

# KARINE WASHBURN

Graphic / Web Designer

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**[www.rivieragraphix.com](http://www.rivieragraphix.com)**

[rivieragraphix@gmail.com](mailto:rivieragraphix@gmail.com)

France +33 7 68 78 06 90

USA /WhatsApp: +1 206 335 6514

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French-American - Based in France

# KARINE WASHBURN

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## QUALIFICATIONS

- Over two decades of experience in graphic and web design
- Expert in layout, typography, and photo editing for print and digital media
- Skilled in eBook, magazine, and book design; HTML and PDF conversion
- Strong knowledge of pre-press and print production processes
- Experienced in multilingual design (English, French, Spanish, Portuguese)
- Adaptable to tight deadlines, budget constraints, and diverse client needs

## PROFESSIONAL EXPERIENCE

### Aviation Supplies and Academics

#### Graphic Designer • Seattle 2016 - 2021

Conceptualized modern book covers and layouts in line with publisher standards. Sourced aviation-related images and created mockups. Edited photos and illustrations for low-res digital adaptations and B/W printing. Converted print books to digital (PDF, EPUB). Produced technical illustrations for aviation textbooks. Designed packaging for pilot supplies and PowerPoint presentations for educational bundles.

### Freelance - Contractor

#### Graphic and web Designer • Seattle 2004 to 2016

Worked with small businesses, schools, organizations, local magazines, marketing and printing companies (*Sands Costner, Sound Business Forms, Industry Sign and Graphics, Seattle Child Magazine, etc.*).

**Summary:** Collaborated with clients on all aspects of projects—from brainstorming business names to defining brand strategy, concept, and design. Created signage/packaging mockups and supported clients through printing and production (quotes, follow-up, final delivery or installation). Worked a wide array of projects from logos to collateral printed materials, packaging, signage, illustrations, website designs/updates, digital newsletters and social media ads. Handled bilingual work in English, Spanish, and French for various clients and organizations.

### ColorsNW Magazine

#### Art Director • Seattle 2006 to 2008

Responsible for layout of featured stories and ad placements. Collaborated with editor and photographers on article visual themes and prepress file preparation. Designed client ads on request. Led the full magazine redesign (cover, masthead, typography, color palette, table of contents, calendar of events, etc.) while maintaining the existing layout until launch. In charge of internal documentation designs: media kits, anniversary event logos, illustrations, invitations, programs, signage, mailers among other tasks.

## AT A GLANCE

- Logo design, brand guidelines, collaterals
- Web design, Wordpress, SEO, social media management
- Book and eBook design
- Magazines, newsletters, reports
- Advertisement for print and web
- Landing pages, email newsletters
- Mailchimp, Google survey forms
- Environmental signage, mockups
- Packaging, prototyping, sketching
- Powerpoint presentations
- Translation, proofreading, voiceover

## SKILLS

- Adobe Creative Suite: InDesign, Photoshop, Illustrator, Lightroom, Dreamweaver, Acrobat
- Microsoft Office: Word, Excel, Powerpoint, Outlook
- Wordpress. Squarespace. Good knowledge of HTML and CSS
- Canva. Aperture. Corel Painter. iMovie. FontExplorer, Suitcase
- Illustration (in different medias)
- Bookbinding skills. Prototyping skills

## EDUCATION

### Associate Degree | Graphic Design and Illustration

Seattle Central Community College - 2005 (Dean's list).

### International Trade Course

Univers. Mirail, Toulouse - France 1995

### Technical Degree | Administration

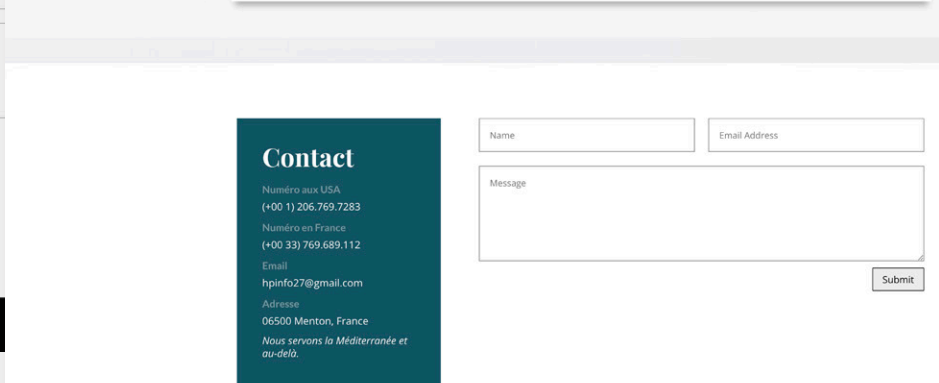
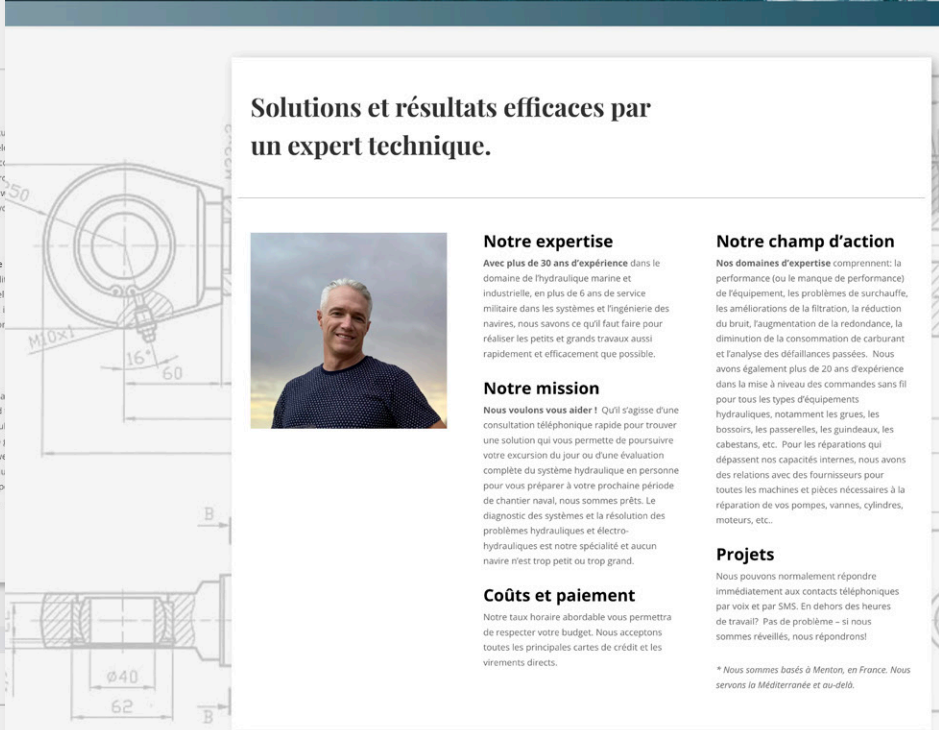
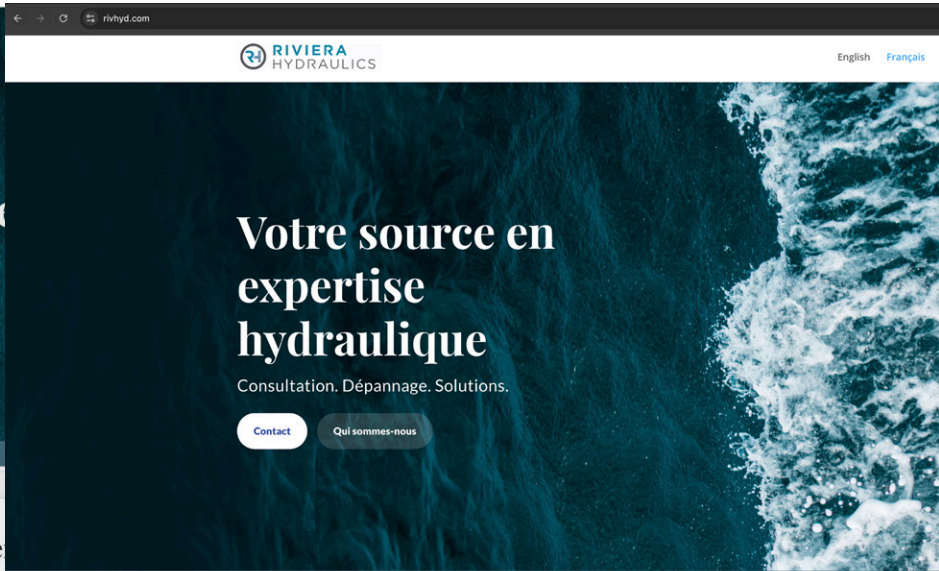
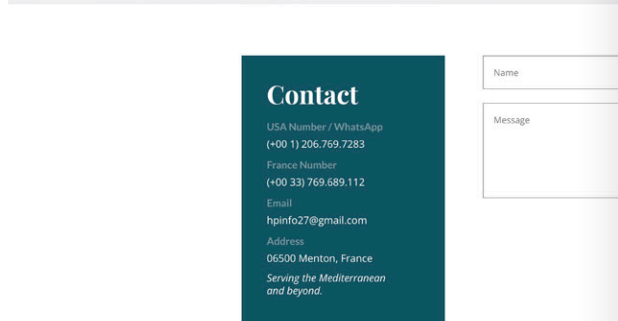
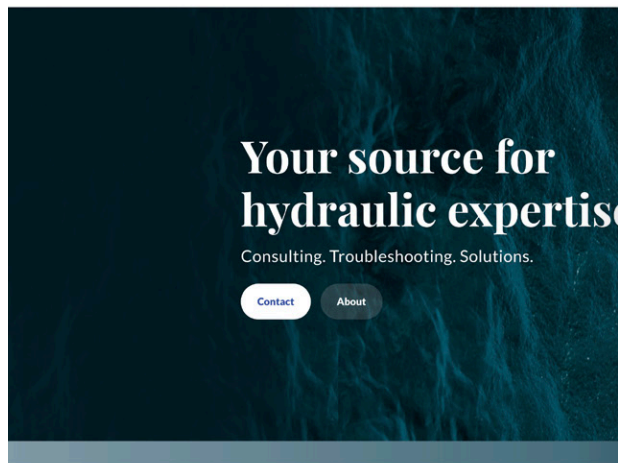
(Honor Roll) Toulouse, France - 1993

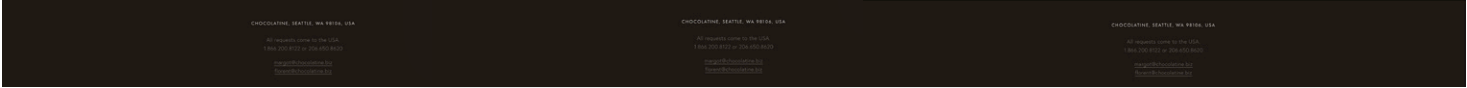
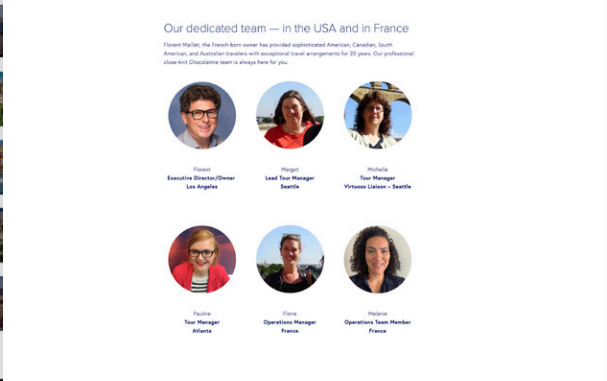
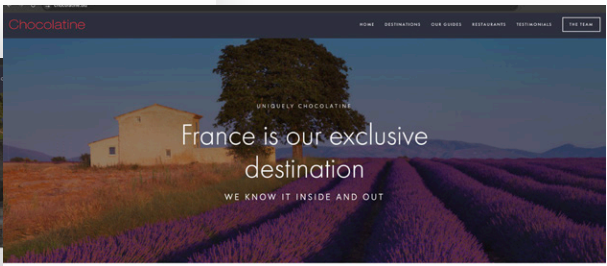
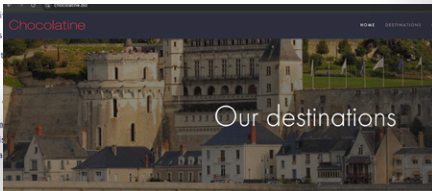
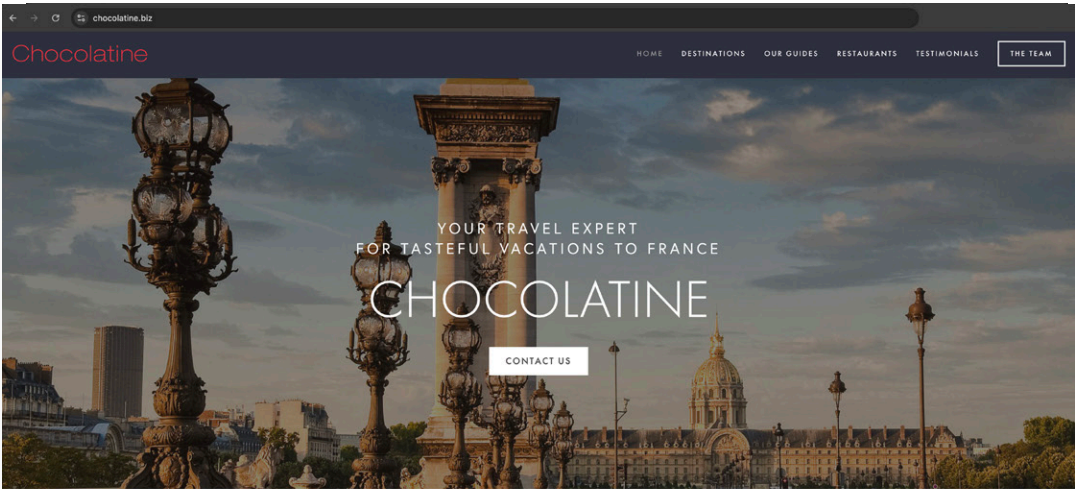
### Technical Degree | Commerce, Accounting and Communications

Toulouse, France - 1991

## LANGUAGES

Fluent in English, French  
Good knowledge of Spanish, Portuguese

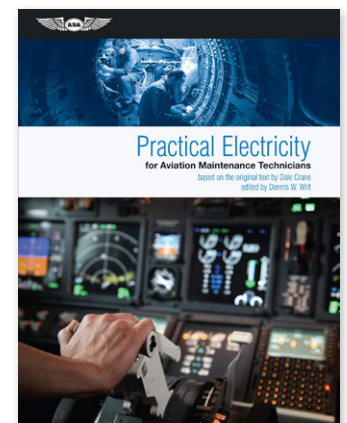
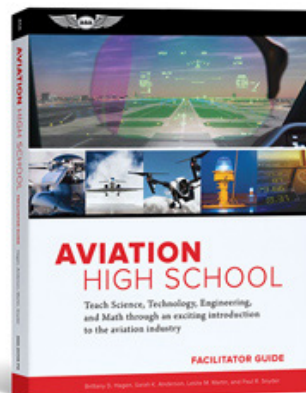
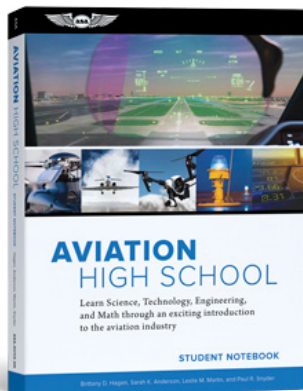
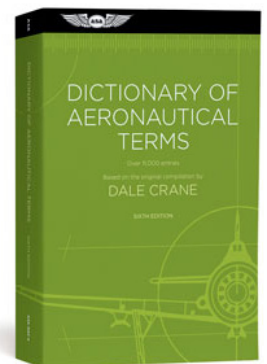
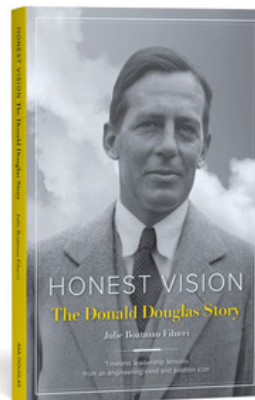
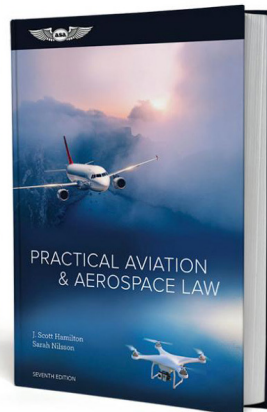
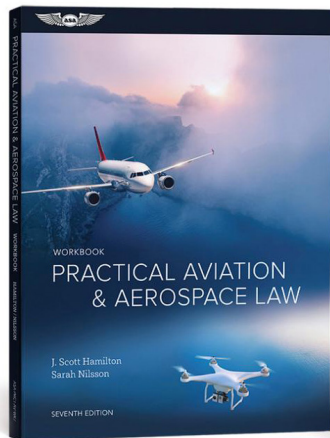
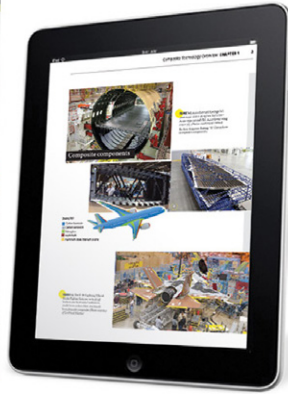
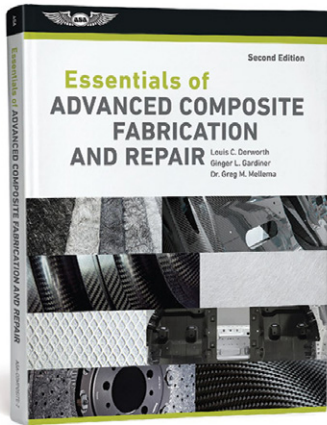






# PRINT | Aviation Supplies and Academics

Cover design, stock photo research. Photoshop work on images, page layout, typography research, creation of technical illustrations, tables, graphs, etc. Conversion to epub and PDF format with bookmarks and hyperlinks.



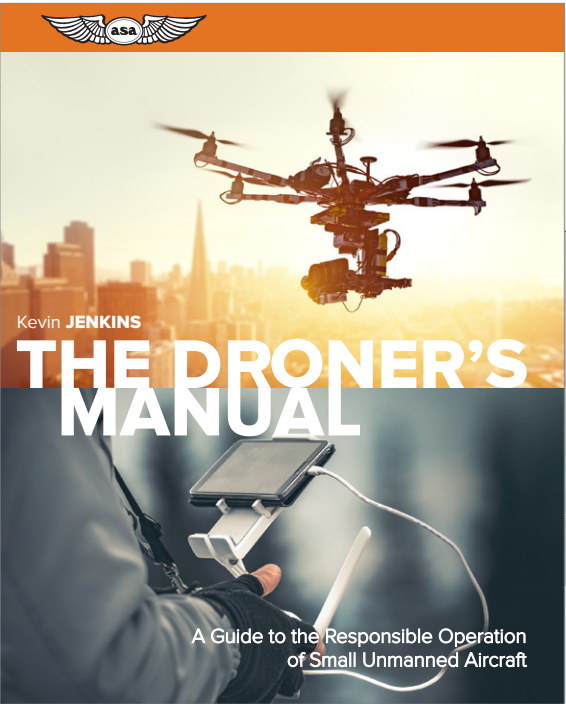
# PRINT | Aviation Supplies and Academics

Cover design for the Test Prep annual series. Stock photo and typography exploration, Photoshop modification of stock images, page layout. Theme research to allow covers to work in all colors of the palette assigned to the series. Conversion of all applicable images for related products such as CDs and digital versions.





Cover design, stock photo research. Photoshop work on images, page layout, typography research, creation of technical illustrations, tables, graphs, etc.. Conversion to epub and PDF format with bookmarks and hyperlinks.



CHAPTER ONE
Unmanned System Components

Ground Systems

UNMANNED AIRCRAFT SYSTEMS require a collection of ground-based components, which although not as glamorous as airborne components, are just as essential in order to operate safely and effectively. These components are commonly referred to together as a ground control station (GCS). The elements of a GCS include an interface device, telemetry transceiver (combination transmitter/receiver), remote control (RC) transmitter, payload interface, and power sources.

Interface Device

The interface device is a means of displaying data received from the aircraft for monitoring flight status as well as command options for controlling the aircraft. In most cases, the interface device is a laptop, tablet, or mobile device running appropriate mission control software.

This software will usually be accompanied by the software drivers required to utilize the telemetry transceiver unit. The primary function of this software is twofold: to present telemetry data coming from the aircraft to the user and to allow the user to transmit commands to the aircraft. This mission control software may have a secondary purpose of configuring and maintaining the aircraft (for example, accessing system errors, troubleshooting vibration issues, or analyzing power consumption).

/ SELECTING A SYSTEM

When selecting an interface device, the first important consideration is ensuring it will support the mission control software, as not all of these software packages are agnostic to operating on all systems. Furthermore, it is essential to select a system suitable for the mission profile and operating environment in which it will be used. These considerations may lead to selecting a tablet over a traditional laptop. It can also be beneficial to select a device that is suitably ruggedized to meet the operating environment; otherwise, the device may require aftermarket ruggedization, including cases and screen protectors. As it may be necessary to input commands as quickly as possible, a touchscreen can be advantageous but may not completely replace a keyboard, and it may also lead to inadvertent inputs. Finally, in most cases it is preferable to choose an interface device with multiple USB ports, an HDMI port (or other means of externally displaying or expanding the screen imagery), and an SD card port for readily downloading camera images as required.

Aircraft Systems

Introduction to Airframes

Three basic types of RC aircraft are readily available for adaptation as small unmanned aircraft. These aircraft can be divided into two categories based on their method of generating lift. Airplanes, which direct their thrust along their longitudinal axis in order to move through the air and derive lift from the air moving over their wings, are referred to as fixed-wing aircraft. Rotor-wing aircraft, including both traditional helicopters and multicopters, use a rotor or set of rotors to direct their thrust vertically in order to generate lift, and are thus considered capable of vertical takeoff and landing (VTOL). The VTOL capability and maneuverability afforded by rotor-wing aircraft allow them to operate well within small areas, while fixed-wing platforms offer significantly more endurance. Although they belong to separate categories, airplanes and helicopters both utilize movable control surfaces in order to effect maneuvers, while multicopters accomplish this electronically using ESCs. Table 1-1 shows a comparison of these airframe categories, including the pros, cons, and typical missions for each.

Table 1-1. Comparison of airframe categories

AIRPLANE	HELICOPTER	MULTICOPTER
Longitudinal thrust (fixed wing)	Vertical thrust (rotor wing)	
Physical control surfaces (servos)		Electronic RPM control (ESCs)
PROS		
<ul style="list-style-type: none"> <li>High endurance</li> <li>Simple flight control</li> <li>Low to moderate complexity</li> <li>High failure tolerance (glide)</li> </ul>	<ul style="list-style-type: none"> <li>High maneuverability</li> <li>VTOL capability</li> <li>Hover capability</li> </ul>	<ul style="list-style-type: none"> <li>High maneuverability</li> <li>VTOL and hover capability</li> <li>Mechanically simple</li> <li>Non-directional</li> <li>Relatively low-cost</li> <li>Compact, packable</li> </ul>
CONS		
<ul style="list-style-type: none"> <li>Low maneuverability</li> <li>Large operating area required</li> </ul>	<ul style="list-style-type: none"> <li>Mechanically complex</li> <li>Electronically complex</li> <li>Low failure tolerance</li> </ul>	<ul style="list-style-type: none"> <li>Electronically complex</li> <li>Low endurance</li> <li>Low failure tolerance</li> </ul>
MISSIONS		
<ul style="list-style-type: none"> <li>High-altitude FPV</li> <li>Persistent surveillance/data acquisition</li> <li>Large area surveying</li> <li>Cargo (air drop)</li> <li>Harsh weather</li> </ul>	<ul style="list-style-type: none"> <li>Use of a traditional helicopter as a small unmanned aircraft is not recommended.</li> </ul>	<ul style="list-style-type: none"> <li>Low-altitude, close-proximity FPV</li> <li>Small area surveying</li> <li>Swarm or team operations</li> <li>Pick-up</li> <li>Cargo (touchdown)</li> </ul>

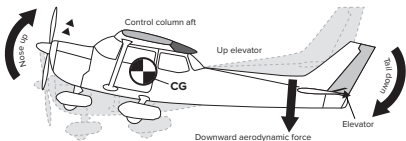


Figure 1-12. The location and operation of the elevator.

Elevators—These control surfaces on the horizontal stabilizer may be deflected downward in order to produce more lift on that aerodynamic surface, rotating the tail upward and the nose downward. Deflecting the elevators upward will result in negative lift or a downforce on the horizontal tail, pointing the nose upward (Figure 1-12). This control surface is responsible for changes in pitch, rotating the aircraft about the lateral axis.

Rudder—Similarly, the control surface referred to as the rudder on the vertical stabilizer may be deflected either left or right in order to generate a side force in the opposite direction, thus yawing the aircraft (Figure 1-13). This force generated by the rudder rotates the aircraft about the vertical axis. The rudder is primarily used to coordinate the aircraft when banking or turning.

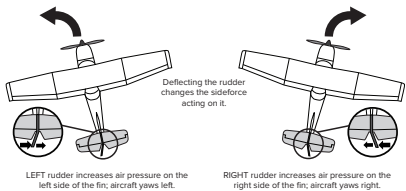


Figure 1-13. The location and operation of the rudder.

Samples of aeronautical illustrations.

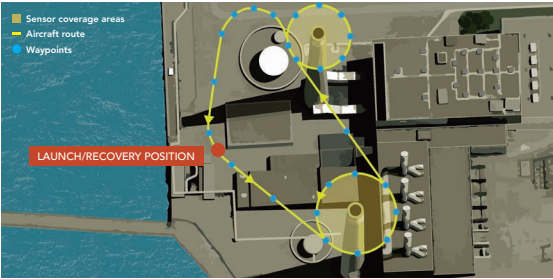
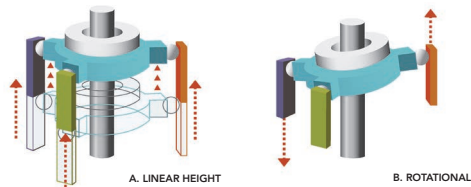
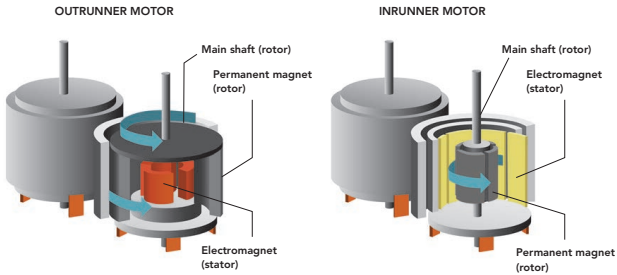
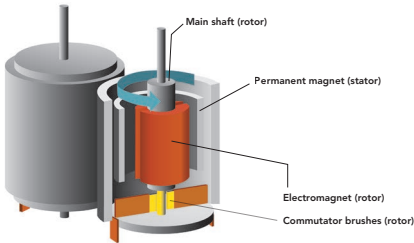
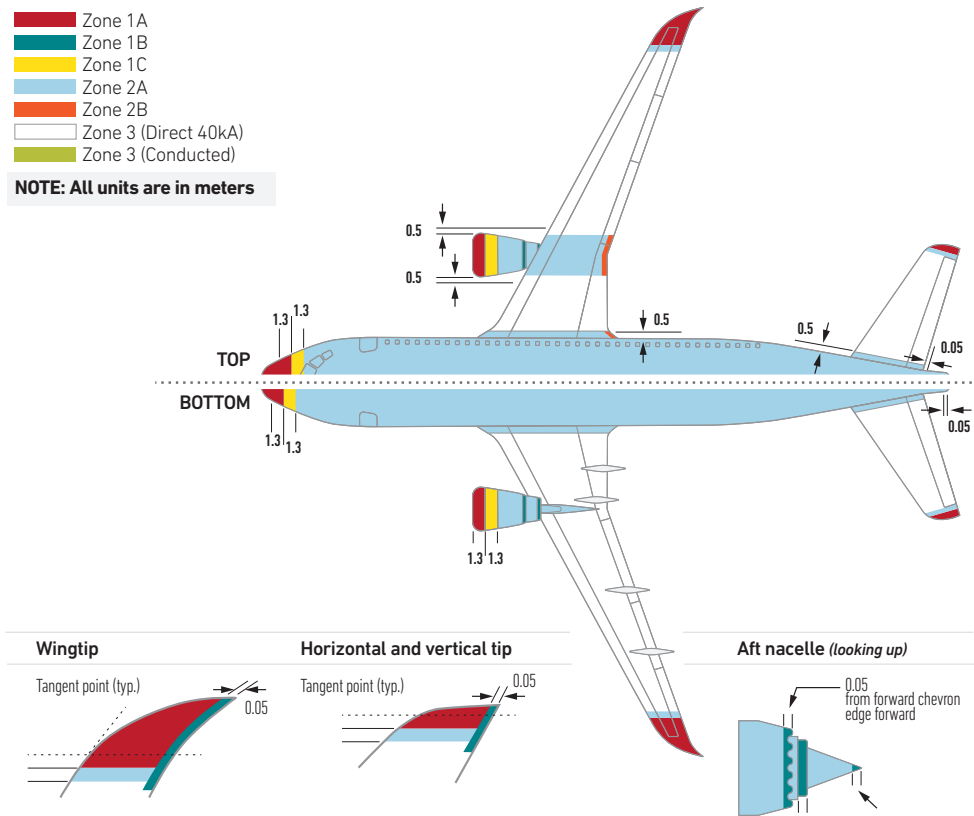


FIGURE 2-11. Example smokestack inspection flight.



- Zone 1A
- Zone 1B
- Zone 1C
- Zone 2A
- Zone 2B
- Zone 3 (Direct 40kA)
- Zone 3 (Conducted)

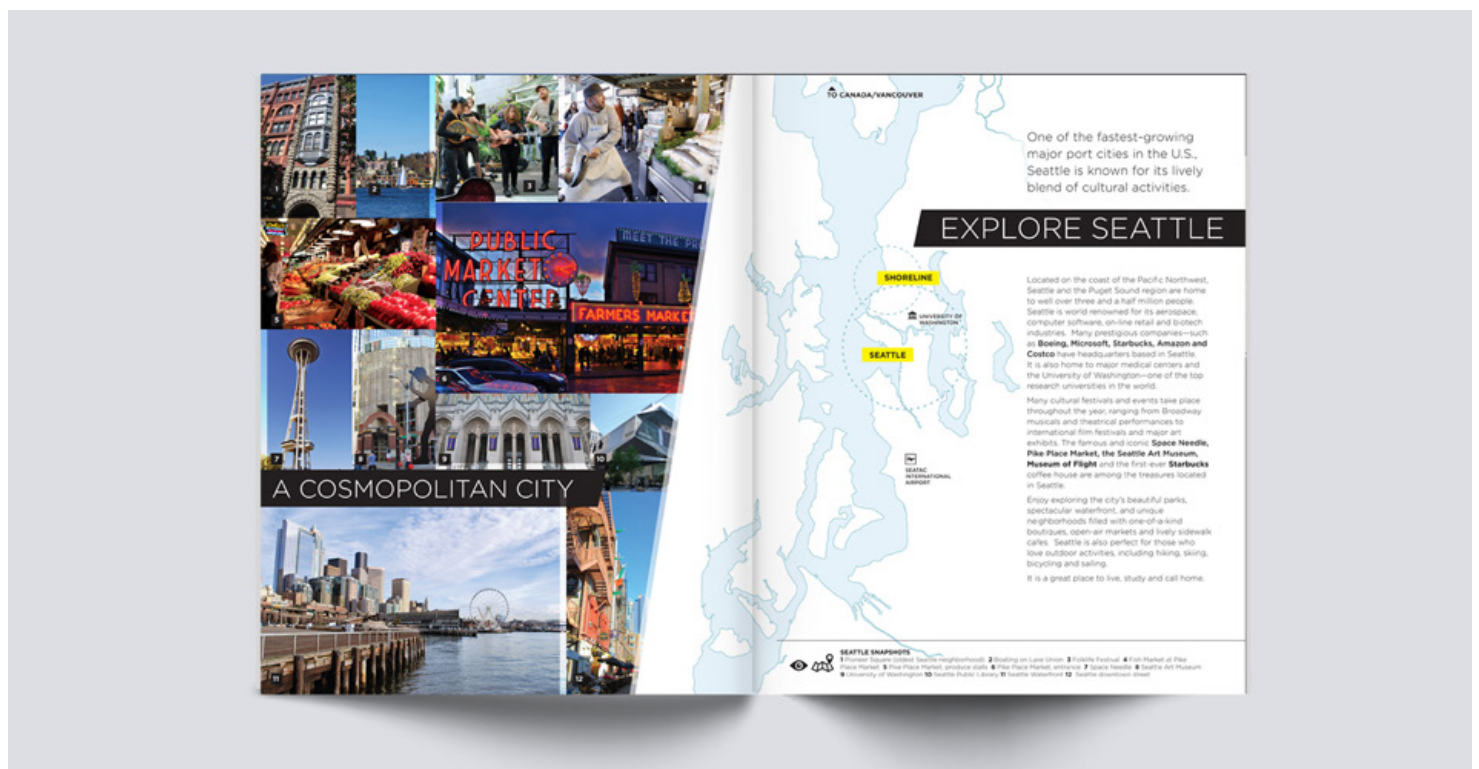
NOTE: All units are in meters





# PRINT | Shoreline Community College

Booklet and posters designed for the International Education department of Shoreline Community College (WA). They are used to promote the school around the world in Education Fairs. Illustration, Photoshop and typography work.



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## ACADEMIC SUPPORT

AT SHORELINE, WE CARE ABOUT YOUR SUCCESS.

Our **LEARNING SUPPORT CENTERS** are centrally located to help you every step of the way.

**RAY W. HOWARD LIBRARY**

Our library is fully networked with extensive, worldwide databases, research tutorials and links to major libraries around the world.

The library houses a collection of more than 75,000 books, periodicals and videos with reference areas, reading rooms, individual and group study areas and computer labs.

**ACADEMIC ADVISING**

At Shoreline, our academic advisors are full-time faculty with years of knowledge and expertise.

From the day you arrive, you will meet our advisors to help you acclimate to college life, develop an academic plan and successfully transfer to the school of your dreams.

## MULTICULTURAL & GLOBAL ENGAGEMENT

At Shoreline, we are committed to fostering an ethic of place where we embrace principles of equity, inclusion, service and sustainability.

Our values are reflected and embedded in our curriculum, as well as extra-curricular activities, including service learning, study abroad and civic engagement programs that prepare students for global citizenship.

Students at Shoreline have many opportunities to engage and develop multicultural and global perspectives, to live and work in an increasingly interdependent world.

## STUDY ABROAD

Choosing to study abroad provides the opportunity of a lifetime to learn more about yourself and the world we live in.

Shoreline faculty design and lead discipline specific and service learning programs in many locations around the world. Students can earn college credits when studying abroad.

Shoreline is a member of the Washington State Community College Consortium for Study Abroad (WCCCSA). Through this partnership, many more options to study abroad are available. Check out our webpage for a current listing of programs.

"International experience is one of the most important components of a 21st century resume."  
—Dr. Allan E. Goodman, President and CEO, Institute of International Education

[www.shoreline.edu/studyabroad](http://www.shoreline.edu/studyabroad)

**FOLLOW US ON FACEBOOK!**  
[www.facebook.com/shoreline.studyabroad](https://www.facebook.com/shoreline.studyabroad)



You can participate in a semester-long or short-term program (2 to 4 weeks) in many countries: Asia, South Africa, Australia, Japan, Bolivia.

**TAKE YOUR PICK!**

## SHORELINE SCHOLARS

### HONORS PROGRAM

The Honors Program at Shoreline offers a challenging curriculum, involving a variety of academic disciplines. Students work closely with faculty to learn various research methods, develop an independent project and share their ideas with a community of other student scholars. Graduating with honors may lead to greater scholarship opportunities and admission into selective universities.

Students who have a grade-point average of 3.6 to 3.89 shall be designated with honors at graduation.

The Student Body Association (SBA) is a member of Phi Theta Kappa, an international honor society established in 1916, recognizing the academic achievement of students in two-year colleges.



## LET'S GET STARTED!

### REQUIRED ITEMS

- Completed application form
- Transcripts
- Bank statement or other financial documentation
- \$50 application fee

**TO APPLY ONLINE AND FOR MORE INFORMATION:**  
[www.shoreline.edu/international/apply](http://www.shoreline.edu/international/apply)



### COSTS

	1 Quarter (3 mo.)	1 Academic Year (9 mo.)
<b>Tuition (15 credits)</b>	\$3,053	\$9,159
Fees	\$61	\$483
Books (estimated)	\$250	\$750
<b>TOTAL TUITION</b>	<b>\$3,464</b>	<b>\$10,392</b>

	1 Quarter (3 mo.)	1 Academic Year (9 mo.)
<b>LIVING EXPENSES</b>		
Room & board	\$2,100-\$2,280	\$6,300-\$6,840
Health Insurance	\$366	\$1,098
Other*	\$350-\$500	\$1,050-\$1,650
<b>TOTAL/ESTIMATE</b>	<b>\$2,816</b>	<b>\$8,448</b>
		<b>\$18,840</b>

**\$16,468\* TOTAL ESTIMATED COST FOR ONE ACADEMIC YEAR (9 months)** This is the minimum amount that must be shown in the bank statement.

\*The living expenses above are only approximate minimum costs that students can expect to incur. Other estimated expenses may vary depending on students' lifestyle and situation.

**DO YOU KNOW?**  
On average, community college tuition and fees\* are approximately:  
50% less than public universities.  
70% less than private universities.  
\*Source: [www.collegeboard.com](http://www.collegeboard.com)

### NEW STUDENT ORIENTATION

The transition to college is an important step. Our **International Student Orientation Program (ISOP)** was created to make the transition as fun and stress-free as possible. The focus of ISOP is to help new students settle in our community, make new friends, plan their academic year and learn about our College, local customs and way of living.

During orientation you will:

- Meet faculty and International Education staff
- Take Math and English placement tests
- Receive academic advising and register for classes
- Attend seminars about living and studying in the USA
- Take a tour of the campus and Seattle

And much more!

### ACADEMIC CALENDAR

• Instruction begins • Academic quarter ends

**WINTER QUARTER - 2016**  
ISOP Monday, December 28, 2015  
• Mon, Jan. 4<sup>th</sup>  
• Fri, Jan. 15<sup>th</sup>

**SPRING QUARTER - 2016**  
ISOP Monday, March 21, 2016  
• Mon, Mar. 28<sup>th</sup>  
• Fri, Apr. 15<sup>th</sup>

**SUMMER QUARTER - 2016**  
ISOP Monday, June 13, 2016  
• Mon, June 20<sup>th</sup>  
• Thu, Aug. 11<sup>th</sup>

**FALL QUARTER - 2016**  
ISOP Monday, September 12, 2016  
• Mon, Sept. 26<sup>th</sup>  
• Thu, Dec. 8<sup>th</sup>

**FOLLOW US ON FACEBOOK!**  
[www.facebook.com/SCCInternational](https://www.facebook.com/SCCInternational)



### HOUSING OPTIONS

Shoreline students can choose living arrangements.

**Homestay** - Live with an American family that offers guidance, support and an authentic cultural experience.

**Apartment** - Live on your own or with other students.

**Shared house** - Live in a house, sharing the space with other students.

**FOR MORE INFORMATION ON HOUSING:**  
[www.shoreline.edu/international/about-us/housing.aspx](http://www.shoreline.edu/international/about-us/housing.aspx)

# PRINT | Voilà French Bistrot

Creation of the menu design for a Seattle-based French restaurant. Custom menus for special events such as Valentine's day, Fête de la Bastille, Christmas, New Year, etc.





# DIGITAL/WEB


## Voilà French Bistrot

e-Newsletter designs for a Seattle-based French restaurant to promote special events for the subscribers. Creation of the graphics and HTML build up.

# Voilà!

A FRENCH BISTROT

SPECIAL EVENT



Valentine's Day

SHOW THE LOVE AT VOILÀ!

Check our special event menu at [www.voilabistrot.com](http://www.voilabistrot.com)

Treat your special someone  
to a romantic night out at Voilà!


BOOK EARLY FOR VALENTINE'S DAY!

Call 206.322.5460 or go online at [www.voilabistrot.com](http://www.voilabistrot.com)

## Happy hour

EAT, DRINK, RELAX AND LET US DO THE COOKING!

Monday to Saturday - 1 pm to 6:30 pm



Kobe burger sliders

WITH CARAMELIZED ONIONS AND BREE

Monday to Saturday - 4 pm to 6:30 pm | [www.voilabistrot.com](http://www.voilabistrot.com)

### HAPPY HOUR MENU

- 3 Columbia city bakery baguette & truffle butter
- 4 Truffle frites
- 4 Seasonal mixed green salad
- 6 Croque Monsieur hot ham and cheese sandwich
- 7 Merguez frites with harissa aioli
- 7 Kobe burger sliders with caramelized onions and brie
- 7 Grilled romaine salad with feta cheese, lemon olive oil dressing

- 7 Gnocchi in butter sage sauce
- 7 Pilons de poulet au romarin  
Chicken drumstick rosemary
- 10 Tarte flambée: bacon, crème fraîche, caramelized onions


### DESSERTS

- 4 Crème brûlée

### DRINKS

- 4 Kronenbourg beer
- 5 House red, white or rosé
- 5 Specialty cocktail

KEEP IN TOUCH - RESTONS EN CONTACT

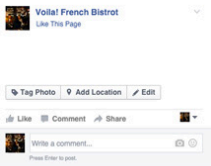
 Follow us on Facebook for regular updates and special events

[www.voilabistrot.com](http://www.voilabistrot.com)

VOILÀ BISTROT, SEATTLE WA Laurent Gabrel, chef owner of Voilà, has recreated the quintessential Parisian bistrot in the heart of Madison Park. A favorite among locals, it offers diners classic French fare, a full bar, and a wide assortment of French wines.

DIGITAL/WEB | Voilà French Bistrot

Social media management (Facebook): advertisement design for a Seattle-based French restaurant.





# DIGITAL/WEB

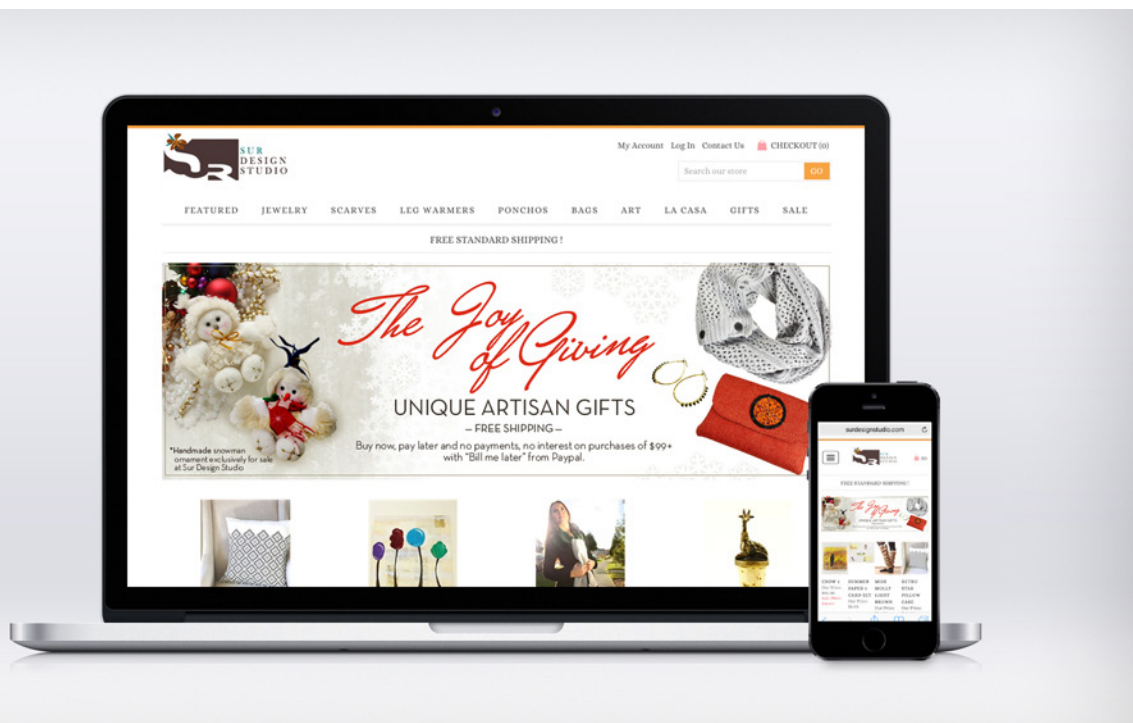
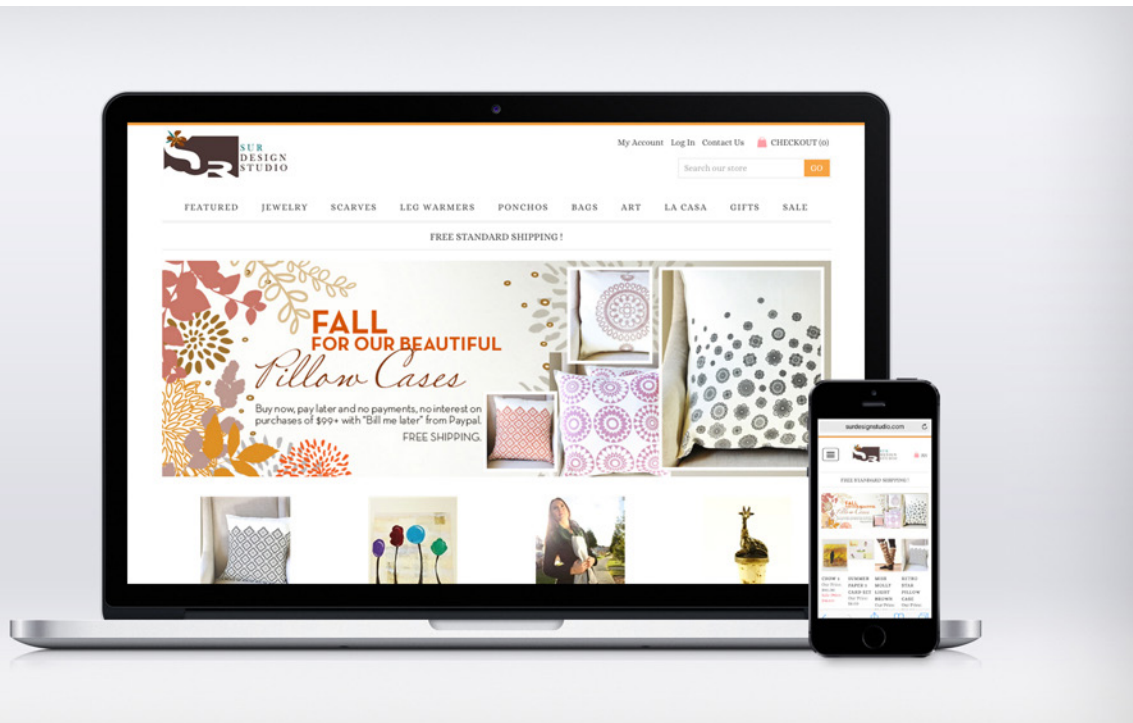
## Timertime

Landing page and e-newsletter design for this specific product.



# DIGITAL/WEB | Sur Design Studio

Banner design for this online shop. Photomontage, illustration, typography work for special events and sales.





Report designed for a non-profit organization based in Seattle and prepared for the state Governor and representatives. Color cover design/photomontage. Page layout, tables, charts, typography and Photoshop work for black and white print.



Report designed for a non-profit organization based in Seattle and prepared for the state Governor and representatives. Color cover design/photomontage. Page layout, tables, charts, typography and Photoshop work for black and white print.

RECOMMENDATION SIX Provide Legal Immigrant and Refugee Professionals Pathways for Careers for Entry

clearing quarters. They were on welfare, and they had very little opportunity to advance."

One immigrant testified compellingly before the Policy Council about his experience as a trained fire fighter who had been unable to find a job. He was very surprised when he came to the U.S. and was given welfare and told that it would be difficult for him to enter his profession. Faced with the reality that it would be months or years before he could do dental work, he applied for a wide range of jobs and after months of unemployment found one as a cook before getting laid off. He urged the Policy Council to explore ways to help credential immigrant professionals by adding them to its practical public service under a certified professional in rural areas, or other areas that have difficulty finding trained doctors.

The Puget Sound Wellness Back Center, a pioneering practice in Washington, helps immigrants transfer the professional skills acquired in their home country to jobs in the healthcare industry. Opened in the fall of 2008 at Multnomah Community College in Federal Way, Wellness Back has already assisted 136 healthcare professionals from over 20 countries of origin to take the steps to enter the U.S. health care system. Unable to work in their chosen field, many immigrants come to Wellness Back depressed. Kim Moore, interim director of Puget Sound Wellness Back, relates that some of the clients they see are working as janitors in hospitals in an attempt to connect to their past profession. Wellness Back helps these individuals prepare for their field, manage licensing procedures, and consider alternative health care career options for which they may be eligible. Wellness Back's mission is to build bridges between immigrants and the healthcare industry. By helping immigrants contribute their skills and knowledge to the healthcare system, the healthcare industry's pressing need for linguistically and culturally competent healthcare services is met.

Washington State is limited in that it does not have a program that offers health care professionals the ability to enter into their same profession. A program at Miami-Dade College in Florida has established the Foreign Physician Education Certification Program (FPEC), which provides orientation, assistance and training to foreign health care professionals living in the U.S. and provides a track that has health care professionals to certify in their chosen field." Additionally,

the State is limited in that it does not yet have programs for other occupations. Programs or even information that helps immigrants with other backgrounds navigate the professional landscape and to enter their careers is needed.

Recognizing the independent contributions of Washington's immigrant workforce to our state's economy, the Policy Council urges the state to keep the skill opportunities that professional foreign born immigrants bring our state by facilitating pathways for career entry.

**Q The Policy Council recommends that Washington State assist highly-educated and high-skilled immigrants and refugees to enter the workforce at a professional level through a variety of strategies including:**

**SUBRE:** Compiling and making available region-specific information on job availability, wage rates, and their entry to understand instructions on how to acquire licensing, certifications, and credentials.

**SUBRE:** Expanding funding for projects that assist health care professionals and other needed professions.

**SUBRE:** Through Governor's direction, directing professional licensing boards and the State Apprenticeship Council to create and expand of professionals in high priority fields to determine how requirements for state licensing for specific occupations can be altered to maintain the high standards promoted by licensing but assure the utilization of skilled immigrants with previous training. This could include a pilot program such as the one proposed during the Senate hearing where foreign professionals could spend a certain amount of time "apprenticing" to a licensed professional in shortage areas. If completed successfully, that apprenticeship could serve as part of the necessary requirements to obtain credentials to practice.

**SUBRE:** Encourage a partnership between the State and universities or community colleges to create an educational program similar to the Cuban school law that for skilled immigrants and refugees to help them transition into their trained fields.

**SUBRE:** Include a career guide for immigrant professionals as part of the proposed Welcoming Center website (see Recommendation Three).

**CASE STUDY: Learning from Experiences of Cuban and Vietnamese Medical Professionals**

There is, in fact, precedent for credentialing immigrant professionals in United States history. From 1962-1973 federal government spent approximately \$617 million assisting Cuban refugees. Employment and professional training programs were a priority area for educational funds. Programs included vocational training, programs for skilled professionals, conversational English and English language reading courses for Cuban professionals."

Several universities created "in-bond" or "in-bond" programs for Cuban professionals. The most successful both in the skills these professionals already had and prepared them to meet licensing requirements, on English knowledge and gave assistance with job placement. Unsuccessful programs required repeating years of coursework, did not provide job placement, or were in states where citizenship was a requirement for licensing.

One of the best examples of a training program was created for Cuban physicians by Dr. Ralph "Buck" Jones at the University of Miami. The school was not a medical school – the Cuban professionals already were skilled doctors – but he teacher weeks that skills in conversational English, such as public medical courses, conversational English medical terminology, and assessed the multiple choice testing skills that the certification exam required.

National boards and state rigidity or responsiveness to foreign professionals also greatly impacted Cuban refugees. For example, the American Dental Association had not created a foreign certification pathway, which physicians and dentists were able to take exams to recertify. Some states failed to recognize foreign certification, and others required additional exams for some professions. But not other states provided opportunities for apprentices or short residencies that would put Cuban professionals on their path toward licensing.

In the 1970s, many small towns throughout the U.S. supported Vietnamese physicians as they studied for their Educational Council of Foreign Medical Graduates Exam and their Federation Licensing Exam. "In exchange the doctors agreed to practice in the community for at least two years. The federal government also recognized the benefits of placing immigrant doctors in shortage areas and consequently offered some Vietnamese general practitioners on loan over time."

The Cuban and Vietnamese experience shows us that there are, in fact, effective ways to provide credentialing to professionally trained immigrants, to help immigrants fully utilize their skills and contribute to the New Northwest from these skills with no negative effects.

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DEMOGRAPHICS

The number of foreign born persons in Washington with a college degree increased by 68.8 percent between 2000 and 2007 (and 122 percent from 1990-2000), while the number of foreign born persons who had not completed high school increased by about 23.3 percent (and by 78.4 percent from 1990-2000).

Many of Washington's immigrant workers are "underemployed" – i.e., they have college degrees but work in occupations where their skills and previous experiences are underutilized. Data shows foreign with a college degree does not necessarily correlate with being employed in a skilled occupation. Nationally, less than half of college educated immigrants work in unskilled occupations. Across the country approximately 27.4 percent of college educated immigrant workers were in unskilled jobs. Overall, recently arrived Latin American and African immigrants fared worst, and a substantial number (30 percent) of Latin American immigrants who arrived some time ago were still underemployed." U.S. educated foreign born fared better than immigrants who received a college degree in their country of origin. In fact, Asian, European, and African immigrants educated in the U.S. were underemployed at equal or lower rates as U.S. born and educated workers. However, 25 percent of U.S. educated Latin Americans were still underemployed."

In Washington, 21.4 percent of college educated foreign born are underemployed. Additionally, nearly 5,000 college educated immigrants are unemployed, leading an "underemployed" underemployed + unemployed, foreign born population of over 20,000. Nationally, about 1,305,178 immigrants are underemployed or about 27.4 percent of all college educated immigrants in the civilian labor force.

**CITIZENSHIP**

Washington has a large number of legal permanent residents eligible for naturalization, the process through which a legal permanent resident obtains citizenship. With the exception of the years following September 11 when naturalization was slowed down by increased security measures, from 1998-2007 Washington has naturalized between 11,000-15,000 people a year.

In 2008, the United States almost doubled its naturalizations from the previous year. In 2007, the U.S. as a whole naturalized

**U.S. SHARE (%) OF UNDEREMPLOYED BY REGION OF ORIGIN AND ANNUAL PERIOD**

Recent Immigrants | Long-term Immigrants

Region	1997	2007
Europe	18	17
Latin America	44	35
Asia	20	23
Africa	33	22
U.S. Born	18	18

**U.S. & WA SHARE (%) OF UNDERUTILIZED WORKERS OF TOTAL CIVILIAN LABOR FORCE**

U.S. | Washington

Category	U.S.	Washington
Native Born	17.6	18.3
All Immigrants	25.9	22.3
Foreign Educated	24.8	25.3
U.S. Educated Immigrants	18.4	19

Source: Migration Policy Institute analysis of 2005-2008 American Community Survey data excludes for notes."

565,677 New Americans, but, in 2008, 1,046,539 New Americans became U.S. citizens—an increase of 38.3 percent. This spike corresponds with coordinated citizenship campaigns around the country, motivated about the chance to vote in a presidential election, and a rise in applications filed before the citizenship application fee increase in July 2007."

In 2008, the state of Washington saw a 27.2 percent increase in naturalizations, 18,645 New Americans became citizens in Washington compared to 14,671 in 2007. However, the increase in naturalizations in Washington was relatively small compared to some other states. MD (18 percent), VA (11 percent), PA (7 percent), CA (6 percent), and IL (5 percent). According to a 2007 Pew Hispanic report, Washington State falls below the national average (30 percent) in naturalizing eligible legal permanent residents (32 percent)." Data from the 2005 Current Population Survey (CPS) shows that Washington State shows a rate of 40% with Asians in rate of naturalizing eligible immigrants." While it is difficult to conclude what variables impacted in 2008 spike, it is clear that Washington can improve in reaching its eligible permanent residents.

⇒ In 2007, only 8.4 percent of legal permanent residents in Washington eligible for naturalization became citizens. In 2008, 11.7 percent of eligible immigrants naturalized.

⇒ As of 2007, approximately 160,000 legal permanent residents in Washington are eligible for citizenship." In 2005, about 40,000 additional legal permanent residents were seen to be eligible."

**PART OF OUR ECONOMIC FABRIC: WORKERS, CONSUMERS, TAXPAYERS**

The pace of Washington is facing the same workforce challenges as almost every other state in the country. As the native born baby boomer population ages out of the workforce in greater numbers than any previous generation and the younger population pursues higher educational attainment, Washington State needs foreign born workers to complement the native born workforce across all parts of the labor spectrum.

Foreign born workers complement native born workers across all industries, but clearly provide most of the fuel to Washington's farming, fishing, and forestry industry, a major economic generator for our state. In 2005, the Washington

State Department of Agriculture estimated that the \$20 billion food and agriculture industry comprised 12 percent of the state's economy. Our state's immigrant researchers and tech workers are also major contributors to the economy through their roles at Microsoft, Fred Hutchinson Cancer Research Center, and the University of Washington."

Additionally, immigrants contribute to our state economy as consumers and tax payers.

For example, Washington's Asian buying power accounted for over \$10 billion or about 4.4 percent of the state's total consumer market. Nationally, Washington ranked seventh in rate of Asian consumer market. From 1990-1999, Asian buying power grew 442.8 percent."

Washington's Hispanic buying power accounted for over \$12 billion or about 4.9 percent of the state's total consumer market. Nationally, Washington ranked 12<sup>th</sup> in size of the Hispanic consumer market. From 1990-2008, Hispanics buying power grew 494.1 percent.

Immigrants contributed \$1.48 billion in tax revenue to the Washington State economy in 2007. According to the Washington State Office of Financial Management, households with at least one foreign born member paid a total of almost \$1.3 billion in taxes in 2007. The foreign born account for 13.2 percent of all taxes paid in Washington State, slightly higher than the percent of foreign born households overall (12.5).

Low income foreign born households pay the highest percent of their income in taxes—about 14.2 percent. Presumably foreign born households who earn the most (over \$130,000) contribute the least dollars in taxes.

44 — A PLAN FOR TODAY, A PLAN FOR TOMORROW

45 — NEW AMERICAN POLICY COUNCIL

Report designed for a non-profit organization based in Seattle and prepared for the state Governor and representatives. Page layout, tables, charts, typography and Photoshop work for black and white print.







Monthly magazine based in Seattle. Full design from front to back cover, including a portion of the advertisements for customers. Internal documentation design such as media kits, letterhead, special event posters, invitation cards, signage, etc.

# Colors

NORTHWEST

FEBRUARY 2008

**REMEMBERING MLK**  
WELLNESS  
New hope for bone marrow transplants

**SOCIAL JUSTICE SPOTLIGHT**  
Seattle Public Schools  
takes a look at empathy

## RAISING conscious kids

Exploring Alternative Parenting

**BLACK PROFESSIONAL ORGANIZATIONS**  
Legacy of Empowerment

**JHANJAY THAI CUISINE**  
Vegetarian's Paradise

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LETTERS  
GUIDE  
PAGES / PLACES  
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# THIS IS WHERE WE SAY GOODBYE...

There's conventional wisdom that there are just things you never say at an exit interview. An understanding that for many reasons, primarily focused on preservation of relationships and references, it is difficult to leave behind meaningful feedback about why the decision to leave was made.

There are few that have not experienced the exit interview and probably fewer who would argue that it is almost impossible to provide benevolent feedback to enable reflection within a saavy organization and provide improvement suggestions for the employment experience.

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desire and current life situation. Caution must be exercised that roles are not narrowly defined and that contribution of ideas towards the development and execution of strategy are encouraged and engaged. There are few industries as well poised as the CWM industry to be able to draw from the depth and breadth their talent brings to these roles.

Within a truly saavy organization in any industry, several conversations about what it would have taken to ensure talent didn't exit the organization occurred prior to the day systems access is disabled and security badge is returned. Whenever and wherever these conversations are being made within the organization, it is critical that a space and a process is created for authentic exchanges to be made. From branding of the industry to attracting top talent to providing growth opportunities to motivate, excite, and retain said talent, the CWM industry has the good fortune of being able to leverage an infinite mass of talent management expertise to contribute to an informed evolution of the industry.

To explore further, please contact us at 646.790.8396 or info@hiretalent.com.



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KEEP UP WITH HIRETALENT

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SUMMER SERIES | July 2016-IV

## / KAREN THRASHER SOUTHWEST AIRLINES

THIS WEEK, I SPOKE WITH KAREN THRASHER WHO manages Southwest Airlines' Contingent Worker program and also leads the People department's FTE and Contingent recruitment functions.

Karen has been in the contingent workforce management (CWM) space for about six years and particularly enjoys vendor management and participating in the strategic partnership between human resources and procurement. She is passionate about the employee experience and feels that Southwest's approach to CWM is truly driving the future of the industry.

In the past several years, Karen has developed strategy for ensuring a best in class CWM program that is centered on ensuring a positive employment experience. Southwest made the decision to bring the management of their CWM program in house and establish an internally managed program (IMP) model and move away from the MSP model they had formerly had in place. Karen shares that during the years that Southwest partnered with an MSP the organization was able to gain experience and valuable subject matter expertise however, the decision to transition to the IMP model was based upon Southwest's culture and its value of people as its most competitive advantage. They wanted to ensure that this culture directly extended to and influenced their contingent workforce population.

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# LOGO DESIGN

**Example A:** Client requested a logo that could be versatile. Here, the icon is designed to easily convert into a sticker for the company packaging. The client was offered multiple ideas in both black and white and color.



**Example B:** This non-profit organization requested a design that would allow the insertion of the affiliate location with no negative effect to the logo.



AFFILIATES \_\_\_\_\_





## A watercolor illustration of a small, white boat with a red hull and a blue canopy. The boat is equipped with various items including a green box, a blue bucket, a wooden barrel, and a net. It is shown on a blue, wavy surface representing water.



# PROTOTYPE / PACKAGING



**Aviation Supplies and Academics** ([www.asa2fly.com](http://www.asa2fly.com))  
Sample mockups and packaging design for this publishing company.



**The Stop** Creation of mockups for a Seattle-based restaurant.



**Timertime** Packaging design