverpage Photo.....Joshua Thomas

Your comments are encouraged.

Please write to:

admin@minoritysuccess.us

Vol. XXXV No. II ISSN# 1058-6318
All rights reserved

5 Tech Trends for the Evolving Workplace

If you think about all the new technology that we've dealt with in the last five years, it's pretty daunting to think the rate of change will continue to be that rapid. After all we went from "what's Zoom?" and "What is this Microsoft Teams thing?" to having this tech just be what we use every day. As always, some people use it well, others make do, and some are still lagging behind. If the notion of another five years of this makes your stomach clench and your head spin, don't panic. As with most such periods in history, we're probably going to go through a period of retrenchment and refinement with one major exception.

Let's take a look at five of the most obvious changes and what it will mean to leaders.

Enhanced AI

Let's start with the exception. Artificial Intelligence will be built into more of the tools we already use and will become a more common part of our everyday workflow. Some of this we're already seeing (although not everyone is taking advantage) in things like the AI summaries and assistants built into tools like Zoom and Teams. We can get language translated, create transcripts, take notes and increase the overall effectiveness and retention of meetings and training.

Some of the work will be done automatically, but the big change for many people is learning how to access the information they want. AI information is only as accurate or useful as the questions you ask. AI will play a critical role in communication, task prioritization, and training/onboarding.

Virtual and Augmented Reality

Virtual and augmented reality will play more of a role than ever in training and practicing key skills. We will become more comfortable interacting with avatars and virtual spaces. The speed at which this is adopted will have less to do with organizations and

We Are Committed To Career Opportunities For All



100 Lawrence Drive
West Chester, PA 19380
www.waynemoving.com

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, sexual orientation, gender identity, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

more with people. The most impressive use of this technology right now is in the consumer space. As gamers, shut-ins and tech nerds use this technology at home for entertainment, it will impact the workplace. Gear will become less expensive, and the learning gap will be shrunk as many workers will already know how to use it. The best analogy is when AOL hit in 1993, and more people had email at home than in the workplace.

Cybersecurity

Cybersecurity will become more important to companies than ever before. Data must be protected, and it's an arms race between hackers and bad actors, and those of us just trying to get our work done. Most of the enhanced cybersecurity will be invisible to workers and hidden behind the scenes. It will impact how we use our own devices at and for work and is a surprisingly

big driver of the return to office movement.

Cloud Infrastructure

Like cybersecurity, most of us won't spend much time worrying about exactly where the information we use and need sits. It will make a difference to employers. One expected change will be increasingly simple user interfaces so more people can access or share information that will interact more with Artificial Intelligence.

Customizable Hybrid Work Platforms

This is where a lot of the refining and retrenching of existing tools will take place. The introduction of brand-new tools like Slack, Microsoft Teams, and similar tech will likely slow down while these are tweaked, upgraded, and adapt to a hybrid workplace. They will become increasingly customized to both companies and individual workers. This in turn will enhance their productivity and create more consistent work and

information flows.

So, what now?

For leaders this will mean a few important changes in focus. First and most important, upskilling themselves and their teams must become a priority. How to use the technology will be important. How to maximize its impact (especially around AI and Hybrid Work Platforms) will be equally important. You can't assume everyone on your team will use the same tools in the same way for the same results. At a higher level of leadership, investments in technology will go hand in hand with changes in the traditional office. Most corporate leases will be renegotiated in the next five years. How much office space will you need? If you're a truly hybrid organization, do you need to reorganize who gets desks? What will the physical workspace need to look like if you're maximizing technology and workplace flexibility?

We Are Committed To Career Opportunities For All



McALLISTER TOWING OF PHILADELPHIA, INC.

2604 Penrose Ferry Road
Philadelphia, PA 19145
<http://mcallistertowing.com>

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, sexual orientation, gender identity, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

We Are Committed To Career Opportunities For All



McALLISTER TOWING OF NEW YORK, LLC

3165 Richmond Terrace
Staten Island, NY 10303

<http://mcallistertowing.com>

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, sexual orientation, gender identity, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

We Are Committed To Career Opportunities For All



THE BRIDGEPORT & PORT JEFFERSON STEAMBOAT COMPANY

102 W. Broadway
Port Jefferson, NY 11777

www.888ferry.com

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, sexual orientation, gender identity, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

We Are Committed To Career Opportunities For All



McALLISTER TOWING OF NARRAGANSETT BAY

One India Street
Providence, RI 02903

<http://mcallistertowing.com>

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, sexual orientation, gender identity, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

We Are Committed To Career Opportunities For All



McALLISTER TOWING OF VIRGINIA, INC.

914 A Pearl Street
Norfolk, VA 23523

<http://mcallistertowing.com>

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, sexual orientation, gender identity, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

We Are Committed To Career Opportunities For All



ADMIRAL CARE
DELIVERING THE VERY BEST IN CUSTOMER CARE

11 Forbes Road
Woburn, MA 01801-2103
www.admiralmetals.com

Hilltown Industrial Park
891 Tech Drive
Telford, PA 18969
www.admiralmetals.com

2272 Pinnacle Pkwy,
Twinsburg, OH 44087
www.admiralmetals.com

13550 Marine Rd Lot #60
Air Line Gardens
Toledo Lucas County, OH 43609
www.admiralmetals.com

12401 Belcher Road/Suite 400
Largo, FL 33773
www.admiralmetals.com

278 Springview Commerce Dr.
DeBary FL 32713
www.admiralmetals.com

121 East Tutt Street
South Bend IN 46617
www.admiralmetals.com

1046 University Ave.,
Rochester, NY 14607
www.admiralmetals.com

6 Aaron Way,
Sparta, NJ 07871
www.admiralmetals.com

Northeastern Industrial Park
2 Van Buren Blvd. Bldg 19,
Bay 5, Guilderland Center, NY 12085
www.admiralmetals.com

We are an Anti-Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, sexual Orientation, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

Avoid These Government Contracting Mistakes

Entering the federal marketplace can create significant opportunities for small businesses, but government contracting is not a business strategy that rewards guesswork. Federal procurement is changing, and companies must now pay attention not only to finding opportunities, but also to their registration, cybersecurity, representations, past performance and ability to comply with increasingly detailed requirements. The following mistakes can make a company appear unprepared before it ever submits a proposal.

- Don't try to market to every federal agency. Instead, identify the five or ten agencies most likely to need your products or services. Study their budgets, procurement history, forecasts and existing contracts. A focused strategy is far more effective than trying to sell everything to everyone.

- Don't bid on every contract you find. Winning a contract that your company cannot properly perform can create serious financial and operational problems. Carefully

evaluate the scope of work, staffing requirements, technical capabilities, contract terms, reporting obligations and cash-flow demands before submitting a proposal.

- Don't try to be all things to all people. Government buyers want to understand exactly what your company does and why it is qualified. Focus on your core capabilities and develop a clear value proposition. If you lack a required capability, consider an

**We Are Committed To
Career Opportunities For All**



228 Hookston Road
Pleasant Hill, CA 94523
actionpetsupply.com

We are a contractor which does business with the government, and as such we are required to take affirmative action to ensure that equal opportunity is provided in all aspects of employment. We strongly encourage women, minorities, individuals with disabilities and veterans to apply to all of our job openings. We are an equal opportunity employer and all qualified applicants will receive consideration for employment without regard to race, color, religion, gender, sexual orientation, gender identity, or national origin, age, disability status, Genetic Information & Testing, Family & Medical Leave, protected veteran status, or any other characteristic protected by law. We prohibit Retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government. In order to comply with the various federal regulations, we invite applicants to voluntarily self-identify their gender, race, ethnicity, veteran status and if you have a disability and will not be used against you in anyway.

**We Are Committed To
Career Opportunities For All**



2449 Bates Ave
Concord, CA 94520
thebrickyard.com

We are a contractor which does business with the government, and as such we are required to take affirmative action to ensure that equal opportunity is provided in all aspects of employment. We strongly encourage women, minorities, individuals with disabilities and veterans to apply to all of our job openings. We are an equal opportunity employer and all qualified applicants will receive consideration for employment without regard to race, color, religion, gender, sexual orientation, gender identity, or national origin, age, disability status, Genetic Information & Testing, Family & Medical Leave, protected veteran status, or any other characteristic protected by law. We prohibit Retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government. In order to comply with the various federal regulations, we invite applicants to voluntarily self-identify their gender, race, ethnicity, veteran status and if you have a disability and will not be used against you in anyway.

**We Are Committed To
Career Opportunities For All**



ACTION PET

8988 Elder Creek Rd
Sacramento, CA 95829
thebrickyard.com

We are a contractor which does business with the government, and as such we are required to take affirmative action to ensure that equal opportunity is provided in all aspects of employment. We strongly encourage women, minorities, individuals with disabilities and veterans to apply to all of our job openings. We are an equal opportunity employer and all qualified applicants will receive consideration for employment without regard to race, color, religion, gender, sexual orientation, gender identity, or national origin, age, disability status, Genetic Information & Testing, Family & Medical Leave, protected veteran status, or any other characteristic protected by law. We prohibit Retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government. In order to comply with the various federal regulations, we invite applicants to voluntarily self-identify their gender, race, ethnicity, veteran status and if you have a disability and will not be used against you in anyway.

**We Are Committed To
Career Opportunities For All**



ACTION PET

235 E Perkins Street
Ukiah, CA 95482
ukiah.rainbowag.com

We are a contractor which does business with the government, and as such we are required to take affirmative action to ensure that equal opportunity is provided in all aspects of employment. We strongly encourage women, minorities, individuals with disabilities and veterans to apply to all of our job openings. We are an equal opportunity employer and all qualified applicants will receive consideration for employment without regard to race, color, religion, gender, sexual orientation, gender identity, or national origin, age, disability status, Genetic Information & Testing, Family & Medical Leave, protected veteran status, or any other characteristic protected by law. We prohibit Retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government. In order to comply with the various federal regulations, we invite applicants to voluntarily self-identify their gender, race, ethnicity, veteran status and if you have a disability and will not be used against you in anyway.

appropriate teaming or subcontracting relationship rather than making promises your company cannot fulfill.

- Don't treat SAM.gov registration as a one-time formality. An active registration, accurate representations and certifications, correct NAICS codes and current business information are essential. The federal acquisition system is undergoing significant changes, and updates to the Federal Acquisition Regulation are also affecting information and processes connected with SAM.gov. Companies should regularly review their registration rather than assuming that yesterday's information is still correct.

- Don't overlook cybersecurity. Cybersecurity is no longer only an IT issue. Depending on the agency, contract and information involved, contractors may face specific cybersecurity requirements. Department of Defense contractors, in particular, must pay close attention to Cybersecurity Maturity Model Certification requirements when applicable. A company that cannot protect government information may not be ready to compete for certain opportunities.

- Don't rely exclusively on cold emails or online communication. Digital communication is essential, but government contracting is also built on relationships and credibility. Attend industry events, participate in relevant associations, meet with small-business offices and learn how agencies purchase what you sell. The goal is not to pressure contracting officials to buy from you; it is to understand their mission and become known as a knowledgeable, reliable resource.

- Don't ignore small-business programs and subcontracting opportunities. Federal agencies are required to provide small businesses an equitable opportunity to compete, and federal acquisition rules recognize programs such as 8(a), HUBZone, Women-Owned Small Business and Service-Disabled Veteran-Owned Small Business programs. A company that does not understand its eligibility and the rules surrounding these programs may miss opportunities—or make inaccurate representations.

- Don't submit a generic capability statement. A capability statement should quickly tell an agency what you do, who you have served, what makes you different and why your experience is relevant to its mission. Government buyers are looking for evidence of capability, not simply a list of services.

- Don't underestimate compliance and reporting responsibilities. Winning the contract is only the beginning. Contractors may have requirements involving labor standards, cybersecurity, subcontracting, data protection, reporting and other contract clauses. A company should understand these obligations before it submits a bid—not after the award.
- Don't assume the contracting officer will explain everything for you. Read the solicitation carefully. Understand the evaluation factors, submission instructions, deadlines and required certifications. Make it easy for the government to evaluate your proposal. A proposal that ignores instructions or forces evaluators to search for important information can lose before its technical capabilities are even fully considered.
- Don't expect immediate results. Federal business development often requires a long-term strategy. Some opportunities may take 12, 18 or even 24 months to develop. Companies should build relationships before a solicitation is released, monitor agency forecasts and learn from both successful and unsuccessful proposals.
- Don't confuse persistence with repetition. Pleasant, professional follow-up is valuable, but simply sending the same sales message repeatedly is not a strategy. Each contact should provide something useful—a relevant capability, a thoughtful question, a response to an agency need or new information about your company.

Government contracting rewards preparation, patience and credibility. The companies most likely to succeed are not necessarily the largest companies or the ones that submit the most bids. They are the companies that understand their market, know their capabilities, protect their information, follow the rules and consistently demonstrate that they can deliver what the government needs.

The federal marketplace continues to evolve, particularly as procurement systems, cybersecurity requirements and technology change. For small businesses, the lesson is simple: do your homework before you pursue the contract. A focused strategy, accurate compliance information, strong relationships and the ability to deliver on your promises will always be more valuable than chasing every opportunity that appears.

We Are Committed To Career Opportunities For All



ACTION PET

1416 Midway Road
Vacaville, CA 95688
thebrickyard.com

We are a contractor which does business with the government, and as such we are required to take affirmative action to ensure that equal opportunity is provided in all aspects of employment. We strongly encourage women, minorities, individuals with disabilities and veterans to apply to all of our job openings. We are an equal opportunity employer and all qualified applicants will receive consideration for employment without regard to race, color, religion, gender, sexual orientation, gender identity, or national origin, age, disability status, Genetic Information & Testing, Family & Medical Leave, protected veteran status, or any other characteristic protected by law. We prohibit Retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government. In order to comply with the various federal regulations, we invite applicants to voluntarily self-identify their gender, race, ethnicity, veteran status and if you have a disability and will not be used against you in anyway.

We Are Committed To Career Opportunities For All



ACTION PET

1975 Argonaut Rd
Lakeport, CA 95453
lakeport.rainbowag.com

We are a contractor which does business with the government, and as such we are required to take affirmative action to ensure that equal opportunity is provided in all aspects of employment. We strongly encourage women, minorities, individuals with disabilities and veterans to apply to all of our job openings. We are an equal opportunity employer and all qualified applicants will receive consideration for employment without regard to race, color, religion, gender, sexual orientation, gender identity, or national origin, age, disability status, Genetic Information & Testing, Family & Medical Leave, protected veteran status, or any other characteristic protected by law. We prohibit Retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government. In order to comply with the various federal regulations, we invite applicants to voluntarily self-identify their gender, race, ethnicity, veteran status and if you have a disability and will not be used against you in anyway.

Building a Successful Business

The Secret to Turning Overwhelm Into Progress

Have you ever started your day with a long list of things to do and ended it wondering what you actually accomplished? You may have answered emails, returned phone calls, attended meetings and handled unexpected problems, yet the most important work remains unfinished.

Feeling overwhelmed is one of the most common challenges facing business owners and entrepreneurs. When everything appears urgent, it can be difficult to know where to begin—or when to stop. The good news is that overwhelm does not

have to control your business or your life. With the right approach, you can turn a long list of responsibilities into a clear path forward.

The secret to making consistent progress is not working every hour of the day. It is creating a system that helps you focus your time and energy on the activities that matter most. Successful entrepreneurs understand that building a business takes effort, patience and discipline. There is no magic shortcut, but there is a simple structure that can help turn big ambitions into daily progress:

- Create a clear vision of what you want to achieve.
- Set specific and meaningful goals.
- Build a system that fits the way you work best.
- Take consistent action every day.

Create a Clear Vision

Before you can determine what you should do today, you need to know where you want to go. What do you

We Are Committed To Career Opportunities For All



979 Transport Way
Petaluma, CA 94954
www.larsengines.com

We are a contractor which does business with the government, and as such we are required to take affirmative action to ensure that equal opportunity is provided in all aspects of employment. We strongly encourage women, minorities, individuals with disabilities and veterans to apply to all of our job openings. We are an equal opportunity employer and all qualified applicants will receive consideration for employment without regard to race, color, religion, gender, sexual orientation, gender identity, or national origin, age, disability status, Genetic Information & Testing, Family & Medical Leave, protected veteran status, or any other characteristic protected by law. We prohibit Retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government. In order to comply with the various federal regulations, we invite applicants to voluntarily self-identify their gender, race, ethnicity, veteran status and if you have a disability and will not be used against you in anyway.

We Are Committed To Career Opportunities For All



21713 CA-29
Middletown, CA 95461
middletown.rainbowag.com

We are a contractor which does business with the government, and as such we are required to take affirmative action to ensure that equal opportunity is provided in all aspects of employment. We strongly encourage women, minorities, individuals with disabilities and veterans to apply to all of our job openings. We are an equal opportunity employer and all qualified applicants will receive consideration for employment without regard to race, color, religion, gender, sexual orientation, gender identity, or national origin, age, disability status, Genetic Information & Testing, Family & Medical Leave, protected veteran status, or any other characteristic protected by law. We prohibit Retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government. In order to comply with the various federal regulations, we invite applicants to voluntarily self-identify their gender, race, ethnicity, veteran status and if you have a disability and will not be used against you in anyway.

want your business to look like in one year? What about five years? What does success mean to you personally?

A meaningful vision should be more than a financial target. It should give you a reason to keep going when business becomes difficult. Imagine the type of business you want to build, the customers you want to serve, the lifestyle you want to create and the contribution you want to make.

Some people develop their vision by writing down their ideas. Others create mind maps, vision boards or presentations. There is no single correct method. The important thing is to create a clear picture of the future you are working toward.

Turn Your Vision Into Specific Goals

A vision can inspire you, but goals give you direction. Once you know where you want to go, break the journey into manageable steps.

The old saying about eating an elephant “one bite at a time” applies perfectly to business. A large goal can seem impossible when viewed all at once. Break it into smaller tasks that can be completed one at a time.

Instead of saying, “I need to grow my business,” set a goal

We Are Committed To Career Opportunities For All



5288 B Clayton Road
Concord, CA 94521
thebrickyard.com

We are a contractor which does business with the government, and as such we are required to take affirmative action to ensure that equal opportunity is provided in all aspects of employment. We strongly encourage women, minorities, individuals with disabilities and veterans to apply to all of our job openings. We are an equal opportunity employer and all qualified applicants will receive consideration for employment without regard to race, color, religion, gender, sexual orientation, gender identity, or national origin, age, disability status, Genetic Information & Testing, Family & Medical Leave, protected veteran status, or any other characteristic protected by law. We prohibit Retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government. In order to comply with the various federal regulations. We invite applicants to voluntarily self-identify their gender, race, ethnicity, veteran status and if you have a disability and will not be used against you in anyway.

We Are Committed To Career Opportunities For All



7104 Dublin Road
Dublin, CA 94568
thebrickyard.com

We are a contractor which does business with the government, and as such we are required to take affirmative action to ensure that equal opportunity is provided in all aspects of employment. We strongly encourage women, minorities, individuals with disabilities and veterans to apply to all of our job openings. We are an equal opportunity employer and all qualified applicants will receive consideration for employment without regard to race, color, religion, gender, sexual orientation, gender identity, or national origin, age, disability status, Genetic Information & Testing, Family & Medical Leave, protected veteran status, or any other characteristic protected by law. We prohibit Retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government. In order to comply with the various federal regulations. We invite applicants to voluntarily self-identify their gender, race, ethnicity, veteran status and if you have a disability and will not be used against you in anyway.

We Are Committed To Career Opportunities For All



3170 4th Street
Livermore, CA 94550
concordfeed.com

We are a contractor which does business with the government, and as such we are required to take affirmative action to ensure that equal opportunity is provided in all aspects of employment. We strongly encourage women, minorities, individuals with disabilities and veterans to apply to all of our job openings. We are an equal opportunity employer and all qualified applicants will receive consideration for employment without regard to race, color, religion, gender, sexual orientation, gender identity, or national origin, age, disability status, Genetic Information & Testing, Family & Medical Leave, protected veteran status, or any other characteristic protected by law. We prohibit Retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government. In order to comply with the various federal regulations. We invite applicants to voluntarily self-identify their gender, race, ethnicity, veteran status and if you have a disability and will not be used against you in anyway.

**We Are Committed To Career
Opportunities For All**



Engineers and Constructors, Inc.

7850 Freeway Circle, Suite 100
Middleburg Hts., OH 44130
www.stevensec.com

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

**We Are Committed To Career
Opportunities For All**



Engineers and Constructors, Inc.

150 Technology Drive
Canonsburg, PA 15317
www.stevensec.com

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

to contact five qualified prospects, improve one part of your website, complete a marketing plan or research one new market. Small accomplishments build momentum. Over time, consistent small steps can produce significant results.

Build a System That Works for You

Not everyone works best in the same way. Some people are most creative early in the morning, while others do their best thinking later in the day. Some prefer detailed schedules, while others need flexibility.

Pay attention to when you have the most energy and concentration. Schedule your most important work during those periods whenever possible. Protect that time from unnecessary interruptions.

A good system should also include time for rest, exercise, healthy food and personal relationships. Working continuously without recovering does not necessarily make you more productive. In many cases, it leads to exhaustion and poor decision-making. Sustainable success requires energy as well as ambition.

Take Consistent Action

The best plan in the world has no value if it remains on paper. Successful people develop the habit of taking action—even when they do not feel completely ready.

This is where integrity becomes important. Integrity is not only about how you treat other people; it is also about keeping the commitments you make to yourself. If you decide to make an important phone call, finish a proposal or spend an hour working on your business strategy, do it.

You will not accomplish everything every day. Unexpected problems will arise, plans will change and some efforts will fail. That is normal. The key is to continue moving forward rather than allowing one difficult day to become an excuse to abandon your goals.

Success rarely comes from one dramatic decision. More often, it is created by having a clear vision, setting realistic goals, developing a personal system and taking consistent action over time.

When you know what you want, understand what needs to be done and make progress one step at a time, the feeling of being overwhelmed begins to lose its power. The road to success may not always be easy, but with clarity, discipline and consistent action, you can turn even the most ambitious vision into reality.

*We Are committed To
Career Opportunities For All*

ATES
Electrical Inc.

13335 Mid Atlantic Boulevard
Laurel, MD 20708-1424
www.freestateelectric.com

We are an Anti-Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, sexual orientation, gender identity, national origin, age, disability status, Genetic Information or Testing, Family & Medical Leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

*We Are committed To
Career Opportunities For All*



FREESTATE BALTIMORE, LLC.

8 Easter Court Suite A
Owings Mills, MD 21117
www.freestateelectric.com

We are an Anti-Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, sexual orientation, gender identity, national origin, age, disability status, Genetic Information or Testing, Family & Medical Leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

Choosing Your Dream Career

The path to finding the career of your dreams can sometimes feel so daunting. To make matters worse, it can seem that while you struggle to figure out just what it is you want to do, others have the good fortune of recognizing and living out their dreams everyday.

But rest assured that these people are by far in the minority. So if you're a part of the majority and are trying to figure out how to do what you absolutely love – or even figure out what you love – there are ways you can get this done. Let's look at ways

you can move toward settling into your dream career ...

Look at What Sparks Your Interests

Okay, this is going to take a lot of nerve on your part, but if you want to find your dream career, you're going to have to go after what you like. Scary, right? You've spent so much of your life doing what others have wanted you to do that it's hard to believe that you are actually allowed to do what is interesting to you. But you are.

Think about it, there are people making a living playing their favorite

instrument, dressing up in makeup and "clowning around" or going the traditional route of joining the ranks of Corporate America – and you can do it too. The main way for you to accomplish this goal is to take note of the [projects](#) you absolutely love then explore ways to turn that love into a tangible career.

Take Personality Tests

This may sound like an unorthodox route to take, but if you really want to tap into a career that suites you specifically, there are tests you can take to help you determine, based on

We Are Committed To Career Opportunities For All



United Security Bank

2126 Inyo Street
Fresno, CA 93721
www.unitedsecuritybank.com

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, sexual orientation, gender identity, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

your interests, what careers would be best suited for you. Two tests you can take online are the Keirsey Temperament Sorter and Ansir Self-Perception tests.

The Keirsey Temperament Sorter is the most widely-used personality test in the world. By looking at your temperament, communication and action characteristics, it helps you determine your organization, career, and personal development attributes. The Ansir Self-Perception test is another personality test that is widely used. It was created to help you identify your dominant strengths and innate potential so that you can quickly move toward what best suits your personality. Both of these tests work well to give you insight into aspects of your personality that you may not have been aware of. But most importantly, they help you correlate those personality traits with various career options, helping to make finding your dream career a little easier.

Try Temporary Work

A third way that you can make strides toward your dream career is by taking on temporary work. Whether you're linking up with the traditional temporary agency for clerical work, or one that focuses on specific professions, this is a great way to test the [waters](#) of different careers without having to commit permanently to any.

Talk to People Already Doing the Work

Once you identify careers that interest you, talk to people already working in those fields. Ask about their daily responsibilities, necessary skills and what they wish they had known before starting. A job may sound exciting from the outside but be very different in practice. Informational interviews and networking can help you make a more informed decision before investing significant time and money.

Be Willing to Learn and Change Direction

Finding your dream career is rarely a straight path. You may begin with one idea and discover that your interests lead somewhere completely different. That is not failure—it is part of the process. Be willing to learn new skills, take courses or earn certifications, and remember that your first choice does not have to be your final one. As you gain experience, your definition of the ideal career may change.

The more you're willing to get out there and search, the more likely you are to find what it is you really love. So don't be afraid to go after your dream [job](#). You may find it to be the best decision you've ever made.

We Are Committed To Career Opportunities For All



Chemsteel
Construction Company

7850 Freeway Circle, Ste. 110
Cleveland, OH 44130
<https://www.chemsteel.com>

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

We Are Committed To Career Opportunities For All



Chemsteel
Construction Company

Southpointe Industrial Park, 150 Technology Drive
Canonsburg, PA 15317
<https://www.chemsteel.com>

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

*We Are Committed To
Career Opportunities For All*



Flat Rock Metal

26601 W Huron River Drive
Flat Rock, MI 48134-1134
www.industrial-reflections.com

We are an Anti-Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, sexual orientation, gender identity, national origin, age, disability status, Genetic Information or Testing, Family & Medical Leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

*We Are Committed To
Career Opportunities For All*



7420 Reading Avenue South East
Albuquerque, NM 87105-7823
<http://auiinc.net>

We are an Anti-Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, sexual orientation, gender identity, national origin, age, disability status, Genetic Information or Testing, Family & Medical Leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

When Expectations Are Not Met Within a Company

Every organization has goals, deadlines and expectations. Yet despite careful planning, some employees miss deadlines, departments fail to complete assignments and project teams spend more time discussing what needs to be done than actually doing it. When this happens repeatedly, the cost to the organization can be significant. Time that should be spent serving customers, developing new ideas and growing the business is instead spent correcting avoidable problems.

The first step in solving these problems is to understand why they are happening. Too often, managers

immediately look for someone to blame or rush to implement a solution without identifying the real cause. This approach may temporarily address the symptoms, but the underlying problem often returns. A missed deadline may be the result of poor performance—but it may also be caused by unclear instructions, inadequate training, insufficient resources or a breakdown in communication.

The Organization as a Relay Team

A company can be viewed as a team competing in a relay race. Every employee has a role, from senior leadership to the newest member of the

organization. Each person must complete his or her part of the process and successfully pass the “baton” to the next person. If the baton is dropped at any point, the entire team may be affected.

This does not mean that every failure is the fault of one individual. In many cases, a breakdown in one department can create problems for several others. A sales team may not receive accurate information from operations. A project manager may lack the resources needed to meet a deadline. An employee may be waiting for information from another department before completing an assignment.

We Are Committed To Career Opportunities For All



**LUHR CROSBY HQ
LUHR CROSBY LLC.**

250 West Sand Bank Road

Columbia, IL 62236

www.luhr.com

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, sexual orientation, gender identity, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

**We Are Committed To Career
Opportunities For All**



25755 E 65th Avenue
Aurora, CO 80019
www.westerncon.com

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, sexual orientation, gender identity, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

**We Are Committed To Career
Opportunities For All**



1290 West Myrtle, Suite 120
Boise, ID 83702
www.jjalbanese.com

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, sexual orientation, gender identity, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

**We Are Committed To Career
Opportunities For All**



**ALLIED CONCTRTE,
A JOSEPH J. ALBANESE,
INC. COMPANY**

18411 Frontage Road
Belgrade, MT 59714
www.jjalbanese.com

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, sexual orientation, gender identity, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

**We Are Committed To Career
Opportunities For All**



851 Martin Avenue
Santa Clara, CA 95050-2906
www.jjalbanese.com

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, sexual orientation, gender identity, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

When organizations look only at the final failure instead of examining the entire process, they may punish the wrong person or miss the opportunity to fix the system.

Failures will occur in every organization. The goal is not to eliminate every mistake, but to learn from problems and prevent the same failures from happening repeatedly.

Are Expectations Clear and Reasonable?

When expectations are not met, leaders should begin with two fundamental questions: Were the expectations clearly communicated, and were they reasonable?

Employees cannot be expected to meet standards they do not understand. Leaders should clearly explain what needs to be accomplished, who is responsible, when the work is due and what a

successful result looks like. This applies not only to performance goals but also to workplace behavior, communication and teamwork.

Expectations must also be realistic. A team cannot consistently produce high-quality work if it is given impossible deadlines, inadequate staffing or insufficient resources. Leaders should examine whether employees have the time, information, tools and authority necessary to accomplish their assignments.

When expectations are clear and reasonable but performance problems continue, it is time to examine where the process is breaking down.

Finding the Source of the Problem

A careful evaluation should consider several important questions:

- Are the right people assigned to the right responsibilities?

- Do employees have the necessary skills and training?
- Are communication problems occurring within or between departments?
- Are organizational goals clearly defined and understood?
- Are employees provided with the tools and resources needed to succeed?
- Is the company's structure supporting its goals?
- Are problems addressed quickly and appropriately?
- Do employees understand the organization's mission and values?
- Are managers providing effective leadership and feedback?

We Are Committed To Career Opportunities For All



P.O. Box 2229
Corona, CA 92878
www.allamericanasphalt.com

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

- Are circumstances outside the organization's control affecting results?

These questions can reveal whether the problem is related to an individual, a team, a manager or the organization itself.

Accountability and Support Must Work Together

Accountability is essential to a successful organization, but accountability should not be confused with blame. Employees should be responsible for meeting clearly defined expectations, but leaders must also be responsible for providing the support necessary for success.

When an employee fails to meet a goal, the appropriate response may be additional training, clearer direction, better communication or a change in responsibilities. In other situations, the problem may involve a lack of effort or repeated failure to perform. Effective leaders must be willing to address those situations as well.

The most successful organizations combine high expectations with meaningful support. Employees should know what is expected of them, receive regular feedback and understand how their work contributes to the larger goals of the company.

The Importance of Communication and Continuous Improvement

Poor communication is a common cause of unmet expectations. Goals may not be documented, responsibilities may be unclear and employees may hesitate to raise concerns until problems become serious. Regular communication allows managers and employees to identify obstacles before deadlines are missed.

Organizations should also learn from their mistakes. When a project falls short, leaders should focus on understanding what happened and what can be improved—not simply assigning blame.

Ultimately, success depends on people understanding their roles, having the necessary resources and working toward common goals. Companies that combine clear communication, accountability and continuous improvement are better positioned to solve problems, improve performance and achieve long-term success.

Companies that learn to do this create more than better performance. They create a culture of accountability, communication and continuous improvement—one in which employees are more likely to understand what is expected, ask for help when needed and contribute to the long-term success of the entire organization.

We Are Committed To Career Opportunities For All



Betts Express

1776 All American Way
Corona, CA 92878

www.allamericanasphalt.com

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

We Are Committed To Career Opportunities For All



More Truck Lines

1776 All American Way
Corona, CA 92878

www.allamericanasphalt.com

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

We Are Committed To Career
Opportunities For All



O.T.M. Trucking, Inc.

1776 All American Way
Corona, CA 92878

www.allamericanasphalt.com

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

We Are Committed To Career
Opportunities For All



C.P.R. Trucking Services, Inc.

12825 Arroyo Street
Sylmar, CA 91342

www.allamericanasphalt.com

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

We Are Committed To Career
Opportunities For All



All American Service & Supplies

1776 All American Way
Corona, CA 92878

www.allamericanasphalt.com

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

We Are Committed To Career
Opportunities For All



Ramsey Oil Company

1776 All American Way
Corona, CA 92878

www.allamericanasphalt.com

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

The Most Overlooked Must Do's of Marketing

By Helaine Iris

Everyone knows that *marketing* is really a fancy business term for “putting yourself out there”. And, true to human nature most people have some degree of resistance to becoming as visible as necessary to achieve success. Fact - if you want to make more money - you have to build tolerance and capacity for being “out there” publicly.

The other day I was coaching a client who needs to increase her revenue and wants to ramp up quickly. For homework I asked her to put together a marketing strategy to carry her through the end of the year. She emailed me back in no time with a well

thought out plan that was quite impressive. As I made my way through the details something jumped out at me that was so obvious I couldn't help but share it.

She based her entire plan on “passive” marketing opportunities and had completely left out any “active” engagement with her potential customers. Let me digress and define passive marketing - these are activities like, media promotion, brochures, email blasts, refining websites, starting a newsletter, offering coupons, etc. essentially all the easy things! Things that are effective and belong in any comprehensive plan but are passive and don't ask you to engage with the world and “put yourself out there”.

It's not a coincidence that her plan lacked any “active” activities. What I mean by “active” marketing is: calling prospects, asking for referrals, creating speaking opportunities or introductory classes, showing up at networking events. You know what I mean - all the things you push to the bottom of your “to do” list because you're afraid to put yourself “out there”. She, like most small business owners *wish* that her product will find its way into the hands of her customers without her having to actually sell it.

Here are five reasons I think people are afraid to prioritize “active” marketing and get themselves “out there”:

We Are Committed To Career Opportunities For All



100 Jackson Pike
Gallipolis, OH 45631
www.holzer.org

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, sexual orientation, gender identity, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

We Are Committed To Career Opportunities For All



*100 North Street
Monticello, NY 12701
www.sullivanyny.us*

We are an Anti-Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, sexual orientation, gender identity, national origin, age, disability status, Genetic Information or Testing, Family & Medical Leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

Visibility - Most people have learned to be invisible. Think about it. Most of us are trained from an early age to be seen and not heard. Or, we pick up from our culture that it's conceited to blow out own horn. You've got to reconcile these two conflicting intentions if you want to succeed.

Directness - Most people have an almost allergic reaction to being direct and making an offer. We worry about imposing or being viewed as bossy. If you have a solution to your prospects problem, how are they going to know it if you don't tell them?

Self Confidence - Most people resist expressing themselves and their talents - again, another cultural misinterpretation. Being humble doesn't mean you have to be silent. If you believe 100% in your product and feel passion for it - talk about it.

Structure - Most people greatly resist being managed in any way. If you went

into business for yourself because you value "freedom" - don't confuse freedom with not needing structure - everything needs some sort of structure to survive.

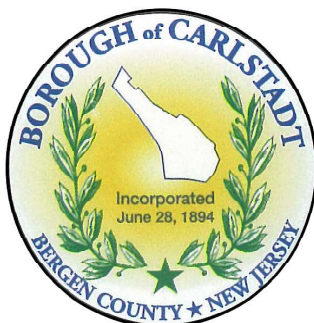
Money - Most people - believe it or not - have limited thinking when it comes to money. If you haven't investigated the beliefs you hold about lack - or wealth for that matter - you can be stopped before you even get out of the gate.

Active marketing does not mean pressuring people or becoming someone you are not. It simply means creating opportunities for genuine conversations. The goal is not to convince everyone to buy from you, but to find the people who need what you offer and make it easier for them to learn about your solution. A thoughtful conversation, a helpful introduction or a well-timed follow-up can often accomplish more than another month spent perfecting a brochure or website.

It is also important to remember that active marketing becomes easier with practice. The first phone call, networking event or presentation may feel uncomfortable, but confidence grows through repetition. Start with small, manageable steps and gradually increase your visibility. The more comfortable you become with explaining your value and connecting with potential customers, the less intimidating "putting yourself out there" will become—and the more opportunities you will create for your business.

So, here's your homework assignment. Take a fresh look at your marketing plan and see if you have a balance of passive and active ways of promoting your business. Challenge yourself to up the ante on the active side and I would bet you'll make more money by the end of the year. I'd love to hear what difference this makes - please share your thoughts or results with me!

We Are Committed To Career Opportunities For All



500 Madison Street
Carlstadt, NJ 07072
www.carlstadtnj.us

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, sexual orientation, gender identity, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

We Are Committed To Career Opportunities For All



545 South Second Street
Louisville, KY 40202-1801
www.ymcalouisville.org

We are an Anti-Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

Time Management for Managers: Urgent Vs Important

By Helen Wilkie

As a new manager, you are probably adding considerably to your own stress level by confusing the two ideas of urgency and importance. In his seminal book “The 7 Habits of Highly Effective People,” Steven Covey gave us a four quadrant matrix, which is still very helpful today. Let me take you through the four quadrants and talk about the differences.

Quadrant: important and urgent

Of course, I can’t tell what falls into that quadrant for you, in your managerial position, but you can.

Take a look at the tasks on your daily to do list right now, and ask yourself: is this important and is it urgent? Urgent tasks tend to automatically add stress, and they also tend to take a high priority in your work day whether that is warranted or not.

Quadrant 2: important but not urgent

An item in this quadrant might be an important report, for example, that you need to produce. But you don’t have to do it for the next two to three weeks, so it’s not urgent — yet.

Quadrant 3: urgent but not important

This is where all the unnecessary stress lies! Just because it’s urgent to somebody else doesn’t automatically make it important to you. This is where we take on other people’s priorities, where we try to catch the balls others have dropped. Be very careful about how much of your work falls into this quadrant.

Quadrant 4: not important and not urgent

Take a good look at those. Sometimes someone will create and submit a report regularly for many years, and nobody stops to realize it no longer

We Are Committed To Career Opportunities For All



200 West Douglas Avenue
Jacksonville, IL 62650
www.jacksonville.gov

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, sexual orientation, gender identity, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

has any relevance or importance! So you may be still doing it, but it's not important and it's not urgent. If you suspect that's the case, discuss it with the person you are submitting it to and find out if there's a better way of conveying the information.

The fact is that if it's in this quadrant, if it's not important and it's not urgent, you should stop doing it!

Some people believe most of your efforts should go into the tasks in Quadrant 1, but I disagree with that. I like to see most of my activities fall into segment 2: important but not urgent. If that important report isn't due for another two or three weeks, I have time now to do it properly and to give it the effort that it requires without going into a panic because it's urgent. So if you concentrate your time and effort here, many things will never get to Quadrant 1 because they'll be done before they become urgent — and as a manager, that's the way you want it.

So look at your current to do list and put each item in one of these quadrants. Do this every day and it will help you to distinguish between the importance and the urgency of everything on your list. That in turn will help you get the important things done on time, and greatly reduce your stress level.

We Are Committed To Career Opportunities For All



SUWANNEE COUNTY SHERIFF'S OFFICE

200 South Ohio Avenue, Suite 105
Live Oak, FL 32064

www.suwanneesheriff.com

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

We Are Committed To Career Opportunities For All



NATCHITOCHES PARISH SHERIFF'S OFFICE

200 Church Street Suite 100
Natchitoches, LA 71457-4673
www.npsheriff.org

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

*We Are Committed To
Career Opportunities For All*



GILMAN

5407 Roland Avenue
Baltimore, MD 21210-1927
www.gilman.edu

We are an Anti-Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, sexual orientation, gender identity, national origin, age, disability status, Genetic Information or Testing, Family & Medical Leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

Creating a Culture of Belonging in Schools

America's classrooms are more linguistically and culturally diverse than ever before. According to the U.S. Census Bureau, millions of children speak a language other than English at home, bringing hundreds of different languages and cultural traditions into our schools. This diversity enriches the learning environment, but it also presents challenges for students, teachers and families. Fortunately, with patience, understanding and effective communication, schools can create classrooms where every student has the opportunity to succeed.

Assume Ability, Not Limitation

One of the biggest mistakes educators and students can make is assuming that a student with limited English-speaking skills also has limited academic ability. Many multilingual students have strong reading, writing and problem-solving skills in their native language and are fully capable of mastering challenging subjects. Learning English takes time, but it should never be confused with a student's intelligence or potential.

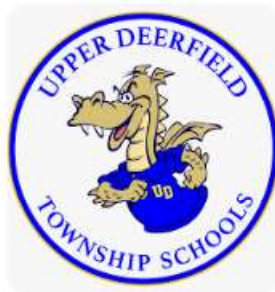
Teachers should maintain high expectations while providing the

support students need to succeed. Encouragement and patience help build confidence and create an environment where students feel comfortable participating in class.

Communicate Clearly

Teachers can make learning easier by speaking clearly, using simple language when introducing new concepts and checking frequently to make sure students understand. Important instructions should be written as well as spoken whenever possible. Visual aids, demonstrations and examples can also help bridge

We Are Committed to Career Opportunities for All



1385 Highway 77
Seabrook, NJ 08302
www.udts.org

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, sexual orientation, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

**We Are Committed To
Career Opportunities For All**



Niagara Falls City School District

Learning For All... Whatever It Takes

630 66th Street
Niagara Falls, NY 14304
www.nfschools.net

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, sexual orientation, gender identity, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

**We Are Committed To
Career Opportunities For All**



**Sullivan County
School District**

777 South Street, PO Box 240
Laporte, PA 18626
www.sulcosd.k12.pa.us

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, sexual orientation, gender identity, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

language gaps and improve comprehension for all students.

Students should also feel comfortable asking questions without fear of embarrassment. A classroom where questions are welcomed encourages learning and reduces misunderstandings.

Build Partnerships with Families

Communication should extend beyond the classroom. Many parents whose first language is not English want to be actively involved in their children's education but may face language barriers themselves. Schools can strengthen these partnerships by providing translated materials when appropriate, offering interpreter services during conferences and using multilingual communication tools to keep families informed.

When schools and families work together, students benefit from greater support both at home and in the classroom.

Use Technology as a Helpful Tool

Technology has made communication easier than ever. Translation apps, multilingual educational platforms and artificial intelligence can help students understand assignments, build vocabulary and communicate more effectively with teachers and classmates. However, technology should complement—not replace—good teaching and personal interaction. Teachers should review AI-generated translations carefully, since automated tools may not always capture the correct meaning or educational context.

Create a Culture of Respect

Language differences should never become a source of isolation or discrimination. Schools should encourage students to appreciate the many languages, cultures and experiences represented in their classrooms. Group projects, peer mentoring and multicultural activities help students learn from one another while developing respect, empathy and teamwork.

Ultimately, every student deserves to feel welcomed, respected and capable of succeeding. When schools combine clear communication, high expectations and an inclusive learning environment, language differences become opportunities for growth rather than obstacles to learning. In today's interconnected world, helping students communicate across cultures is not simply an educational goal—it is an essential life skill that prepares them for college, careers and responsible citizenship.

It's Never Too Late to Earn a Degree

Many people believe that returning to school is something you do only in your late teens or early twenties. In reality, earning a degree later in life has become increasingly common. Whether you want to advance in your current career, change professions or simply achieve a lifelong goal, going back to school can be one of the best investments you make in yourself. Today's colleges and universities recognize the needs of adult learners and offer flexible programs that make higher education more accessible than ever.

According to the U.S. Bureau of Labor Statistics, higher levels of

education are generally associated with higher earnings and lower unemployment rates. As technology continues to reshape the workplace, many employers are looking for people who are willing to learn new skills and adapt to changing industries. A degree, certification or advanced training can improve your job security while opening the door to new opportunities.

Experience Is an Advantage

One of the greatest strengths older students bring to the classroom is experience. Years spent working, managing projects, solving problems

and interacting with people provide practical knowledge that often enhances learning. Adult students are typically more focused because they have a clear purpose for returning to school. They are investing in their future and understand the value of education.

Life experience also helps students see connections between classroom lessons and real-world situations. Many adult learners actively participate in discussions, contribute valuable perspectives and often perform well because they are motivated to succeed.

We Are Committed to Career Opportunities for All



730 South Main Street
Wilkes Barre, PA 18711-0376
www.wbasd.k12.pa.us

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, sexual orientation, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

We Are Committed to Career Opportunities For All



SCHOOL DISTRICT
OF CUBA CITY

101 N. School Street
Cuba City, WI 53807
www.cubacity.k12.wi.us

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

We Are Committed To Career Opportunities For All



141 Opal Lane
Montross, VA 22520
www.wmlcps.org

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, ethnic or national origin, sex, pregnancy, childbirth or related medical conditions, age, marital status, sexual orientation, gender identity, disability status, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

New Career Opportunities

Returning to school can also provide an opportunity to begin a completely new career. Many growing industries—including healthcare, information technology, cybersecurity, artificial intelligence, data analytics and project management—are actively seeking qualified professionals. For those who feel unfulfilled in their current careers, education can provide the knowledge and credentials needed to make a successful transition.

Even if you choose to remain in your current profession, additional education can improve your chances of promotion, increase your earning potential and prepare you for leadership positions.

Flexible Learning for Busy Adults

Education has changed dramatically over the past decade. Many colleges now offer online, evening, weekend and hybrid programs that allow students to balance school with work and family responsibilities. Digital textbooks, virtual classrooms and AI-powered study tools have made learning more flexible and convenient than ever before.

Financial concerns should not discourage prospective students. Grants, scholarships, employer tuition assistance, payment plans and federal financial aid are available to many adult learners. In addition, some organizations offer scholarships specifically for students returning to school after spending years in the workforce.

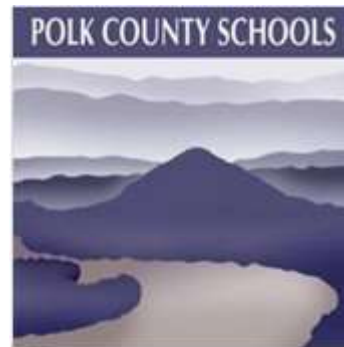
Believe in Yourself

The biggest obstacle for many adults is not the coursework—it's self-confidence. Some worry that they have been away from school too long or that they will be surrounded by younger students. In reality, today's classrooms include students of all ages and backgrounds. Colleges understand that adult learners have different needs and often provide academic advising, tutoring and career counseling designed specifically for them.

Like any worthwhile goal, returning to school requires commitment and perseverance. The first few weeks may seem challenging, but confidence grows with each class completed and each new skill mastered.

Education is an investment that continues to pay dividends throughout your life. Whether you want to earn a promotion, start a new career or fulfill a lifelong dream, it is never too late to learn. Your experience, determination and willingness to grow may become your greatest advantages as you build the next chapter of your personal and professional journey.

We Are Committed To Career Opportunities For All



P.O. Box 665
Benton, TN 37307

www.polkcountyschools.com

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, sexual orientation, gender identity, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

We Support The Hiring And Advancement Of All Minorities



3755 Church Street
Zachary, LA 70791-3854
www.zacharyschools.org

We are an Equal Opportunity Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, sexual orientation, gender identity, national origin, age, disability status, Genetic Information or Testing, Family & Medical Leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

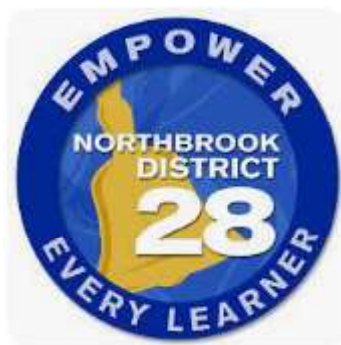
We Are Committed To Career Opportunities For All



6300 Shingle Creek Parkway Suite 286
Brooklyn Center, MN 55430
www.bccs286.org

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, sexual orientation, gender identity, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

We Support The Hiring And Advancement Of All Minorities



1475 Maple Avenue
Northbrook, IL 60062-5497
www.northbrook28.net

The School District shall provide equal employment opportunities to all persons regardless of their race, color, religion, creed, national origin, gender, sexual orientation, gender identity, age, ancestry, marital status, arrest record, military status, order of protection status, unfavorable military discharge, citizenship status provided the individual is authorized to work in the United States, use of lawful products while not at work, being a victim of domestic or sexual violence, genetic information, physical or mental handicap or disability, if otherwise able to perform the essential functions of the job with reasonable accommodation, pregnancy, childbirth, or related medical conditions, credit history, unless a satisfactory credit history is an established bona fide occupational requirement of a particular position, or other legally protected categories.

*We Are Committed To
Career Opportunities For All*



11279 West Grier Road
Marana, AZ 85653-9609
www.maranausd.org

We are an Anti-Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, sexual orientation, national origin, age, disability status, Genetic Information or Testing, Family & Medical Leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

How Important Is Cultural Diversity in Your Child's School?

As the United States becomes increasingly diverse, the question of cultural diversity in schools is more important than ever. A school is not only a place where students learn mathematics, science and history. It is also one of the first places where young people learn how to communicate, cooperate and build relationships with people whose backgrounds and experiences may be different from their own.

Today, public schools reflect a wide range of racial, ethnic, cultural and

linguistic backgrounds. According to the National Center for Education Statistics, between 2012 and 2022 the percentage of Hispanic students in public schools increased from 24% to 29%, while the percentage of White students declined from 51% to 44%. The share of students identifying as two or more races also grew significantly. These changes mean that many students are growing up in classrooms that are more diverse than those experienced by previous generations.

Diversity Can Prepare Students for the Real World

Students who learn alongside classmates from different backgrounds have opportunities to develop broader perspectives. They may encounter different languages, family traditions, cultural experiences and ways of approaching problems. These experiences can help students develop communication skills, empathy and the ability to work with people who may not share their experiences.

We Are Committed To Career Opportunities For All



WHITERIVER UNIFIED SCHOOL DISTRICT

959 South Chief Avenue
P.O. Box 190
Whiteriver, AZ 85941-0190
www.wusd.us

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, sexual orientation, gender identity, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

This preparation is increasingly important. Colleges, workplaces and communities are becoming more interconnected, and students will likely work with people from many different backgrounds throughout their lives. A diverse classroom can provide an early opportunity to learn how to listen, cooperate and resolve disagreements respectfully.

However, simply having students from different backgrounds in the same building does not automatically create a positive learning environment. Diversity is most beneficial when schools intentionally create a culture of respect and meaningful interaction.

Diversity Requires More Than Numbers

Parents should look beyond enrollment statistics when evaluating a school's approach to diversity. A

school may have a diverse student population but still fail to create an environment where every student feels valued and included.

Effective schools establish clear expectations for respectful behavior and respond consistently to bullying, harassment and discrimination. Teachers can also encourage students to consider multiple perspectives in classroom discussions and create group activities that allow students with different experiences and strengths to work together.

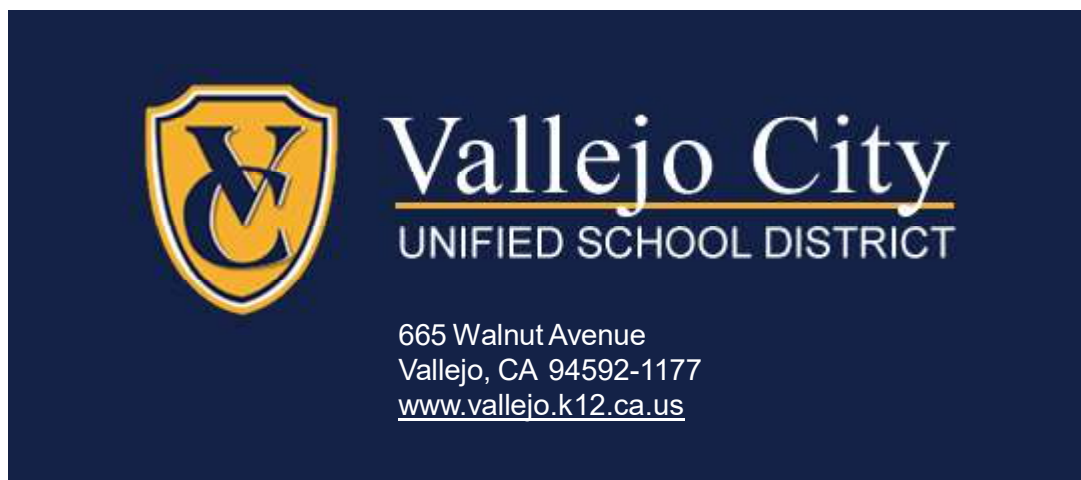
Diversity should also be reflected in the curriculum. History, literature and social studies can provide opportunities for students to examine events and ideas from multiple perspectives. The goal is not to favor one group over another, but to give students a fuller understanding of the world they live in.

Achievement and Opportunity Still Matter

Cultural diversity is only one part of the larger challenge facing American education. Schools must also address differences in academic achievement and access to opportunity. Recent national assessments have shown continued concerns about student performance in mathematics and reading, with the greatest challenges often affecting students who already face economic and educational disadvantages.

The most effective response is not a single program or short-term initiative. Schools need strong instruction, effective teachers, appropriate academic support and early intervention when students begin to fall behind. Students who are English learners or have disabilities must also receive meaningful access to rigorous academic and career opportunities.

We Are Committed To Career Opportunities For All



We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, sexual orientation, gender identity, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

**We Are Committed To Career
Opportunities For All**



**MONTEBELLO UNIFIED
SCHOOL DISTRICT**

123 South Montebello Boulevard
Montebello, CA 90640-4729
www.montebello.k12.ca.us

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

**We Are Committed To Career
Opportunities For All**



1825 Shafter Road
Bakersfield, CA 93313-9766
www.generalshafter.org

We are an Anti Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, national origin, age, disability status, genetic information or testing, family & medical leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

Federal education guidance emphasizes that students with disabilities and English learners must have equal access to educational programs and opportunities.

The Role of Teachers and School Leaders

Teachers play a central role in creating an inclusive school environment. They must be prepared to teach students with different cultural experiences, learning needs and levels of language proficiency. This does not mean lowering academic expectations. Rather, it means finding effective ways to help every student reach high standards.

School leaders set the tone. A principal who expects respectful behavior, encourages open communication and supports teachers in addressing bias can have a powerful influence on the entire school community. Diversity should not be limited to an annual cultural celebration or a special event. Those activities can be valuable, but inclusion should be part of the daily life of the school.

Artificial intelligence and digital technology are also creating new challenges. AI tools are increasingly being used in education, but schools must ensure that technology is accessible, used responsibly and does not reinforce existing inequalities. Students need both digital skills and the critical-thinking ability to question information, recognize bias and use technology ethically.

Creating Schools Where Every Student Can Learn

A diverse student body can be a tremendous educational advantage, but diversity alone is not enough. Students need to feel safe, respected and supported. They need access to qualified teachers, challenging coursework and the resources necessary to succeed.

The most successful schools recognize that students do not all begin with the same experiences or challenges. Their responsibility is not to make excuses for low expectations, but to ask a more productive question:

What does each student need in order to succeed?

Cultural diversity prepares students for the world beyond the classroom. When schools combine diversity with high expectations, strong teaching, respectful relationships and equal opportunity, they do more than educate students academically. They prepare young people to participate in a complex, multicultural society—and to contribute to a future in which differences are not barriers to cooperation, but opportunities for learning and growth.

We Are Committed To Career Opportunities For All



CEDAR FALLS COMMUNITY SCHOOL DISTRICT

1002 West 1st Street
Cedar Falls, IA 50613-2299
www.cfschools.org

We are an Anti-Discrimination Employer, who fully and actively supports equal access for all qualified applicants, regardless of race, color, religion, gender, sexual orientation, gender identity, national origin, age, disability status, Genetic Information or Testing, Family & Medical Leave, protected veteran status, or any other characteristic protected by law, and prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

We Are Committed To Career Opportunities For All



ACTION PET

Concord Feed & Fuel, Inc.
228 Hookston Road
Pleasant Hill, CA 94523

We are a contractor which does business with the government, and as such we are required to take affirmative action to ensure that equal opportunity is provided in all aspects of employment. We strongly encourage women, minorities, individuals with disabilities and veterans to apply to all of our job openings. We are an equal opportunity employer and all qualified applicants will receive consideration for employment without regard to race, color, religion, gender, sexual orientation, gender identity, or national origin, age, disability status, Genetic Information & Testing, Family & Medical Leave, protected veteran status, or any other characteristic protected by law. We prohibit Retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government. In order to comply with the various federal regulations. We invite applicants to voluntarily self-identify their gender, race, ethnicity, veteran status and if you have a disability and will not be used against you in anyway.

Somos contratistas que hacen negocios con el gobierno y, como tales, estamos obligados a tomar medidas afirmativas para garantizar la igualdad de oportunidades en todos los aspectos del empleo. Alentamos a las mujeres, las minorías, las personas con discapacidades y los veteranos a postularse a todas nuestras ofertas de trabajo. Somos un empleador con igualdad de oportunidades y todos los solicitantes calificados recibirán consideración para el empleo sin distinción de raza, color, religión, género, orientación sexual, identidad de género o nacionalidad, edad, estado de discapacidad, información y pruebas genéticas, licencia familiar y médica, estado de veterano protegido o cualquier otra característica protegida por la ley. Prohibimos las represalias contra las personas que presenten una queja, verbalmente o por escrito, ante el empleador o el gobierno. Para cumplir con las diversas reflexiones federales. Invitamos a los solicitantes a que voluntariamente identifiquen su género, raza, origen étnico, estado de veterano y si usted tiene una discapacidad y no será utilizado en su contra de ninguna manera.