

John J. Heldrich Center for Workforce Development

research brief

Graduating to Success in Employment: How Social Media Can Aid College Students in the Job Search

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This issue brief, the second in a series, explores how college career service centers can assist college students and recent college graduates in using social media as part of their job search.

Introduction

A groundbreaking survey from the John J. Heldrich Center for Workforce Development at Rutgers University found that recent college graduates, like many others across the United States, are struggling in today's job market. Only a little over half of recent college graduates are working in full-time jobs. Additionally, half are working in jobs that do not require a B.A. or B.S. degree. And while 75% believe their college education helped prepare them to be successful in their careers, 58% of recent college graduates say that their college's career planning offices did not do well in helping them to prepare for their job search.¹

There is no doubt that the nation's college career service centers provide critical support to students and recent graduates. A review by the Heldrich Center of 150 higher education institutions showed that U.S. colleges and universities are offering a plethora of services to students and alumni, including workshops and advice on résumé writing, interviewing skills, and internship and employment

opportunities, to name but a few. However, relatively few colleges are tapping into social media as a channel for job search. And a number of those that do are approaching it from an alarmist perspective, emphasizing the hazards and negative consequences of social networking, and neglecting to focus on the positive aspects of using social media for the job search. The failure of college career centers to educate students about using social media for job search is troubling when one considers the fact that approximately 41% of college seniors use some form of social media in their search for employment,² and 89% of hiring managers use or plan to use social media to find workers.³

With national unemployment rates still hovering above 9% as of July 2011⁴ and fierce competition for the scarce jobs available, it is vital that job seekers position themselves as strong, viable candidates for employment. This is especially true of college students just entering the labor market. In order to improve their employment prospects, students and recent college graduates need to be aware of, and tap into, **all** options that are available to them, including using social media as part of their job search. Thus, it is critical that college career centers integrate social media into their menu of services as a complement, rather than a substitute, to other, more traditional job search strategies.

This issue brief discusses the value of social media in the job search and offers a glimpse of various types of social networking options. It then provides some practical steps and advice that college career centers can take to weave social media into their ongoing activities. Interspersed throughout the brief are examples of individuals who have had success using social media to find employment as well as short profiles of universities that are doing an exemplary job informing their students of the value of using social media for job search.

The Importance of Social Media for Employers and College Students

Employers today are increasingly using social media to find and recruit workers as opposed to spending company resources advertising on job boards like CareerBuilder or Monster or using head hunters to find ideal employees. According to a Jobvite survey, 89% of human resources (HR) managers use or plan to use social networking to find employees.⁵ Additionally, 64% of employers have used social media to successfully recruit workers.⁶ Employers are finding it is faster, easier, and more cost effective to advertise their jobs on social media sites like LinkedIn, and are searching LinkedIn's member profiles for employees who best match their needs. They are also advertising job openings on Twitter and driving applicants to their own Web sites to apply. Finally, employers are utilizing social media and fledgling companies like Social Intelligence to screen job applicants by exploring their online lives and histories.

Students, meanwhile, are increasingly turning to social media for their job search. Today, roughly 31% of college seniors have LinkedIn profiles, while nearly 23% have Twitter accounts. Almost 70% with accounts on both LinkedIn and Twitter report using them for their job search. And how are they using

social media for their job search? Eighty-one percent of college seniors use LinkedIn to distribute their profiles to their network contacts and prospective employers, while almost half use it to research employers.⁷

With the increasing use of social media for seeking employment, researching prospective employers, and finding, recruiting, and screening job candidates, it is imperative that college students and graduates build and maintain a **solid, professional presence** on social networking sites, especially those that focus on jobs and employment. Thus, great responsibility for preparing and guiding students to use social media properly and professionally falls on the shoulders of college and university career center professionals.

Leading the Way: The University of Delaware

Based in Newark, Delaware, the University of Delaware is a state-assisted, privately governed institution offering Associate's, Bachelor's, Master's, Doctoral, and dual graduate programs to over 20,000 students. The university's career services center offers a workshop entitled "Social Media: A Focus on Making it Work" where presenters share their own success stories of using social media to find a job. In addition, the career services center's Web site features a section offering comprehensive information on social media and networking, including tips on using social media in a job search, articles on how to combine social media tools to market a personal brand, as well as many resources on using Facebook, LinkedIn, Twitter, and blogging. The center maintains its own blog, which offers career tips, and also showcases a student-authored blog that features real-life experiences of undergraduate and graduate students seeking jobs. Learn more at <http://www.udel.edu/CSC/socialmedia.html>.

An Overview of Social Media

Simply put, social media enable individuals to find, connect, and communicate with each other via words, pictures, and video. Social media also allow people to visualize their networks, making it easier for them to find and target the right people in their job search. The following are examples of some of the most popular social media tools today, and how employers and job seekers can use them.

LinkedIn (<http://www.linkedin.com/>) is the world's preeminent job-focused social networking application. It allows companies to search for and screen job candidates, as well as post job openings. LinkedIn affords career seekers an opportunity to promote themselves and their abilities, and to research employers.

Facebook (<http://www.facebook.com>) allows employers to post information about their companies and advertise jobs. Job seekers can use Facebook as a platform to promote their work portfolios, including experience, skills, and educational background.

Many companies use **Twitter** (<http://www.twitter.com>) to highlight job openings and direct people back to their Web sites for complete job descriptions and information on applying for positions. Job seekers can use Twitter to brand themselves as subject-matter experts and, thus, generate interest from potential employers. Job seekers can also tap into their networks to search for jobs.

Blogs can be used to build an online work portfolio and show the candidate's knowledge and expertise. Blogs are relatively easy to create and maintain but require time and commitment on behalf of the blogger (the individual writing the blog). Alternatively, job seekers can network into the blogs of experts in the field by posting comments and participating in discussions. This is less

resource intensive than starting a blog and a good way to show expertise and tap into an already established online community.

Slideshare (<http://www.slideshare.net/>) and **Prezi** (<http://www.prezi.com>) provide forums where users can create and/or upload presentations that not only showcase their creativity, but also provide details on their experience, talents, skills, education, and work history.

YouTube (<http://www.youtube.com>) and other video sharing sites such as **Vimeo** (<http://vimeo.com/>) provide job applicants a forum to display their creativity and professional background via video résumés.

Finally, there are numerous other social media sites and applications to keep an eye on, including **Zumeo** (<http://www.zumeo.com>), often described as Generation Y's LinkedIn; **XING** (<http://www.xing.com>), a professional business network boasting more than 10 million members worldwide; and **InternshipRatings.com** (<http://www.internshipratings.com>), a site where college students can learn about internships and provide insights about their firsthand experiences on internships.

Getting Started

Incorporating social media into college career center services and practices can seem overwhelming. Because there are so many options and tools that can be used, it may feel like mastering social media is a full-time job. However, if a more structured approach is taken, college career service offices can break it into more manageable pieces.

Therefore, this brief offers a four-step process for incorporating social media into college career center services, including some concrete steps that can be taken immediately to start taking advantage of this trend.

1. Acquaint yourself with how recruiters and HR staff are using social media to find, connect with, and vet job applicants.

The primary reason job seekers should be using social media for job search is because employers are increasingly using these tools to advertise job openings and source qualified applicants. To effectively advise students on the rules and conventions of digital job search, career services staff must first understand how employers are using these tools.

LinkedIn, the professional social network, has become an invaluable tool to recruiters. Advanced search techniques on LinkedIn allow recruiters and HR personnel to search for qualified applicants based on specific skills, work experiences, degrees, location, etc. They can then reach out directly to those individuals with the right blend of skills

and knowledge, inviting those individuals to apply for openings that have not even been advertised (see sidebar on Jessica Roy's success story). They are also using the LinkedIn "groups" and the "question-and-answer" features to find and source qualified applicants.

LinkedIn is also invaluable as a tool for visualizing networks that were formerly invisible. This makes it much easier for employers to reach out to networking contacts for recommendations.

Companies are also turning to Twitter as a resource for advertising openings.⁸ With the rise in unemployment, jobs advertised on online job boards often result in a huge influx of poorly qualified applicants. Employers are now finding greater success in sourcing quality candidates by advertising links on Twitter that drive applicants to the employer's Web site.

An Employment Success Story

In March 2010, Jessica Roy was a senior at New York University (NYU), finishing her Bachelor's degree in journalism and new media. She wanted to find work in her dream city — San Francisco, California — but was graduating into an economy that was in the depths of recession. She turned to social media to help her find work.

On March 9, 2010, she posted an entry on her blog entitled, "Dear San Francisco Employers: Please Hire Me."⁹ In it, she provided reasons to hire her, including links to her online portfolio and work samples. She then used her Twitter account to broadcast the link to her blog post.

Within an hour of Jessica's initial tweet, Dave Winer, an NYU professor, re-tweeted the link to his over 50,000 followers with a comment that San Francisco employers should take a look at this candidate. Within two hours, six San Francisco-based businesses had contacted Jessica to express interest in interviewing her. She had already planned a trip to San Francisco for the end of March, so she scheduled first interviews with three of the companies that had contacted her.

By April 5, Jessica had a job offer from Context Optional, a small San Francisco-based start-up offering \$45,000 per year, full benefits, and company stock options, working as a community manager for the company's social media efforts. She began the job on June 5, 2010. Recently, a recruiter at Google found Jessica's profile on LinkedIn and reached out to ask her to interview for an associate editor position. Clearly, social media job search has its rewards.

There are also large numbers of recruiters and HR staff who are using Twitter, blogs, and other social media to discuss social media strategies, including how they are using sophisticated Google search techniques to find the best applicants.

College career services staff need to educate themselves about these strategies and understand how social media is changing job recruitment so that they are better able to advise students and alumni on how to use social media in their careers.

2. Start using social media personally.

The best way to understand social media is to use it yourself. At a minimum, career services staff should:

- *Set up a personal LinkedIn profile.* Use your profile to begin exploring the process of making connections, researching companies and organizations, and participating in LinkedIn groups. Be sure to find and join existing LinkedIn groups related to HR, recruitment, and specific industries served by your institution. You can also “follow” key companies that may recruit through your college or university. With a LinkedIn profile, you can also begin learning about how to use other LinkedIn features, such as “recommendations” and “questions and answers”.
- *Set up a Twitter account.* Recruiters and HR staff, especially at large companies, are extremely active on Twitter. The only way for you to follow their discussions and learn more about how they are using social media is for you to create an account on Twitter and begin following these conversations. Although later you may want to set up a career services Twitter account, you will first want to experiment with a personal account that allows you to explore the conventions and strategies of using Twitter before venturing into an institutional account.

What is Digital Dirt?

You’ve certainly heard the phrase, “What happens in Vegas, stays in Vegas.” Well, the same is true for the way people conduct themselves on the World Wide Web: “What happens on the Internet, stays on the Internet.”

Digital dirt is essentially information — sometimes useful, other times damaging — about you that is available on the Internet: your photos, your contributions to message forums, your blogs, your rants and raves, your musings. It’s all out there for the world and for employers to see.

For more information about digital dirt, and cleaning up one’s online image, view the following webinar:

<http://www.discoverabilitynj.org/2011/03/cleaning-up-your-digital-dirt-presentation-and-follow-up-links.html>

- *Get on Facebook.* Although Facebook is not the best place to find job leads or network for employment, it is the social network of choice for college students. It is also the network that employers turn to when they are trying to dig up “digital dirt” (see above sidebar on digital dirt). Career services staff should join Facebook to explore its privacy features and to understand how the network works so that they are able to effectively advise students on its use in the job search.
- *Regularly read HR-related blogs.* Many of the most well-known HR bloggers routinely discuss social media use in the recruitment and screening process, giving a real-life, behind-the-scenes look at how social media is affecting HR. Start with this list of the top 10 HR-related blogs, available at <http://tribehr.com/2011/05/13/top-10-hr-blogs/>. You can also see who these bloggers reference in their blogs to add additional bloggers to your reading list.

It is difficult to fully understand and appreciate how social media tools work and how they are used in the job search process if you do not have personal, first-hand experience in using the tools. Although it's tempting to get by on just reading articles and having "institutional" accounts on the various platforms, college career services staff will not be as effective in their work if they do not begin using the tools themselves.

3. Begin using social media tools to promote events, share information, and begin developing communities and connections.

As staff develop greater skill with and understanding of social media tools, the career services office can begin experimenting with using social media to communicate with students and employers. Social media is particularly effective for sharing multimedia (such as videos, photos, and online articles), as well as for facilitating online communities of support.

Some strategies to try include:

- *Create LinkedIn groups for students, alumni, and employers.* Use your groups to provide links to interesting articles, to promote upcoming events and activities, to share tips and techniques for job search, and to pass along job openings that might be of interest to students and alumni.
- *Set up a Facebook "fan page" for your career services office.* Fan pages on Facebook allow organizations to engage Facebook users in discussions and to promote events. With your fan page, you can share photos, videos, and interesting links with students, employers, and alumni. You can also use your fan page to promote events and allow students to register online for upcoming activities. Fan pages can also be a way for students to ask questions and receive responses from career services staff.
- *Create a YouTube career services "channel."* Organizations can create their own channels on YouTube, the popular video-sharing site. Videos of up to 15 minutes can be uploaded and shared with students and alumni, allowing institutions to, for example, share "how-to" videos on answering various interview questions. Through your channel, you can also find and share other useful job search-related videos with your channel's subscribers.

Leading the Way: Rochester Institute of Technology

Located in suburban Rochester, New York, Rochester Institute of Technology is a private, coeducational technical university with nine colleges and institutes, and offers over 90 different Bachelor's degree programs. The Office of Cooperative Education and Career Services provides a link to Job Start 101, a video resource that was produced by The Business Roundtable and HR Policy Association. The modules include information on online branding as well as being mindful of one's online professional image. The office's Web site provides an article on its blog, Career Matters, which details how blogging can lead to career opportunities. The site also provides information on using LinkedIn to network and make connections, tips, and recommended LinkedIn groups to join. The career services office has offered two workshops ("10 Secrets to Getting a Job Using Social Media" and "Alumni Connections: Using Social Media and the RIT Online Community for Career Success") as well as one summer workshop ("Alumni Career Clinic: Using Social Media for Career Success"). Ever on the cutting edge of technology, Rochester Institute of Technology's career services office is launching a mobile site for students. Visit <http://www.rit.edu/emcs/oce/students> for more information.

An Employment Success Story

Tara Clapper is presently pursuing her Master's degree in publishing at Rosemont College, a small Catholic college located outside Philadelphia. When she started her studies at Rosemont on a part-time basis, Tara worked as a journal production editor for an academic publishing company.

Recently she quit her job with the publisher to become a full-time freelance writer specializing in a variety of subjects, including social media, music, Irish culture and history, real estate, dating/weddings, religion, among many others. She has successfully nurtured her business, <http://www.tarawrites.com>, and has expanded a loyal and extensive client base via her extensive social media efforts. Her talent and social media savvy have landed her gigs with Yahoo! Sports, TV, and News; CultureMob; Examiner; and Demand Media, and have enabled her to fulfill her dream job of being a freelancer.

- *Create a Slideshare account and "channel."* Slideshare is a presentation-sharing Web site that allows users to upload and share PowerPoint presentations. Organizations can create their own channels where they can then upload a variety of PowerPoint presentations on job search techniques. Audio tracks can also be added to presentations so that they can be "narrated." Users can also find and share presentations created by others that may be useful for their audiences.
- *Recruit students and/or graduates to blog about their job search experiences.* Many colleges and universities effectively use student blogs as a way to recruit new students. So, why not carry over this practice to students or alumni who are seeking employment? They can share their successes, struggles, and triumphs of pounding the pavement (and surfing the Internet) searching for jobs. What did they learn? What would they do

differently? What worked? What didn't work? Let them tell their stories and, thus, pass their knowledge along to their peers.

- *Consider podcasts.* Podcasts are audio files that can be downloaded to an MP3 player or smartphone or listened to on a computer, allowing students to listen to information on their own time. Podcasts are fairly easy and inexpensive to create and can be uploaded to iTunes, where many students already go for music. Keep podcasts short (no more than three to five minutes), snappy, and conversational.

As you experiment with various social media strategies, be sure to engage your communities in helping you to identify what platforms work best for them and what types of information and discussion they are most interested in online. You can use online polling tools like Survey Monkey (<http://www.surveymonkey.com>), Qualtrics (<http://www.qualtrics.com>), or Zoomerang (<http://www.zoomerang.com/>) to glean feedback in a confidential environment. This information can help you refine and improve your social media strategy.

4. Start teaching students and alumni how to use the tools for job search.

There are a number of ways college career services staff can begin educating students and alumni on how to use social media in the job search.

- *Find and share existing presentations on using social media for the job search.* Don't feel compelled to reinvent the wheel. There are already thousands of great presentations available on how to use social media in the job search. Rather than producing your own, take the time to do some online searches for archived webinars, podcasts, "how-to" blog articles, videos, Slideshare presentations, etc. Then compile these resources online and share the links with students and alumni. You can also promote the links through your social media channels, such

as your LinkedIn groups and Facebook fan page.

- *Incorporate social media into existing job search workshops and trainings.* While eventually you may wish to do separate trainings on topics like using LinkedIn, to get started with teaching about social media in the job search, it may make more sense to incorporate social media into existing workshops. For example, if you offer a workshop on researching companies, add a section on how to use LinkedIn to conduct research. When you teach students about networking, include LinkedIn, Facebook, and Twitter as examples of online networks and show students how they can leverage these networks for their job search.

Leading the Way: The University of North Carolina at Chapel Hill

The University of North Carolina at Chapel Hill is a public, four-year university and offers Bachelor's, Master's, Doctoral, and professional degrees. University Career Services (UCS) has a section of its Web site devoted to the use of social media in career-related activities, including information about LinkedIn, Twitter, and Facebook. UCS recommends using social media as a part of a larger job search strategy and keeping one's online image professional. The site offers case studies that exemplify how to successfully maximize using social media in searching for a job. During the spring semester, UCS held a workshop entitled "Nothing but NETWORKING" that emphasized the importance of having an online network and understanding how to properly use online networking. UCS maintains three blogs that offer tips and discussions on career-related topics. UCS utilizes Facebook and Twitter to connect with students and keep them informed about services, events, employment opportunities, and career advice. Learn more at <http://careers.unc.edu/students/networking-and-social-media/social-networking.html>.

- *Connect with recruiters and HR staff who may be willing to run workshops on using social media in the job search.* Many HR and recruitment staff are happy to discuss how they use social media in the job search process. If you do such a presentation, consider offering it as a webinar that you can record and archive for later sharing with students and alumni who were unable to attend the live event.

Some Final Words of Advice

As you begin to develop and implement your social media strategy, consider these final guidelines.

1. **Balance your message by discussing both the benefits and disadvantages of social media.** Cautionary messages about social media have their place, but they need to be balanced with positive information as well. Aim to give students a complete picture of social media — the good and the bad. Do not focus solely on all that's wrong with social media when so many employers and individuals see the inherent value in it, and are using it for this purpose daily.
2. **Accentuate the best.** Help students develop an online "brand" that conveys their professionalism, strengths, and talents, and that will attract potential employers. Avoid approaching students with a "Don't do that" perspective. For example, rather than telling them, "Don't waste time on Facebook and Twitter," perhaps encourage them as follows: "There are many social media tools, so you need to consider your options about which social media will be worth with your time when looking for a job." A list of best practices that students should follow when using social media will be far more appealing than a list of do's and don'ts.

An Employment Success Story

Rider University alumna Chris Gazzara spent five years working in nonprofits, academia, and corporations before leaving full-time employment to start a family. When she was ready to return to work on a part-time basis, she spotted a post on Facebook by a former colleague who was seeking a part-time public relations assistant. Chris reached out to her former co-worker and expressed interest in the position. She interviewed with senior management, and was soon hired for the position. Chris was able to arrange a work schedule where she performs all of her tasks remotely, enabling her to continue raising her young children as well as meet the needs of her new employer. The employer, meanwhile, was able to snag a seasoned, versatile, and talented worker who has far exceeded all expectations.

3. **Build communities.** Focus on using social media tools to build a community where students, alumni, and career center staff can interact virtually. While it's tempting to use these channels strictly for one-way communications on events, resources, etc., it's just as important to use them as ways to engage people in conversations. Try asking questions or running polls to draw people into discussions. When people ask you questions, make sure to respond and interact with people through your various channels.
4. **Embrace new tactics.** Students and alumni often find it challenging to attend in-person workshops and seminars. Additionally, many people learn via different methods. Some prefer to read articles. Others prefer to hear a presentation in a workshop setting. So why not share information with them through different communication channels? For instance, try a webinar. They're easy to run. Individuals can participate in webinars from any location that has an Internet and/or telephone connection. You can also archive webinars for individuals who would prefer to listen and view them at other, more convenient times. Or consider taking a presentation and adding narration and music to it and then make it available so that your students can watch it at their leisure. Innovate and put technology to use!
5. **Don't forget about smartphones and mobile apps.** Nielsenwire reports that as of May 2011, 38% of U.S. mobile phone owners have a smartphone and expect smartphones to become the majority by the end of 2011.¹⁰ So why not tap into the endless possibilities that exist? Consider using texting to relay important information or details about events. Instead of simply posting opportunities on your Web site, or in a binder or on a bulletin board at your career center, consider developing a mobile app that highlights those opportunities. You can also use texting to notify students that these new resources exist.
6. **Leverage your resources.** In this era of ever-shrinking budgets, smaller staffs, and hiring freezes, it may be seem overwhelming to consider and implement these recommendations. But remember you've got resources at your fingertips. The technical staff as well as students at your school can assist you in developing podcasts and mobile apps. Consult with your college's computing services department to tap into the innovative students and graduates at your institution. Also keep in mind that there is no need to reinvent the wheel. If you have the wherewithal to create new videos or publications on using social media, then do it. However, many outstanding career videos and print materials already

exist. Rather than developing your own, consider requesting use of those existing materials. Don't have the funds to host webinars? Check with your college to see if there's a webinar service you could use, or explore free webinar services like Vyew (<http://vyew.com/s/>).

7. **Be inclusive.** Keep in mind that that your students and alumni are a diverse group of individuals with a range of backgrounds. Perhaps you'll need to provide information in multiple languages, in alternative formats, or in several formats and communications venues. For example, a hearing-impaired student may not be able to listen to your podcast or hear the audio on your webinar. Therefore, provide a written transcript of the podcast and closed captioning for the webinar. There are a variety of providers that can offer such services for little money. Be open to all possibilities and be prepared to serve the widest audience possible.
8. **Keep your information up-to-date and accurate.** It may sound simple, but it's critical that you ensure the information you're circulating is current. The Heldrich Center's review of college career centers revealed dozens of broken links, or links to incorrect Web sites and information. Spend time verifying all links are working, active, and correct. There's no need to frustrate your job-seeking students and alumni by leading them to wrong or inaccurate information.
9. **What does the future hold?** Finally, don't just focus on the here and now. Keep your eye on new and emerging social media tools and how they can benefit your services. Also keep abreast of changes in the current social media canvas. Social media tools die and evolve. What's free now may suddenly have a fee attached in six months. New features are being added all the time. Recently, LinkedIn unveiled a feature

titled the "Apply with LinkedIn" button that further expedites the job application process. Employers can embed the button in their Web sites, thereby providing a way for LinkedIn members to submit their profile as a résumé. LinkedIn members can also immediately contact members in their network to provide references to their prospective employer. It's a great new resource that didn't exist a few months ago.

Conclusion

With employers increasingly tapping into social media to find and screen workers, and job seekers using social media to search for jobs and research prospective employers, it is critical that college career centers embrace social media tools alongside their traditional offerings and service approaches. It is also important for college career centers to advise students and alumni about the positive aspects of social networking versus focusing solely on its risks and negative consequences. By implementing the strategies presented in this issue brief, college career centers can fully begin to address and meet the disparate needs of students and alumni.

Check it Out!

In conjunction with this brief, the Heldrich Center has set up a wiki where you can access all of the resources mentioned in this publication, along with an array of additional resources on job search and social media. The wiki will be updated on a regular basis, so be sure to bookmark the site on your favorite web browser. You can access the wiki at:

<https://sites.google.com/site/collegesandsocialmedia/>

Resources

Mashable (<http://www.mashable.com>) provides an array of social media news

The Riley Guide (<http://www.rileyguide.com>) is a comprehensive source of employment and job information

Quintessential Careers (<http://www.quintcareers.com>) provides career development information for job seekers, students, coaches and counselors, and those looking to change careers

LinkedIn Graduate Guide for Students (<http://learn.linkedin.com/students>) features video tutorials on building a professional brand, building a professional network, and turning relationships into opportunities, among other topics

CareerOneStop – Social Media in the Job Search features helpful information and links: <http://www.careeronestop.org/jobseekertools/jobseekerchallenge.aspx?category=5&subcategory=&keyword=&searchtab=&recommended=y&recommendedcategory=&recommendedsubcategory=>

CareeRealism features résumé tips, job-hunting guides, webinars, and other resources on social networking and the job search: <http://www.careerealism.com/>

Endnotes

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Did You Know?

You can use your smart phone to take a photograph of the barcode below and immediately visit the Heldrich Center Web site? All you need is a QR (or Quick Response) Reader, a smart phone, and an Internet connection. Learn more at: <http://www.mobile-barcodes.com/qr-code-software/>



About the Heldrich Center

The John J. Heldrich Center for Workforce Development, based at the Edward J. Bloustein School of Planning and Public Policy at Rutgers University, is a dynamic research and policy center devoted to strengthening the nation's workforce. It is one of the nation's leading university-based centers dedicated to helping America's workers and employers respond to a rapidly changing 21st Century economy.

The Center's motto —“Solutions at Work”— reflects its commitment to offering practical solutions, based on independent research, that benefit employers, workers, and job seekers. The Center's policy recommendations and programs serve a wide range of Americans at all skill levels.

Learn more about the Heldrich Center at <http://www.heldrich.rutgers.edu>.

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