Make good use of this guide, but don’t let it take the place of coming to see us.

Main Office: 620 Lincoln Street, Evanston campus
Express Advising Center: Main Library, Core second floor
Phone 847-491-3700
Email nca@northwestern.edu
Web northwestern.edu/careers
Dear Northwestern student,

The entire staff of Northwestern Career Advancement is pleased to present you with the 2016–18 Career Guide. We hope it will give you the tools you need to prepare successfully for life after Northwestern. Wherever you are in your career development, you’ll find information in these pages that will help you learn more about yourself, set career goals, construct résumés and cover letters, secure internship and full-time job opportunities, and pursue graduate education.

While the guide covers a wide range of career-related topics, keep in mind that it represents only a fraction of our staff’s knowledge and expertise and is intended to supplement in-person meetings. I strongly encourage you to meet with a career counselor or your school-based adviser as early as your first year to explore your interests and find a suitable career path.

There are a number of people and organizations I’d like to thank for making this career guide possible, including the corporate sponsors who generously provided financial support to create and print it: Accenture, ALDI, Sodexo, AQR Capital Management, Deloitte, L.E.K. Consulting, Capital One, Goldman Sachs, PwC, and ZS Associates. We value their partnership and appreciate the many opportunities they bring to our students every year. I’m also grateful for the countless hours that editor-in-chief Christina Siders and her team, Maggie Smith and Rachel Taylor, devoted to selecting, writing, and editing the content. This resource would not exist without Christina’s leadership and the hard work of our entire staff. Finally, University Relations deserves praise for bringing our content to life with a beautiful professional design.

I hope you’ll refer to this guide often, and I welcome you to visit our office and attend some of the many events and programs we host throughout the year. We are here to help you every step of the way as you advance your career.

Sincerely,

Mark Presnell
Executive Director, Northwestern Career Advancement
Career Planning

Career development involves assessing yourself, exploring your options, making decisions, and taking action to achieve your career goals. The process will help you make well-informed decisions during your years at Northwestern and beyond. Although each person’s experience is unique, these key points apply to everyone.

Career Development Model

ASSESS
Analyze your interests, values, and skills to identify career fields, work environments, lifestyles, and job functions that you want to explore.

EXPLORE
Research and investigate a range of career options that interest you.

ACT
Obtain hands-on experience through internships, full-time and part-time positions, and campus or volunteer activities.

DECIDE
Evaluate your options and narrow your selections to the few that are the best matches for you.

LAYING THE GROUNDWORK

Start early.
- Career development is important at every stage of your academic career, not just at graduation. Beginning early allows you to build a wide range of experiences and explore a variety of industries, and gives you time to change your mind along the way.

Know yourself.
- Take time to explore how your interests and skills intersect with different career paths to help you communicate the value you can bring to employers.

Remember that your major does not dictate your career.
- All fields of study foster a broad range of skills that will equip you for a number of occupations.

Plan ahead, but not too far.
- You might become overwhelmed when considering your long-term career prospects. Think instead about what knowledge or skills you want to gain in the next year or two, and be open to new experiences that may pop up along the way.

Don’t be afraid to change your path.
- Career development is a continual and flexible process that adapts to inevitable changes in your interests and the workplace. No career decision is irreversible.
The four-year plan organizes your career planning during college by revisiting the four stages of the career development process each year. It will help you translate your academic and cocurricular experiences into professional skills and opportunities. Be sure to work with your NCA adviser to adapt the plan to your goals and needs. Not every item will apply to your unique situation.

**First year**

**ASSESS**
- Identify how your interests, values, and skills align with career options by taking a career or personality assessment, such as the Myers-Briggs Type Indicator or Strong Interest Inventory.

**EXPLORE**
- Get involved in one or two student organizations or volunteer opportunities to explore your interests.
- Take diverse coursework to explore various majors, minors, and certificate programs.
- Research two or three potential careers and industries through Vault and the Occupational Outlook Handbook, available on the NCA website.

**DECIDE**
- Meet with your NCA career adviser to create a personalized career plan for your first and second years.
- Consider summer options (research, study abroad, internships, part-time jobs, volunteer work) that contribute to your skill development and ongoing career exploration.

**ACT**
- Convert your high school résumé into a professional document and upload it to CareerCat.
- Create a LinkedIn profile and begin to build your network by requesting connections with personal and academic contacts and by joining groups.
- Request informational interviews with people you know who have careers of interest.
- Pursue summer opportunities.

**Sophomore year**

**ASSESS**
- Meet with an NCA career counselor to clarify your career interests.
- Think about what you can offer to employers (strengths, skills, experiences).
- Begin to develop a professional introduction.

**EXPLORE**
- Use LinkedIn and Our Northwestern to view profiles of alumni in your major or who work in an industry of interest.
- Conduct one or two informational interviews each quarter with personal contacts, Northwestern alumni, or industry professionals.
- Increase your leadership experience in student organizations by chairing a committee, initiating a project, or running for a position.
- Explore options for summer jobs and internships with your NCA career adviser.

**DECIDE**
- Decide on types of summer opportunities to pursue.
- Choose an academic major and meet with the University Academic Advising Center if you’re considering an interschool transfer.

**ACT**
- Update your résumé in CareerCat, incorporating first- and second-year experiences.
- Update your LinkedIn profile and connect with new contacts.
- Participate in career fairs to learn about different industries and jobs and to pursue internship opportunities.
- Apply for summer opportunities using targeted résumés and cover letters.
- If you are considering graduate school, connect with your professors to increase your chances of getting strong letters of recommendation.
Junior year

ASSESS
☐ Reflect on what you’ve learned from each internship, job, and student involvement experience.
☐ Identify your skills and values by completing a Motivated Skills or Values Card Sort with an NCA career counselor.

EXPLORE
☐ Research employers of interest using Vault, Hoover’s, LinkedIn, and company websites.
☐ Evaluate summer internship options with your NCA career adviser.

DECIDE
☐ Select a summer opportunity that will provide relevant experience and skill development for your desired career.
☐ Identify two or three industries to consider for full-time employment after graduation and learn their recruiting timelines.

ACT
☐ Continue to network with Northwestern alumni using LinkedIn, Our Northwestern, and the Northwestern Alumni Association Mentoring Program.
☐ Contact the Office of Fellowships for information about career-related fellowships.
☐ Polish your professional introduction to engage employers and alumni during networking events.
☐ Target employers and industries of interest at career fairs.
☐ Practice your interviewing skills by participating in a mock interview with your NCA career adviser.

Senior year

ASSESS
☐ Reflect on how your values and interests might determine your choice of work setting.
☐ If you don’t have a clear career focus, meet with an NCA career counselor to discuss your options.

EXPLORE
☐ Continue to research employers of interest.
☐ Network at employer information sessions, coffee chats, and career fairs to expand your knowledge of job opportunities, examine work settings, and prepare for interviews.

DECIDE
☐ Select one or two industries to pursue for employment, and learn about and implement the best search techniques for them.
☐ Develop a list of possible alternatives should you need to consider options other than your top-choice graduate program or career field.

ACT
☐ Tailor your résumé toward the industries and employers you’re considering.
☐ If applicable, begin preparation for graduate school by taking admissions tests in the fall and preparing your applications.
☐ Attend career fairs to build connections with specific employers.
☐ Apply for positions in advance of their deadlines.
☐ Follow up with employer contacts from past career fairs, information sessions, and informational interviews.
☐ Strengthen your interviewing skills by participating in a mock interview with your NCA career adviser.
☐ Identify references and request permission to use them in applications for jobs or graduate programs.
☐ Accept offers for full-time employment or graduate school.

All of the resources in this four-year plan are available on NCA’s website, northwestern.edu/careers, on the Resources page.
Your LinkedIn Profile

Use LinkedIn to establish a professional online presence—a crucial element of networking, searching for jobs and internships, and developing your career.

- **Professional Headline**
  Communication Studies Major at Northwestern | Skilled at Fundraising & Passionate about the Arts | Interested in Arts Administration Careers
  Your headline should be short and memorable and should highlight your skills and accomplishments.

- **Summary**
  Your summary should build on the key information in your headline. Describe who you are and what you do, including your education, relevant experience, skills, and goals. Tie these elements together into a cohesive professional narrative, aiming for six to eight sentences written in first person. Include your contact information so you’re easily accessible.

- **Experience**
  People viewing your profile use this section to understand your qualifications, so include all relevant details, such as organizations, job titles, dates, and locations. Demonstrate your impact and results, using numbers to quantify your achievements whenever possible. You can use bullet points, similar to your résumé, or write short paragraphs.

- **Education**
  Recruiters often search for candidates by university, major, and graduation year. Provide all your education details, including institutions attended, majors, minors, certificates, relevant courses, study abroad programs, and dates.

- **Profile Strength**
  Advanced

  - LinkedIn provides an indicator of how thorough and complete your profile is. Even profiles that are 100 percent complete can still be improved.
  - NCA offers LinkedIn workshops throughout the year to teach you more about creating a strong profile, networking, and finding jobs and internships.

- **Recommendations**
  Ask for recommendations from professional connections who know you well and who can speak to your performance in a job, an internship, a research project, or a class.
Networking

Speaking with people in your field to explore career options and gather information is known as networking. This ongoing process involves initiating, developing, and maintaining professional connections and relationships.

WHY SHOULD I NETWORK?

Networking has two goals: to collect industry and career information and to develop contacts related to job and internship opportunities. Networking will look different depending on where you are in your career exploration and planning. It’s important to approach networking with the genuine intention of learning and connecting, not simply obtaining a position.

Explore careers and industries.
- Some students use networking as a quest to gather information. If you’re unsure what to do with your major, you can network to explore options by talking with people who’ve used that major in their career in different ways.

Find contacts.
- Other students use networking to establish industry contacts. A student interested in biotechnology may reach out to professionals in the field to introduce herself, exchange information regarding interests and opportunities, and develop relationships with mentors.

WHAT DOES NETWORKING LOOK LIKE?

Networking can take place anywhere—from a train ride to a professional conference—and can range from informal conversations to structured exchanges. Events both on and off campus, such as conferences, workshops, panels, and information sessions, also provide opportunities for networking.

NETWORKING IN ACTION

During a session at a regional conference for her sorority, Reagan was assigned to a table with other student leaders and alumnae volunteers. During the dialogue, she learned that one of the alumnae worked at an organization Reagan had recently applied to for a summer internship. At the end of the session, she stayed to talk with the alum about this coincidence and then asked for contact information to continue the conversation.

While flying home to visit his family, Devon was seated next to a woman dressed in a business suit. Upon settling in, he mentioned he was relieved to have a break from his studies. This remark launched a conversation, and Devon quickly learned that she was a hospital administrator—a career option he was exploring—at the hospital in a neighboring town.

OPPORTUNITIES FOR NETWORKING AT NORTHWESTERN

- Alumni events and resources
- Career fairs
- Career treks
- Conferences
- Employer information sessions
- Employer site visits
- Externship programs
- Guest speakers
- Industry panels
HOW DO I REACH OUT TO CONTACTS?

How you initiate contact will depend on how well you know someone. A phone call may be appropriate for a contact you speak with regularly, while an email is best for less familiar contacts.

Include this information in your correspondence, whether by phone or email:

- Introduction
- Who referred you/how you found the contact
- Why you’re reaching out
- What you hope to learn
- Specific request (such as 20 to 30 minutes to meet or talk)

### Hi, Mr. Goldberg.
My name is Bethany Howard—I hope you were expecting my call. I received your contact information from my uncle, Steven Pollack, who suggested you would be a great person to talk with about my interest in supply chain, given your career history. I’d love to meet in person at your convenience. Please let me know what might work for you. Thank you in advance.”

### Hello, Mr. Sanders.
My name is Ronald Xu and I am a sophomore at Northwestern University pursuing a degree in biology, with longer-term goals of a dual degree in law and medicine. After searching the Northwestern alumni group on LinkedIn, I was excited to find your profile, as it seems your career path mirrors my plan. I was especially interested to see that you specialize in child advocacy law. I am eager to learn from your story and experiences as I plan for life beyond Northwestern. Please let me know if you are willing to connect for 20 to 30 minutes in person at your convenience. Thank you in advance.”

Give your prospective contact two weeks to reply, then send a follow-up email if you haven’t heard back. If your second attempt is unsuccessful, move on to other contacts who may be more receptive.
WHO CAN I CONTACT?
Your list of contacts includes a broad range of people both inside and outside your chosen field. Contacts fall into two categories: people you know and people you don’t.

Expand your network by asking people you know to introduce you to people they know who work in your field.

WHAT IS AN INFORMATIONAL INTERVIEW?
The most common way to network is through an informational interview, which gives you the opportunity to have a meaningful one-on-one exchange with a contact. These interviews are particularly useful when you don’t have much knowledge about a career field, have limited work experience, or are considering a career transition. Unlike a traditional interview, you should be prepared to direct the conversation and ask the questions.
HOW DO I PREPARE FOR THE NETWORKING MEETING?
Preparing allows you to approach networking meetings with greater confidence, enhancing the quality of dialogue and leaving a positive impression. You should be ready to ask engaging questions and respond to questions. Prepare for each networking experience by

- researching the industry and the company
- reviewing your experiences
- examining your career interests and skills
- identifying what you want to learn from the meeting

IT’S THE DAY OF THE MEETING—NOW WHAT?
Even before the meeting starts, you have the opportunity to make an impression with your presentation and punctuality. Dress appropriately for the venue and industry, but err on the side of formal to business casual. Plan accordingly so that you’re not rushed, and arrive early for face-to-face encounters. For a phone or virtual meeting, secure a quiet space that has strong Internet service and wait until the scheduled time to call.

Start the conversation by introducing yourself using your professional introduction and express appreciation for the person’s time and willingness to connect.

Use your questions as a guide, but let the dialogue progress naturally. With the goal of being genuine, actively listen to the details your contact is sharing. Don’t feel compelled to ask every question on your list.

It’s important to respect your contact’s schedule and stay within the allotted time. As the meeting nears an end, express appreciation for your contact’s time and contribution to your learning and inquire about staying connected.

ASKING QUESTIONS
Knowing what information or advice you’re seeking is essential to maximize your time with contacts. Develop a list of 10 to 15 relevant questions. The type of questions you ask may be perceived as an indicator of your preparation, interest, professionalism, and industry knowledge.

**Sample Questions**
- What is your background? What was your career path?
- How did you know this field was the right fit for you?
- What are the major responsibilities of your position?
- If there is such a thing as an average week, what is it like for you?
- What are the positive and negative aspects of working in this field?
- What type of person usually succeeds in this field (or organization)?
- What do you see as the hot issues in this field?
- What trends do you see affecting career opportunities?
- How can I become a more competitive candidate in this industry?
- What steps would you recommend I take to prepare for this field?
- How are hiring decisions made?
- What professional associations do you recommend I join?
- Can you recommend anyone else for me to contact?

RESPONDING TO QUESTIONS
Your contact will likely ask you questions as well. It’s important to be comfortable articulating your skills, values, and career interests. Before the meeting, think about how your experiences and activities have influenced your career interests and plan how you will communicate this.

WHAT DO I DO AFTER THE NETWORKING MEETING?

**Follow up.**
- Sending a thank-you note opens the door to further exchanges. Within two days, send a personal note highlighting the value of the meeting and referencing anything specific the contact suggested. You can send your thank-you note by email or letter.

**Reflect on the meeting.**
- After the meeting, it’s valuable to digest what was shared, identifying what information you gained and what’s still missing. Acknowledging what you learned helps you explore your career considerations and prepare for your job search.

**Develop a long-term communication plan.**
- Because one exchange doesn’t build a relationship, consider ways to maintain the connection. Create a log with each contact name, date, outcome, and important notes. Aim to connect with contacts each quarter—set reminders on your calendar so your good intentions are not lost. Consider mailing seasonal greeting cards, sending updates by email, forwarding interesting industry news and journal articles, and inviting contacts to occasional coffee breaks.
Résumés

Your résumé is an overview of your education, experiences, and skills and is used to market your strengths to potential employers. Before writing a résumé, identify what skills employers value by reviewing job descriptions of careers that interest you.

SHOULD I USE A CV INSTEAD?

A CV (curriculum vitae) has a different meaning in the United States than in other countries. In the United States, a CV refers to a comprehensive and detailed document used when applying to academic, medical, research, and teaching positions. It is most commonly used at the graduate level, although undergraduates may use a CV when applying for grants, scholarships, and research opportunities. When you are applying outside these industries in other countries, a US-style résumé is generally recommended even when a CV is requested.
Building better bullets

Often the most difficult part of developing a résumé is learning how to articulate your experiences to impress employers. Writing a bullet point goes beyond simply stating what you did; it requires highlighting a specific skill and how you used it. To do this successfully, follow these steps:

1. Make a list of each experience you’ve had, whether a volunteer position, full-time job, internship, or role in a student organization.

2. Picture what you did on a typical day during a busy week. Select three to five words from the **power verbs** list to convey the skills you used that day.

3. For each verb, expand your statement by asking yourself who, what, when, why, and how.

4. Whenever possible, quantify your impact on the customers, process, or organization. What difference did your work make? What were your accomplishments?

5. When constructing each bullet point, think of this simple formula: **POWER VERB + TASKS + RESULTS**

Here’s an example of how a student described her work as a server at the Main Street Café:

- Awarded “Employee of the Month” based on customer feedback and management reviews.
- Trained 15 new hires in restaurant policies, customer service skills, and problem-solving techniques.
- Created and implemented a comprehensive marketing plan that resulted in a 30% increase in business from the Northwestern community.
- Managed point-of-sale operations and addressed customer concerns and inquiries to ensure superior customer service.

**POWER VERBS**

- accomplished
- achieved
- administered
- advised
- analyzed
- arranged
- assessed
- collaborated
- communicated
- completed
- conducted
- consulted
- contributed
- coordinated
- corresponded
- created
- designed
- determined
- developed
- directed
- drafted
- encouraged
- enhanced
- established
- evaluated
- examined
- expanded
- expedited
- facilitated
- formulated
- fostered
- generated
- guided
- handled
- identified
- illustrated
- implemented
- improved
- initiated
- inspected
- integrated
- invented
- investigated
- maintained
- managed
- maximized
- motivated
- navigated
- negotiated
- operated
- organized
- oversaw
- performed
- planned
- prepared
- presented
- processed
- produced
- provided
- published
- recorded
- regulated
- repaired
- represented
- reported
- researched
- resolved
- reviewed
- revised
- scheduled
- secured
- served
- specialized
- strengthened
- supervised
- supported
- taught
- trained
- validated
- verified
- wrote
Putting it together

Once you've thought about identifying and describing what you can offer, you can organize your résumé using some of the following categories. You can vary this typical sequence to suit your unique experiences. In general, an undergraduate résumé should be kept to one page, though there are exceptions in certain industries.

1. **Contact information** includes your full name, permanent and/or school address, telephone number, and email address, usually in boldface, larger type. Include only one phone number and one email address. Don’t include personal information such as Social Security number, physical traits, race, ethnicity, or citizenship.

2. The **education** section includes your school’s name, location, degree type, anticipated graduation date, major(s), minor(s), and GPA. If you have more than one degree, place the highest or most recent first. Listing relevant coursework and academic honors and awards is optional.

3. The **experience** section aligns your past experiences with your current pursuits. It may include full-time, part-time, and summer employment; student teaching; internships; practicums; academic research; and volunteer work. You can choose headings for various categories that best market your experiences, such as Relevant Experience, Professional Experience, or Research Experience. List experiences in reverse chronological order, providing the organization name and location, your position title, and dates employed. For each, include three to five bullet points about how you applied your skills to a task or project.

4. A **leadership** section is increasingly important to recruiters of undergraduates. Include organization names, positions held, dates, projects, significant contributions, and skills and abilities demonstrated. This section should be formatted with bullet points, similar to the experience section.

5. The **activities and community involvement** section showcases your contribution to the on- and off-campus communities, usually organized in a list format. Include positions held, organization names, locations, and dates.

6. **Honors and awards** can be in a stand-alone section or included in their respective categories. For each, include the name of the honor or award and the date granted (if applicable). A brief description is optional.

7. **Skills** is often the final section on a résumé, where you reiterate your qualifications or showcase additional relevant competencies. Language and computer proficiency and training certifications are among the skills typically listed. Make sure to include your level of expertise or fluency with each skill, such as advanced, proficient, intermediate, or beginner.

8. **Interests** is an optional section. Many employers appreciate getting to know you a little better, beyond your formal training and experiences. If you choose to list interests, be specific, authentic, and appropriate.
MADELINE WENDLE
66 Emerson St | Evanston, IL 60201
m-wendle2017@u.northwestern.edu | (812) 555-7164

EDUCATION
Northwestern University
Bachelor of Arts in Political Science and International Studies | Minor: Arabic
Cumulative GPA: 3.73/4.00 | Dean’s List: 7 of 9 quarters
Relevant Courses: Ethics in International Relations, Politics of the Middle East, Human Rights & Foreign Policy

RELEVANT EXPERIENCE
US State Department Critical Language Arabic Immersion Program, Participant
Salalah, Oman; June – August 2016
• Studied Arabic through immersion and intensive coursework, including 4 hours of daily formal instruction
• Mentored by Omani student at Dhofar University; practiced speaking for 1½ hours a day
• Introduced to local customs and religion; traveled throughout Oman
• Received highest grade in class of 34 students

Cook County Juvenile Court's Public Defender's Office, Legal Intern
Chicago, IL; June – August 2015
• Researched topics pertaining to juvenile law to become better aware of relevant cases
• Interviewed clients prior to trial and obtained valid information for cases
• Docketed files and cross-referenced data to the proper cases for future reference
• Created Excel spreadsheets to classify and report information to Public Defenders
• Responded to client inquiries, fielded calls, and maintained database of 350 contacts

LEADERSHIP EXPERIENCE
Pi Beta Phi Sorority, Vice President of Finance
Northwestern University; January 2015 – Present
• Manage finances for 100+ person organization using Quickbooks software, both accounts payable and receivable
• Serve as the liaison between the chapter and House Corporation; oversee the House Manager
• Research and create $65,000 budget, including alternative means of funds investment
• Reevaluate and revise budget, leading to a 20% reduction in dues in 2015-2016, the largest in Chapter history

Model Arab League, Member
Northwestern University; September 2014 – Present
• Strengthen collaboration and ensure strategic goal alignment as a liaison between the Northwestern University league and other regional universities
• Represented Saudi Arabia on Palestinian Affairs Council in regional conference in Oxford, Ohio in February 2015 to simulate Arab League debate and problem-solving

ACTIVITIES
Analytics Team Member, Institute for Student Business Education (ISBE)
April 2014 – Present
Sponsorship Committee, Dance Marathon
September 2013 – Present
Tutor, Northwestern University Athletic Department
September 2013 – June 2015

HONORS
• Gamma Sigma Alpha Honors Society: Greek life juniors and seniors with a GPA of 3.5 or higher
• Alpha Lambda Delta Honors Society: First year students with GPA of 3.5 or higher & in top 20% of class
• Pi Beta Phi Core Values Award: Integrity: Illinois Epsilon Chapter, voted by peers to epitomize integrity
• Published in The True Body Project anthology; City Beat newspaper; Queen City Forum magazine; and “Mic & Mia” website; featured in Cincinnati 20/20 Arts Festival and the Women Writing for Change radio show on WVXU (91.7)

LANGUAGE SKILLS
Modern Standard Arabic: fluent
Egyptian Arabic dialect: conversational
Spanish: proficient

INTERESTS: Waterskiing, Historical Fiction Novels, Jazz Performances
HIGH SCHOOL experiences may be included if they are relevant or convey unique skill sets. They usually are removed after the second year of college.

William Carter

700 South Blvd.
Evanston, IL 60202

EDUCATION
Northwestern University: Weinberg College of Arts and Sciences, Evanston, IL
Bachelor of Arts, June 2019
Major: Economics  |  Minor: Business Institutions Program  |  GPA: 3.17/4.00

ACADEMIC PROJECTS
Accounting & Finance: Amazon Analysis Project
- Critically analyzed 100 page annual report for Amazon to identify Area of focus on investment in order to increase 2016 profit margin by 87%.
- Compared quarterly reports with the competitor and isolated areas of opportunity.
- Gained strong understanding of quarterly balance sheets (assets, liabilities, income statements) quarterly performance for revenues and expenses.

Introduction to Applied Econometrics: Regression Analysis using STATA  Fall 2016
- Utilized internet and other resources to self-teach STATA programming language in an 8-week timeframe.
- Analyzed demographic data and created a regression chart correlating demographic data to wages.

LEADERSHIP EXPERIENCE
Basketball Representative, Student Athletic Advisory Committee (SAAC), Evanston, IL  Fall 2015-Present
- Selected by coaches and academic advisors as representative for men’s basketball team.
- Present issues and opportunities around campus and Evanston community to Athletic Department.
- Develop community service events for 150+ local youth.
- Relay ideas, questions, and concerns from teammates and other student-athletes to campus administrators.
- Create promotional videos and e-mails to attract peers to SAAC events.

Member, Northwestern University Basketball Team, Evanston, IL  Fall 2015-Present
- Demonstrated the importance of teamwork and clear communication in a highly competitive environment.
- Balance academics with 20+ hours of athletic commitment each week.
- Critically analyze 350 offensive/defensive plays during the course of a season.
- Assess opponent schemes and provide counter plays in a fast-paced manner.
- Practice conflict-resolution skills to ensure healthy team atmosphere and focus on quarterly team goals.
- Earned Academic All Big Ten Honors in 2015-2016.

Mentor, Peers Urging Responsible Practice through Leadership & Education, Evanston, IL  Fall 2015-Present
- Provide an equal-opportunity environment for student-athletes to share issues and opportunities in the community.
- Implement new campus resources designed to enhance student-athlete life at Northwestern University.
- Chosen by athletic administrators to make influential decisions benefiting student-athletes.

WORK EXPERIENCE
Counselor, Northwestern Men’s Basketball Camp, Evanston, IL  Summer 2016
- Provided basketball skills and encouraged campers to achieve goals through strong work ethic and dedication.
- Assessed 25 campers’ skill levels and developed a personalized training module for campers to increase skills.

SKILLS & INTERESTS
Language: Basic knowledge of French and Spanish.
Technical: Proficient in Microsoft Word, Excel, and PowerPoint. Working Knowledge in STATA.

Frank Thompson

Frankthompson8@u.northwestern.edu
(654) 555-4321

Campus Address:
1871 Chicago Avenue
Evanston, IL 60201

Permanent Address:
4295 West 6th Street
Canton, MA 02021

EDUCATION
Northwestern University, Evanston, IL
Bachelor of Arts in Psychology, Anticipated June 2019
Minor in Business Institutions
Cumulative GPA: 3.65/4.00
Honors: Alpha Lambda Delta National Honor Society, Dean’s List – 2 of 3 quarters.

LEADERSHIP EXPERIENCE
Northwestern University Office of Admissions, Evanston, Illinois
Tour Guide, June 2016 – Present
- Represent Northwestern University to groups of 15+ prospective students and families.
- Address inquiries and concerns from families and prospective students.

Wildcat Welcome, Evanston, Illinois
Peer Adviser, March 2016 – Present
- Introduce new students to Northwestern University, serving as guide and mentor.
- Plan and coordinate reunions and events throughout the academic year including trips to Chicago and alumni dinners to facilitate new students’ transitions to Northwestern.
- Facilitate dialogue in groups of 10 regarding college expectations and tips for successful transitions.

North Canton High School Swim Team, Canton, Massachusetts
Captain, Sept. 2014 – March 2015
- Coordinated and led practice for 24 swim team members.
- Led goal setting activities to improve stroke skill and decrease speed times.
- Organized weekly team breakfasts and 15+ events throughout season to promote team spirit.

WORK EXPERIENCE
Bridgeview Day Camp, Milwaukee, Wisconsin
- Supervised 8 lifeguards to ensure the safety and instruction of approximately 200 children.
- Designed and implemented swimming program for children with developmental disabilities.
- Coordinated staff training program to ensure high level of swim instruction for students.

Paddington Family Restaurant, Milwaukee, Wisconsin
- Maintained seating arrangement of restaurant to ensure maximum satisfaction of customers and staff.
- Responded to customer questions, managed customer complaints, and consulted with management.
- Contributed to major event planning, including developing event promotions and soliciting volunteers.

ACTIVITIES
Participant, Dance Marathon, March 2016
Volunteer, Lutheran General Hospital, Sept. 2012 – May 2015

SKILLS
Language: Proficient in Spanish.

STUDENT ATHLETES should focus on the leadership and transferable skills acquired in their sports.
Liu (Daniel) Wei
Liwelei2018@u.northwestern.edu (925)764-0946
2440 Green Bay Road, Rm. 621, Evanston, IL 60201

EDUCATION
Northwestern University, Evanston, Illinois
Bachelor of Science in Mechanical Engineering
Cumulative GPA: 3.39/4.00

RELEVANT EXPERIENCE
Northwestern University, Evanston, Illinois
Laboratory for Intelligent Mechanical Systems Research Assistant
6/16 – 9/16
- Conducted research on the haptic interaction between an electrostatic surface and a human finger with a PhD student
- Assisted in the application of design-model comparison and iterative improvement of a device to cause a rigid surface to actively force a human finger by using electrostatic forces simultaneously triggered with lateral vibrations
- Developed an artificial fingertip with electric and mechanical properties similar to a real human fingertip using semiconducting carbon-black-loaded elastomers, resistivity measurements and dynamic mechanical analysis
- Designed and assembled a miniature lightweight accelerometer circuit board using EAGLE and flexible circuit boards

Alimentos S.A., Guatemala City, Guatemala
Engineering Project Management Intern
7/15 – 9/15
- Led the design and development of an innovative and cost-efficient product display method (patent pending) by coordinating materials acquisition and machine shop staff to produce prototypes in the shortest time possible
- Minimized project implementation costs using raw material market research, iterative simplification of design, and dimension optimization to achieve a potential six-digit annual savings figure for the company
- Performed experiments to assess the performance of 3 ergonomic transport and delivery cartidges for client orders
- Proposed a design for an improved order transport and delivery mechanism by combining all of the efficient and beneficial components from the previous designs, and applying failure mode analysis and design thinking
- Presented project progress and results to the President, General Manager, and majority of division directors at the company using Power Point; successfully convinced them of the profitability of its execution

Design Thinking and Communication Course, Northwestern University

Client: Hospital Sisters Mission Outreach, Chicago, IL

4/15 – 6/15
- Contributed to designing, manufacturing and tuning the drivetrain components of a formula racing car intended for competition in the annual Formula SAE Michigan competition

Phi Kappa Psi Fraternity, Illinois Alpha Chapter Member
4/15 – Present
- Contributed to promoting and facilitating multiple philanthropy activities, fundraising events and new member recruitment
- Applied parliamentary procedure to engage in discussions about chapter governance

SKILLS
Language: Spanish (fluent), Italian (conversational)
Computer: Proficient in MATLAB, SolidWorks, EAGLE, AMPL, R, STATA, Excel, and Power Point
Laboratory: Electrical resistivity measurement, data regression and analysis, dynamic mechanical analysis, stress-strain testing, titrations, filtrations, dilutions, and other standard laboratory chemical procedures
CAREER GUIDE

Mobile Journalist-Environmental Beat
• Selected as one of 16 students to report for medillonthehill.net and contribute to a professional daily newsroom
• Edit material to create a documentary about women living as accused witches in isolated regions of northern Ghana
• Researched and wrote enterprise stories on political and environmental issues
• Oversee content acquisition, including scheduling interviews, filming 40+ hours of footage, and organizing translation
• Chosen as one of 15 recipients to author a 12-page project proposal
• Edited 20+ manuscripts, including short story anthologies, drama, novels, and educational and scholarly works

Grant Recipient
Editorial Assistant, September 2014-June 2016;
• Revised introductions, chronologies, photo galleries, notes, bibliographies, and indices

Bachelor of Science in Journalism, June 2017
Double major in Gender and Sexuality Studies
• Produced multimedia content for web, including photo/audio slideshows, video packages, and graphics
• Input author and copyeditor changes to files, reviewed page proofs, and queried authors about discrepancies in manuscripts

Social Media: Facebook, Twitter, YouTube, Vimeo, Tumblr, Skype, Reddit, StumbleUpon, LinkedIn, Instagram

Kim S. Gordon
618 Clark St., Evanston, IL 60201 • k-gordon@u.northwestern.edu • 312-355-1234 • www.kimgordon.com

EDUCATION
Northwestern University, Evanston, IL
Bachelor of Science in Journalism, June 2017
Double major in Gender and Sexuality Studies
GPA: 3.26/4.00 | Dean’s List: 5 of 9 quarters

RELEVANT EXPERIENCE
Epic Lund Global Reporting and Research Grant, Tamale, Ghana
Grant Recipient, July 2016-Present
• Chosen as one of 15 recipients to author a 12-page project proposal
• Overseen content acquisition, including scheduling interviews, filming 40+ hours of footage, and organizing translation
• Edited material to create a documentary about women living as accused witches in isolated regions of northern Ghana

Medill News Service, Northwestern University, Washington, D.C.
Mobile Journalist-Environmental Beat, January 2015-March 2015
• Selected as one of 16 students to report for medillonthehill.net and contribute to a professional daily newsroom
• Researched and wrote enterprise stories on political and environmental issues like “Global Warming in America”
• Reported, wrote, and photographed from the field, using social media to send quick updates and filing at least one story a day
• Produced multimedia content for web, including photo/audio slideshows, video packages, and graphics

Northwestern University Press, Evanston, IL
Editorial Assistant, September 2014-June 2016; Intern, June 2016-August 2014
• Promoted from intern to editorial assistant in November 2014 for excellent and thorough work
• Edited 20+ manuscripts, including short story anthologies, drama, novels, and educational and scholarly works
• Prepared files for copying by entering typesetting codes, fact-checking references and consistency of style
• Input author and copyeditor changes to files, reviewed page proofs, and queried authors about discrepancies in manuscripts
• Revised introductions, chronologies, photo galleries, notes, bibliographies, and indices

PUBLICATIONS
Mildred’s Tale, Kim S. Gordon, Concord, MA, 2015
• Authored 35-page historical novella chronicling the major events during the women’s suffrage movement

Revolutionary War Heroes, How the War was Won, Dr. Susan C. Thorney, Concord Press, Washington, MA
• Wrote chapter entitled “The Revolution, its Beginnings” about women’s roles during the American Revolution

HONORS
Mortar Board National College Senior Honor Society, November 2016
Golden Key International Honor Society, September 2014-Present

SKILLS
 Publishing: Experienced with the Chicago Manual of Style editing symbols, language, and guidelines
 Computer: Proficient in HTML, CSS, Javascript, MS Word, MS Excel, PowerPoint, Adobe, Photoshop, Illustrator
 Working knowledge in Premiere Pro CS5, Soundbooth, Dreamweaver CS3, InDesign, Flash CS3, NewsBoss
 Social Media: Facebook, Twitter, YouTube, Vimeo, Tumblr, Skype, Reddit, StumbleUpon, LinkedIn, Instagram
 Language: Fluent in Spanish (11 years of coursework)

SIENNA PATEL
spatel@u.northwestern.edu • (555) 123-4567 • 111 Ortington St., Evanston, IL 60201

EDUCATION
Northwestern University, Evanston, IL
Bachelor of Arts in Communication, Expected June 2018
Major: Theatre

Yale Summer Conservatory for Actors, New Haven, CT, June - August 2014

PRODUCTION EXPERIENCE
Northwestern University, Evanston, IL
Executive Producer: The Freshman Musicals
Assistant Producer: The History Boys
Lighting Operator: I Love You Because
Amy Matthews, Director 2016
Caroline Slede, Director 2015
Jesse Rothchild, Director 2015

Raleigh Ensemble Players Theatre Company, Raleigh, NC
Stage Manager: The Last Days of Judas Iscariot
Fundraising Team: Eukiah
C. Glen Matthews, Director 2014
C. Glen Matthews, Director 2013

SELECT PERFORMANCE EXPERIENCE
Dog Sees God
Dir. CB’s Slu
Into The Woods
Dir. Jack’s Mother
C. Glen Matthews, Director 2014
God’s Country
Dir. The Student
C. Glen Matthews, Director 2013
Bat Boy
Dir. Institute Man
Tito Hernandez, Director 2012

WORK EXPERIENCE
Carousel Productions, Los Angeles, CA
Intern, June 2016 - August 2016
• Wrote summaries of 55+ screenplay submissions for production evaluation
• Analyzed content to determine which submissions should be approved for development
• Composed project summaries, planned team meetings, and addressed phone inquiries

Binder Casting, New York, NY
Intern, July 2015 - September 2015
• Performed outreach to over 200 public schools and relevant organizations in children’s talent search for the Broadway production of Disney’s The Lion King
• Liaised between agents, casting directors, and producers to maintain lines of communication
• Served as a knowledge resource for prospective talent regarding audition information and company practices

North Carolina Dance Institute, Raleigh, NC
Substitute Dance Teacher/Front Desk Staff, August 2010 - July 2013
• Choreographed and taught combinations and technique lessons for jazz, tap, ballet, modern, and hip-hop dance for ages 5-adult
• Strengthened student technique by attaining to individual needs and presenting corrections in a positive way
• Communicated with customers in person and on the phone, offering personalized responses to daily inquiries
• Managed quarterly registration materials and fees for 250+ dancers participating in 15 unique classes

HONORS
Cary Academy Excellence in Drama Award, 2012, 2014
Johnnetta Camile Overton Scholarship, 2013, given to the rising senior with “a dynamic personality, a strong work ethic, and an ability to lead, offering a strong voice in the community”

SKILLS
Technical: Basic sound and light board, spotlight operating
Computer: Proficient in Microsoft Outlook, Word, PowerPoint, Excel

Qualifications and experience in the area of interest are highlighted in the PUBLICATIONS and SKILLS sections.
JAMES MORRIS
29 Brookstone Way, Evanston, IL 60201, 847.555.2929, jamesmorris2018@u.northwestern.edu

EDUCATION
Northwestern University: Weinberg College of Arts and Sciences, Evanston, IL
Bachelor of Arts in English Concentration: Literary Criticism and Theory Expected June 2018
Certification: Undergraduate Leadership Program GPA: 3.62/4.0

Relevant Coursework: Interpreting Culture, Language in the Text, History of the Literary Criticism, Contemporary Theory, Language and Culture, Modern Rhetorical Theory, Psycholinguistics, and Phenomenology

ACADEMIC PROJECT
Modern Rhetorical Theory: Effective Communication in Business Project Sept. 2016 – Present
• Critically analyze contemporary theory of management and its direct effects on 3 consulting firms
• Perform extensive research on each consulting firm’s mission, projects, and obstacles
• Interview 7 Business Analyst Managers to understand the flow of communication
• Provide recommendations to improve communication practices, leading to a 72% increase in productivity at 1 firm

INTERNATIONAL EXPERIENCE
• Analyzed local government and policies surrounding education and contrasted findings against U.S. policies
• Interacted with native residents including Patagonian grasslands inhabitants, Gauchos
• Gained exposure to the endangered and extinct languages of Argentina
• Developed fluency in Spanish language during 2-month experience by living with a Spanish-speaking host family

LEADERSHIP EXPERIENCE
Vice President, Minority Business Association, Evanston, IL Sept. 2015 – Present
• Increase student membership by 70% during tenure as Marketing Advocate (Fall 2015 – Spring 2016)
• Foster healthy working relationships with student-run groups, administrators, faculty, and alumni
• Facilitate bimonthly meetings to ensure efficiency and to create an equal learning forum for all members
• Research and analyze current organizational plans and propose new mission-specific direction

Nominated Participant, Undergraduate Leadership Program, Evanston, IL March 2015 – June 2016
• Acquired and improved leadership skills and experience through a 4 course certificate program
• Participated in leadership challenges designed to help identify and build strengths and weaknesses
• Received personal coaching sessions to identify and sharpen personal leadership style
• Directed team problem solving assignments designed to simulate a business model

WORK EXPERIENCE
Sales Associate, Foot Locker, Chicago, IL
• Utilize interpersonal and customer service skills to enhance customer shopping experience
• Consistently exceeded monthly sales targets by at least 40%
• Research newly released products to aid in sales approach to customers

SKILLS
Language: Fluent in Spanish
Technical: Proficient in Microsoft Office: Word, Excel, Publisher & PowerPoint

ACTIVITIES
Omega Psi Phi Fraternity, Inc.
Undergraduate Black Management Association

INTERNATIONAL EXPERIENCE, such as study abroad, presents an opportunity to highlight marketable skills for a variety of industries and positions.

JAMES MORRIS
29 Brookstone Way, Evanston, IL 60201, 847.555.2929, jamesmorris2018@u.northwestern.edu

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ACTIVITIES
Omega Psi Phi Fraternity, Inc.
Undergraduate Black Management Association

INTERNATIONAL EXPERIENCE, such as study abroad, presents an opportunity to highlight marketable skills for a variety of industries and positions.
Meera Ganesh
2650 Foster Ave. Unit 2, Evanston, IL 60201  ●  (847) 555-6143  ●  mg2017@u.northwestern.edu

EDUCATION
Northwestern University, Evanston, IL  ●  Expected June 2017
Bachlor of Arts in Economics; Kellogg Undergraduate Certificate in Managerial Analytics
GPA: 3.80/4.0; SAT Writing: 750, Verbal: 740, Math: 800
Relevant Coursework: Econometrics, Principles of Finance, Corporate Finance

Universidade do Sul de Santa Catarina, Brazil: Undergraduate Language Grant Recipient
June 2014-Aug 2014

WORK EXPERIENCE
Ernst & Young, Commercial Advisory Services  ●  New York, NY  ●  June 2016-Aug 2016
Summer Associate
•  Assisted growth opportunities of relevant retail grocery formats by conducting primary and secondary research to determine external market drivers and forecasted growth
•  Conducted a strategic assessment of existing store formats by analyzing key performance and financial metrics for each entity within a client’s business, allowing client to prioritize strategic growth options aligned with market trends
•  Modeled potential growth scenarios by synthesizing research findings and evaluating the strategic, financial, and capital structure implications to help management achieve desired market position by 2020

First Chicago Advisors, Inc.  ●  Chicago, IL  ●  Sept 2015-Aug 2015
Investment Banking Intern
•  Engaged in sell-side transaction starting at the earliest stage and conducted potential buyer screening, contributing to successful deal origination with a major food company
•  Completed first phase of deal diligence on domestic food industry and detailed the characteristics of potential buyers
•  Compiled profiles for prospective strategic buyers, addressing recent developments, financial viability, core strategies, and potential synergies

Walgreens Co.  ●  Deerfield, IL  ●  Jun 2015-Aug 2015
Market Strategy Intern
•  Analyzed the impact of past pharmacy scripts (RX) acquisitions on Walgreens’ non-RX sales, allowing Walgreens to account for the average 5% added benefit on revenue when setting future bids for buyout targets
•  Performed due diligence on 80+ individual sites and transactions by conducting interviews with market managers, reviewing established site analyses, and participating in weekly Market Strategy team’s site reviews
•  Identified key drivers for non-RX sales increase by utilizing GIS and multivariate regression analysis in order to improve accuracy in estimating potential sales benefit for future acquisitions

LEADERSHIP EXPERIENCE
Associated Student Government  ●  Evanston, IL  ●  Sept 2015-Present
Account Executive- Student Activities Finance Board
•  Allocated $1.3 million to 40 student groups using qualitative and quantitative data
•  Oversaw the management of supplemental and contingency funds
•  Consulted with 4 designated groups to advise and oversee their finances and served as advocate in senate funding procedures

Walgreens Co.  ●  Deerfield, IL  ●  Dec 2014-Aug 2015
Senior Strategy & Operations Manager
•  Assessed growth opportunities of relevant retail grocery formats by conducting primary and secondary research to determine
•  Established site analyses, and participating in weekly Market Strategy team’s site reviews
•  Contributed to successful deal origination with a major food company

Individual activities that benefited 100 residents and enhanced their living experience

LEADERSHIP EXPERIENCE
Walgreens Co.  ●  Deerfield, IL  ●  Oct 2014-Sep 2016
•  Lead nationwide sales & marketing company with over $150,000,000 in revenue
•  Engaged 20+ students in daily activities

SELECTED PERFORMANCES
Northwestern University Chamber Orchestra, Evanston, IL  ●  Sept. 2014- Present
Northwestern University Bienen School of Music Student Recital, Evanston, IL  ●  May 2015, May 2016

LEADERSHIP EXPERIENCE
Zeta Tau Alpha, Northwestern University  ●  Evanston, IL
Undergraduate Treasurer,  ●  Sept 2016- Present
•  Gifted key committee to execute weekly programs, meetings, and events for new members

Bienen School of Music Student Advisory Board, Evanston, IL  ●  Member, Sept. 2015 – Present
•  Create community within the Bienen School of Music by promoting communication between more than 600 students, faculty, and University administration
•  Serve as liaison between student and university administration needs, expectations, and desired learning opportunities and present outcomes to faculty each quarter

SKILLS
Computer: Proficient in Microsoft Office, Constant Contact, Tessitura
Language: Fluent in French

FRANCIS HARPER
1500 Chicago Avenue, Apartment 5C, Evanston, IL 60201  ●  (630) 555-7473  ●  francisharper2019@u.northwestern.edu

EDUCATION
Northwestern University, Evanston, IL
Bachelor of Music in Flute Performance, Bachelor of Arts in French (5-year Dual Degree)
Minors in Arts Administration; Expected June 2019
GPA: 3.89/4.0

RELEVANT EXPERIENCE
Alumni Relations and Development, Northwestern University  ●  Evanston, IL
Clerical Aide, Oct. 2014 – Present
•  Enhance office productivity by completing extensive donor mailings, data entry, and prospect research
•  Edit 800 handwritten thank-you notes for quarterly Thank-a-Thon program and Thank-a-Donor Week
•  Generate reports and lists, uploaded Contact Reports and Mass Updates to CATracks
•  Analyzed data for Parent and Family Giving and Direct Mail teams
•  Organize CATracks IDs, student and parent names, and sports into a report for 19 Athletics programs

Bienen School of Music, Northwestern University, Evanston, IL
Flute Player, Sept. 2014 – Present
•  Balance 16+ hours of practice each week with coursework and extracurricular activities
•  Collaborate with colleagues to improve chamber, ensemble, and solo music
•  Lead sections to make consistent progress towards tangible goals

The Atlanta Opera, Atlanta, GA
•  Drafted press releases for each of the Opera’s 3 mainstage performances for the 2016-2017 season
•  Utilized Tessitura to complete ticket exchanges and create call lists
•  Assisted in researching prospective group sales patrons, resulting in a 10% increase in group sales

Auditorium Theatre of Roosevelt University (ATRU), Chicago, IL
Development Intern, Sept. 2015 – Dec. 2015
•  Assisted annual Devil’s Ball and Gala events for 500+ attendees each; created auction signs, proofread materials, wrote thank-you letters to 45 sponsors and donors, completed day-of event tasks
•  Assisted in researching membership programs at 15 similar venues and organizations
•  Developed new program proposal for ATRU and presented ideas to Board of Directors

SELECTED PERFORMANCES
Northwestern University Chamber Orchestra, Evanston, IL  ●  Sept. 2014 – Present
Northwestern University Bienen School of Music Student Recital, Evanston, IL  ●  May 2015, May 2016

LEADERSHIP EXPERIENCE
Zeta Tau Alpha, Northwestern University  ●  Evanston, IL
Vice President – New Member Coordinator, Sept. 2016 – Present
•  Facilitate 8-week educational curriculum to develop new members, focusing on leadership, chapter history, and the membership experience

Bienen School of Music Student Advisory Board, Evanston, IL  ●  Member, Sept. 2015 – Present
•  Create community within the Bienen School of Music by promoting communication between more than 600 students, faculty, and University administration
•  Serve as liaison between student and university administration needs, expectations, and desired learning opportunities and present outcomes to faculty each quarter

SKILLS
Computer: Proficient in Microsoft Office, Constant Contact, Tessitura
Language: Fluent in French

This DUAL-DEGREE student highlights selected performances, in addition to leadership experiences, to demonstrate unique experience in and for MUSIC.
Résumés and CVs for Graduate Students

Graduate students applying for positions outside academia often convert their CVs to résumés, which are preferred in industry and nonprofit settings. Though the CV and résumé have similarities, it’s important to understand when and how to use each document.

<table>
<thead>
<tr>
<th>CV</th>
<th>Résumé</th>
</tr>
</thead>
<tbody>
<tr>
<td>Length</td>
<td>2+ pages</td>
</tr>
<tr>
<td>What to include</td>
<td>Detailed overview of academic credentials and scholarly accomplishments</td>
</tr>
<tr>
<td>When to use</td>
<td>Academic research and teaching positions, postdocs, Positions requiring academic research, teaching, and publications, Grants, fellowships, and some administrative positions in colleges and universities</td>
</tr>
</tbody>
</table>

CONVERTING A CV TO A RÉSUMÉ

Because graduate students may not have relevant industry experience, they must communicate how their experiences enable them to perform the required duties of a position. When developing your résumé, focus on translating your research and teaching experience into terms that will be recognizable to employers in your field. If your background is not an exact match, identify the skills you’ve acquired that are transferable to that particular position.

Research the employer and industry and carefully read the job description. This will help you identify the skills sought and the key words and terminology of the field so you can tailor your résumé accordingly.

Think about all your experiences, including advanced coursework, research, projects, leadership, volunteering, paid positions, and teaching. Note the transferable skills you developed in each, such as supervision, quantitative analytics, budgeting, or design.

When evaluating your research, focus on your process and impact rather than on specific research findings.

Highlight your “soft” skills—leadership, collaboration, project management, and effective communication—which are highly valued by employers.

The chart below highlights just a few key transferable skills common to most graduate students.

<table>
<thead>
<tr>
<th>Skill employers seek</th>
<th>People with this skill can</th>
<th>You use this skill when you</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analytical thinking</td>
<td>▪ Solve a problem by breaking it into parts and developing a logical solution</td>
<td>▪ Perform academic research (analyze texts or data, review literature, conduct and improve experiments, synthesize findings)</td>
</tr>
<tr>
<td></td>
<td>▪ Evaluate information to find patterns</td>
<td>▪ Plan a budget for a student organization</td>
</tr>
<tr>
<td></td>
<td>▪ Visualize and articulate better ways to perform a task</td>
<td></td>
</tr>
<tr>
<td>Communication</td>
<td>▪ Work with others to complete a project</td>
<td>▪ Collaborate with others on a research project</td>
</tr>
<tr>
<td></td>
<td>▪ Present information clearly to people from a range of backgrounds</td>
<td>▪ Teach complex concepts to beginners in the field</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▪ Present research in writing and at conferences</td>
</tr>
<tr>
<td>Leadership</td>
<td>▪ Motivate diverse people toward a common goal</td>
<td>▪ Lead productive class discussions</td>
</tr>
<tr>
<td></td>
<td>▪ Delegate tasks to group members based on talents</td>
<td>▪ Manage organization of a graduate student conference</td>
</tr>
</tbody>
</table>
AVERY P. MATTHEWS
112 Smithson Drive, Chesapeake, VA 23322, (847) 555-4410, matthews@u.northwestern.edu

EDUCATION
Northwestern University, Evanston, IL Ph.D., Materials Science and Engineering, GPA: 3.56/4.00 August 2017
Pennsylvania State University, State College, PA Bachelor of Science, Cmu Leads, Materials Science and Engineering, Physics Minor May 2011

RESEARCH & TEACHING EXPERIENCE
Northwestern University, Evanston, IL September 2011–Present
Graduate Research Assistant, Department of Materials Science and Engineering
- Collaborated in an interdisciplinary center spanning 8 research groups at 3 universities across 4 disciplines to publish advances in transparent electronic semiconductors
- Co-authored grant review presentations and developed a database of electronic material summary for PRAISE model
- Developed novel techniques to characterize defects in amorphous thin films using high-temperature, in situ electrical property measurement

Workshop Organizer, Spring 2014
- Developed intensive, hands-on experiments to demonstrate process and importance of university-level research
- Supervised 18 students in group activities and taught basic research methodologies and techniques
- Student Coordinator, Spring 2014
- Rapidly assembled the essentials of workshop organizers’ research areas to devise custom teaching methods and demos
- Utilized online forms enhancing the scheduling of 85 students into 15 workshop sessions over three weeks

LEADERSHIP EXPERIENCE
Ready, Set, Go! A Course in Scientific Communication, Evanston, IL January 2016–Present
Co-Facilitator, Program Administrator
- Selected and trained community outreach volunteers for the year-long workshop
- Coordinated professionals in theater, journalism, and communication to design intensive 10-week workshop
- Designed and maintained a course website to promote the achievements of workshop fellows
- Analyzed program feedback using web-based forms and presented to a board of graduate school deans

Engelhart Graduate Residence Hall, Evanston, IL August 2012–June 2016
- Assisted in the negotiation of the laboratory’s 3-year, $1.6M collaboration with a major pharmaceutical company
- Managed a team of 5 research technicians and a database engineer on a $3M government-funded project
- Redesigned the data analysis pipeline and accomplished rigorous testing targets to merit $1.5M funding for phase 3

RELATED EXPERIENCE
Executive Board Member, Arts Student Council, Carnegie Mellon University, Pittsburgh, PA August 2007–May 2009
- President and Business Manager
- Co-wrote grant applications and budgeted $1200 in campus funding for student art exhibitions
- Recruited exhibition opportunities at local businesses (5-10/year) and managed venue logistics for the group

INTERESTS
- Engaged customers in friendly conversation to assess needs and provide the optimal solution for their budget
- Earned Apple Product Professional Gold-Level Certification for product knowledge

HONORS & AWARDS
MGLA, Art Fair Winner, Photography 2014, 2016
Walter P. Murphy Fellowship (awarded to outstanding first-year Ph.D. students) 2011
MATERIALS SYNTHESIS & CHARACTERIZATION TECHNIQUES
SEM, XRD, XPS, SIMS, FTIR, Dilatometry, Fizeau Interferometry, Hall Probe, UV–VIS Spectrophotometry, Solid state synthesis, FIB

COMPUTER SKILLS
- Proficient: Adobe Acrobat, Adobe InDesign, Adobe Photoshop, Adobe Muse, MS Excel, MS Word, MS PowerPoint
- Intermediate: Adobe Premiere, Adobe Dreamweaver, Google SketchUp 8, LabVIEW 7, Wolfram Mathematica 8

For nontechnical fields, highlight TRANSFERABLE SKILLS from your research, such as analysis, modeling, and project management, instead of providing project overviews.

IDENTIFY SKILLS related to the job description. Showcasing the skills can help your résumé surface in an employer’s online search.
May 2003

Anthony Johnson
621 Lincoln Street, Evanston, IL 60208 • anjohnson@northwestern.edu • (847) 555-3700

PROFESSIONAL SUMMARY
Predictive Analytics Major’s student with focus in multivariate analyses including generative and linear modeling, regression, clustering, and decision trees. Ten years of analytical and underwriting experience, including three years of management experience. Expertise in statistical analysis, underwriting, issue resolution, financial risk assessment and mitigation. Seeking full-time data scientist positions.

CLASS PROJECTS
Advanced Modeling Techniques: Affordable Care Act Enrollment Bias, August 2016
• Developed a multiple linear regression model that predicts the likelihood of enrollment into the Affordable Care Act by county based on a set of demographic variables.
• Reduced the dataset of 6,000 variables to 30 predictor variables.
Marketing Analytics: Data Mining in the Prediction of Global Sales, March 2016
• Compared multiple classification algorithms in Weka including J48, J48p, Naïve Bayes, Multilayer Perceptron, IBk and SimpleLogistic using data from wine sales in Australia.
• Compared multiple scenarios of each algorithm to identify the highest percent of correctly classified instances.

EXPERIENCE
Catamaran (formerly CatapultRx, formerly Walgreens Health Initiatives), Schaumburg, IL
Senior Financial Analyst, May 2016 – Present
• Forecast financial performance of clients and adjust pricing to ensure contract guarantees are met, risk of payout is mitigated, and company’s profit margin is maintained.
• Reduced the dataset of 6,000 variables to 30 predictor variables.
• Collaborate with multiple departments including senior-level management to identify a system coding error, mitigating a potential $8M client payout.
• Analyze opportunities where pricing could be adjusted to more closely meet clients’ contract guarantees, resulting in an estimated annual savings of $5.5M.

Walgreens, Walgreens Health Initiatives, Deerfield, IL
Manager – Client Underwriting and Analytics, September 2010 – May 2016
• Promoted to Manager overseeing the pricing and underwriting process for PBM client renewals.
• Analyzed client data, developed assumptions, created pricing strategy and presented pricing details to executives.
• Developed a process using Microsoft Access that identified opportunities where clients’ generic pricing could be adjusted to more closely meet a given benchmark, resulting in savings of $8.5M to Walgreens.
• Assigned workload, monitored progress, provided guidance, and helped develop career paths for 15 analysts.
• Maintained Group Manager responsibilities while simultaneously ascending into manager role.

Group Manager – Client Analytics, February 2004 – September 2010
• Executed strategic initiatives by analyzing 30 key shareholders each quarter to clients’ trend and Walgreen’s profitability.
• Presented plan design recommendations to 11 shareholders and successfully implemented plan over a 14 month timeframe.
• Executed strategic initiatives by analyzing 30 key shareholders each quarter and providing proactive counsel to help improve clients’ trend and Walgreen’s profitability.
• Executed strategic initiatives by analyzing 30 key shareholders each quarter and providing proactive counsel to help improve clients’ trend and Walgreen’s profitability.

EDUCATION
Northwestern University, Evanston, IL
Master of Science in Predictive Analytics, June 2018
• GPA: 3.9/4.0

Boston College, Boston, MA
Bachelor of Arts in Psychology, GPA: 3.8/4.0, May 2017

American Mental Health Counselors Association
Student Support Network, Boston College
UMOA, Boston College Black Student Union
Cultural Mentorship Program, The Howard Thurman Center for Common Ground, Boston College

TECHNICAL SKILLS

List your most relevant courses first, including your GPA. Employers care more about your GPA than your major. Many of your courses are relevant to the job you’re applying for. If you’re applying for a data science role, highlight your knowledge of R, SAS, SPSS, and SQL. If you’re applying for a financial role, highlight your knowledge of Excel, Access, and Business Intelligence tools. If you’re applying for a job in a technical field, highlight your knowledge of programming languages like Python or Java.

PROFESSIONAL AFFILIATIONS AND MEMBERSHIPS
Student Support Network, Boston College (2016 – 2018)
UMOA, Boston College Black Student Union (2012 – 2014)
Cultural Mentorship Program, The Howard Thurman Center for Common Ground, Boston College (2016 – 2018)

RÉSUMÉS AND CVs FOR GRADUATE STUDENTS

ROY THOMPSON
ROYTHOM@northwestern.edu, (617) 555-3400
19 Orrington Ave. #213, Evanston, IL 60208

EDUCATION
Northwestern University, The Graduate School and The Family Institute
Master of Arts in Counseling, GPA: 3.9/4.0, June 2018
Honors/Awards: Harris Scholar, Mental Health Rights Clinic Participant

Boston College, College of Arts & Sciences
Bachelor of Arts in Psychology, GPA: 3.8/4.0, May 2017
Honors/Awards: Cam Laude; Member of Phi Chi (The International Honor Society in Psychology); Student Research Award-Undergraduate Research Opportunity Program Fall 2016/Spring 2017

CLINICAL AND RESEARCH EXPERIENCE
The Family Institute, Northwestern University, Evanston, IL
September 2016 – Present
Counseling Practicum Trainee
• Complete 80+ hours of face-to-face counseling and receive 100+ hours of group and individual supervision
• Provide direct clinical service to 15+ weekly clients aged 15-32 years
• Treat presenting issues of depression, anxiety, childhood trauma, interpersonal relationships and body image

Past 2 Present Project, Boston University School of Social Work, Boston, MA
October 2015 – May 2016
Research Assistant
• Collected data, developed recruitment strategies and corresponded with 45+ participants to measure the effects of childhood experiences on adult development
• Awarded a $2500 grant for a research project entitled “Does impulsive personality lead to college binge drinking?: Examining the relationship between impulsivity and binge drinking among college students”

WORK EXPERIENCE
Residential Services, Northwestern University, Evanston, IL
August 2016 – Present
Assistant Residence Director/Hall Government Officer
• Collaborate with faculty, staff and students to foster vibrant and inclusive residential environments
• Serve as primary advisor to 3-hall governments and offer guidance, training, and support to 15 lead members
• Coordinate and implement the election process, manage executive board meetings, and facilitate the revision of constitutions

Tufts Summer English Language Programs, Tufts University, Medford, MA
June 2016 – August 2016
Resident Counselor
• Provided supervision and guidance to 19 international students and 3 student leaders
• Instructed residents on campus response, identifying binge drinking behaviors, and active listening techniques
• Fostered immersion to life at Tufts University and the United States by creating educational presentations and leading cultural trips around the greater Boston area

Boston University Orientation, College of Arts & Sciences, Boston, MA
March 2015 – January 2016
Student Advisor
• Served as a peer mentor and leader to a group of approximately 15-18 incoming students at each Orientation session
• Conducted small group meetings and discussions with students and families, explaining academic policies and requirements

Billing Office of the Clinical Psychiatry Department, Boston Medical Center, Boston, MA
February 2014 – December 2015
Office Assistant
• Verified insurance claims of Boston Medical Center psychiatric patients and processed session billing
• Managed clinical documents and updated insurance provider information through online office system

AFFILIATIONS AND SERVICE
American Mental Health Counselors Association
2012 – 2014

Highlight any GROWTH OR PROMOTION, demonstrating loyalty and potential to future employers.
CAREER GUIDE

MAYA L. SANTIAGO
1915 Maple Avenue · Evanston, IL 60201 · (847) 555-1234 · ml-santiago2@u.northwestern.edu

EDUCATION

Northwestern University, Evanston, IL
Ph.D. Candidate in Biomedical Engineering, Anticipated June 2018
Dissertation: Neuromechanical Mechanisms of Prosthetic Knee Joint Control: Associations with Prosthetic Alignment
M.A. in Biomedical Engineering, December 2014
Thesis: An Investigation of Shock-Absorbing Prosthetic Components for Persons with Transfemoral Amputation

Searle Center for Teaching Excellence
University of Virginia, Charlottesville, VA
B.S. in Mechanical Engineering, May 2011

RESEARCH EXPERIENCE

Research Assistant, Northwestern University Prosthetics-Orthotics Center, Chicago, IL
Apr. 2012–Present
• Propose novel research protocol to investigate the influence of prosthetic alignment on the gait biomechanics of persons with transfemoral amputation
• Collect quantitative gait data and perform statistical analyses to analyze gait data
• Conducted the design of an experimental paradigm to determine the optimal level of shock absorption
• Collaborated with colleagues to develop innovative projects to engage elementary and middle school students
• Presented research results to academic colleagues and corporate sponsors

Symposium Planning Committee, Chicago Graduate Student Research Symposium
• Organized a council of 16 student leaders to foster leadership and community among engineering graduate students
• Prepared and maintain Institutional Review Board (IRB) paperwork
• Recruited, schedule, and consent subjects for research studies
• Funded to graduate students

LEADERSHIP

Co-Chair, McCormick Graduate Leadership Council, Northwestern University
Sept. 2016–Present
• Organized a council of 16 student leaders to foster leadership and community among engineering graduate students
• Managed a $7000 budget from the Dean’s Office for academic, social, and professional activities
• Coordinated travel arrangements and meeting schedules for invited speakers and guests

Group Project Coordinator
Northwestern University Prosthetics-Orthotics Center, Chicago, IL
Apr. 2012–Present
• Created and managed project timelines to ensure appropriate deadlines were met by planning committee members

COMMUNITY SERVICE

Mentor, Get-A-Grip Middle School Science Program, Evanston, IL
• Teach students basic engineering concepts related to the design of a prosthetic arm
• Mentor middle school students during a prosthetics design competition

Volunteer Science Teacher, Kennedy Elementary, Chicago, IL & Haven Middle School, Evanston, IL
• Mentored 50 students in science and engineering concepts on a monthly basis
• Developed and refined teaching philosophy and portfolio
• Developed and refined teaching philosophy and portfolio
• Created schedules and assigned teaching responsibilities for team of 10 graduate student volunteers

SKILLS

Technical Software: Matlab, Mathematica, Maple, SPSS, MIMI, OrthoTrak and Cortex for motion capture, AutoCAD, Mechanical Desktop, TurningPoint, FORTRAN 77
Computer Software: Microsoft Office Suite (Word, Excel, PowerPoint), Paintshop, Adobe Suite
Languages: Spanish (fluent), French (proficient)

SELECTED PUBLICATIONS (3 OF 6) AND PRESENTATIONS (3 OF 5)


Santiago, M.L., “What’s New in Rehabilitation Research.” Rehabilitation Institute of Chicago’s Annual Nancy B. Flood Rehabilitation Management Course: Challenges in Leadership and Management, January 10-11, Dallas, TX, USA, 2016


AWARDS

American Academy of Orthotics & Prosthetics Education Research Foundation Fellowship 2016–Present
Whitaker Foundation Graduate Fellowship 2012–2016
Second Place Departmental Award, Northwestern University BME Research Poster Presentation 2015
Award for Progress in Engineering Design and Application 2015
University of Virginia Academic Achievement Scholarship 2007–2011
University of Virginia Distinguished Service Award 2011
University of Virginia College of Engineering Award 2010

Include any ADDITIONAL TRAINING you've received while in graduate school, such as teaching certifications, project management courses, or technical credentials.

Mentioning “SELECTED” PUBLICATIONS AND PRESENTATIONS saves space and indicates there are more.
Anastasia McMillan
900 Chicago Avenue #404 / Evanston, IL 60202 / 847 555 9876 / amcmillan2017@u.northwestern.edu

EDUCATION
Northwestern University, Evanston, IL
Ph.D. Candidate, Performance Studies August 2017
Pomona College, Claremont, CA
Bachelor of Arts, Theatre June 2009
Royal Academy of Dramatic Art, London, UK
Classical acting training program, semester abroad January 2007-May 2007

TEACHING EXPERIENCE
Theatre Instructor September 2015-present
Department Performance Studies, Northwestern University, Evanston IL
- Designed, wrote, and taught 5 original syllabi for history, theory, and practice courses
- Specialized in interdisciplinary course design, including a class on medicine and theatre and an integrated theory and practice course on major twentieth century directors
- Rated 5.4/6 for overall quality of instruction in Fall 2015 student evaluations

Founder and Coordinator January 2014-June 2015
Performance Studies Graduate Teaching Summit, Northwestern University, Evanston IL
- Collaborated with faculty to organize a job market workshop to help Ph.D. students integrate teaching into their career planning process, making them more viable on the academic market
- Conceived and created a forum for theatre and drama Ph.D. students to improve teaching portfolios, syllabi, and share discipline-specific resources on teaching
- Redesigned curriculum for first year theatre course in collaboration with faculty and graduate students to better meet the department’s learning objectives

Graduate Teaching Fellow September 2012-June 2014
Searle Center for Advancing Learning and Teaching, Northwestern University Evanston IL
- Coached 25 graduate students to optimize their competitive edge in each course, the sections taught, and how they were rated.
- Connected students with resources on pedagogy to help them strategically acquire a richer qualitative data set
- Developed and led 15 multidisciplinary workshops on teaching for 15 graduate students and 6 postdoctoral fellows
- Interviewed and transcribed interviews for publication in an online theatre journal

Gained knowledge of career paths available to community-minded arts professionals

The scope and breadth of your TEACHING EXPERIENCES can be quantified; keep track of the number of students in each course, the sections taught, and how you were rated.

Fostered mutually beneficial relationships between psychology students, veterans, theatre professionals, and community members, raising awareness about the post-military experience

The Professional Affiliations:
- Association for Theatre in Higher Education and Performance Studies International, June 2015-present
- American Society of Theater Consultants, January 2013-present
- American Alliance for Theater and Education, December 2012-present

PROFESSIONAL AFFILIATIONS

PUBLICATIONS


SKILLS
Computer: Advanced in Microsoft Word, PowerPoint, and Excel; Prezi; proficient in Mac and PC environments.
Languages: Fluent in Latin, Conversational in Spanish

SELECTED THEATRE PROJECTS
Research Assistant March 2013-present
Department of Performance Studies, Northwestern University, Evanston IL
- Interviewed an acclaimed director and transcribed interviews for publication in an online theatre journal
- Forged connections with key figures in the arts and social justice fields through interviews and research to acquire a richer qualitative data set
- Gained knowledge of career paths available to community-minded arts professionals

Devising Team Member, Veterans’ Voices April 2014-March 2015
Erasing the Distance, Chicago IL
- Collaborated on writing and research for a new play on veterans’ mental health issues
- Fostered mutually beneficial relationships between psychology students, veterans, theatre professionals, and community members, raising awareness about the post-military experience

Performer January 2013-May 2014
The Art Institute of Chicago, Chicago IL
- Conceived, wrote, and recorded interactive audio tours for the Art Institute of Chicago with a team of performers
- Consulted with the Art Institute’s education team, helping them combine media to find creative ways of reaching their target audiences; increasing their program attendance by 55%

When searching for CAREERS OUTSIDE ACADEMIA, think broadly about skills such as leadership, coaching, and course design.
Cover Letters

A cover letter introduces you to a potential employer and should accompany your résumé unless the employer requests otherwise. You should use a business-letter format and keep to one page of three to five paragraphs. Each cover letter you write should be tailored to the specific position and employer to align with the organization’s culture and the requirements of the role.

By clearly highlighting your strengths and credentials, a cover letter should capture the employer’s interest. Don’t repeat all the content from your résumé; instead, select two or three experiences that showcase the positive impact of your relevant skills.

1. Use the same header on both your cover letter and résumé for a cohesive and polished look.
2. When available, include the name, title, company, and address of the person you’re writing.
3. If you don’t know the recruiter or hiring manager’s name, address your letter to “Recruiting Team” or “Hiring Manager.” Avoid using “To whom it may concern.”
4. Use the opening paragraph to introduce yourself. State why you’re writing and how you learned about the position. Demonstrate your level of interest and knowledge of the organization in two to three more sentences. These final sentences of the opening paragraph should grab the employer’s attention and encourage them to read on.
5. If someone referred you or you’ve established a contact through networking, include the person’s name and affiliation with the employer.
6. The middle paragraphs should emphasize and elaborate on your strongest qualifications and key relevant experiences. Address qualifications specifically listed in the job description and give specific examples of when you’ve demonstrated the skills the employer is seeking.
7. Use the closing paragraph to express thanks for consideration and to request an opportunity to discuss the position. For long-distance searches, let the employer know of any plans to visit the area so that you might arrange an in-person interview.
8. If you’re using the header from your résumé, you don’t need to repeat your contact information in the signature.

It’s a good idea to solicit feedback on your cover letter by sharing drafts with NCA staff, professional contacts, and peers. Ask your reviewers, “What did you learn about my qualifications and interest in the position?” Make sure to proofread your letter carefully before sending it.
Baxter Rosi
1234 Chicago Avenue Apt. 2A, Evanston, IL 60201 · brosi4@u.northwestern.edu · 847-555-3211

September 29, 2016

Jack Smith
Director of Human Resources
The Boston Consulting Group
300 N. LaSalle Street
Chicago, IL 60654

Dear Mr. Smith:

I am writing to apply for the Associate position at Boston Consulting Group. Currently I am a senior at Northwestern University and a double major in Political Science and International Studies with a minor in Business Institutions. BCG stands out to me because of its wide range of capabilities in the global market and the customized approach it takes to address clients’ challenges. In addition, the opportunity to chart my own course in a supportive and challenging environment is very important to me. I have spoken at length about this position with Ann Johnson, a current associate with BCG, and our discussions have reinforced my enthusiasm for working at your organization upon graduation.

My internship and leadership experiences, as well as my academic performance, have given me the interpersonal and analytical skills to succeed at BCG. This past summer I worked at Target Corporation as a business analyst intern. My primary responsibilities included developing a strategic plan to increase Target’s sales and cut costs through better product transition processes, and creating a longer-term plan to implement my recommendations. Along with my other teammates, I developed a plan to address the disconnect between the timing and the scope of product transitions compared with customer shopping trends and frequency, which led to a potential sales increase of $10 million and receipt savings of $9.3 million. Although the core of the internship involved quantitative work and trend analysis, the knowledge that I gained through the positive relationships built with team members across the division was critical to my success.

In addition to my professional experiences, I have served as a leader at Northwestern in both the classroom and other capacities. Currently I am the chair of the Northwestern program team for campusCATALYST, a student-run organization that pairs students with a nonprofit to carry out a 10-week consulting project. I began my involvement with campusCATALYST as a sophomore, when I participated as a community analyst during my winter term. I interned at a nonprofit called GlobalMed, where I analyzed its current and prospective media strategies to determine how it could implement a more effective media campaign for its upcoming expansion. Last year, I was chosen to join the program team for campusCATALYST as a nonprofit liaison. My responsibilities included recruiting and managing nonprofit clients and the MBA mentors who worked with the students during their projects. This past spring, I was elected chair of the organization and will be managing the nine-person program team as well as serving as the student liaison to our board of directors.

I believe my education, work experience, and leadership abilities make me a strong candidate for the Associate position. Enclosed is my resume that further outlines my education and work experience. I am excited to learn more about the Boston Consulting Group and look forward to the opportunity to discuss this position with you in person. Should you have any questions, please feel free to contact me. Thank you for your time and consideration. I look forward to meeting with you soon.

Sincerely,

Baxter Rosi
January 18, 2017

Penguin Group (USA)
Human Resources Department
Attn: Internship Coordinator
375 Hudson Street
New York, NY 10014

Dear Internship Coordinator:

I am a junior majoring in Comparative Literary Studies with a minor in Public Health at Northwestern University. Yet, to the librarian at home in New York, I am still the kid who bribes her friends for library cards each summer in order to evade the 30-books-per-week-limit. I was also the one who secretly hoped for rainy days in elementary school – it meant spending recess in the library.

In my college experience, I had the opportunity to branch out in my passion for reading. I have become interested in the legal processes of the literary world, and I am excited to see how a powerhouse publishing company responds to changes such as the rise in e-books. I am eager to explore each Penguin Group department in both the Young Readers and Adult divisions, as was posted on Northwestern’s CareerCat. I would like to be considered as a candidate for your summer internships in the following areas: contracts, editorial and subsidiary rights.

My interest in the publishing process began with forays in journalism. During my freshman year, I joined the copy desk of The Daily Northwestern and studied investigative reporting by editing articles. The following year, I used what I learned and began working on short clips, an activity culminating in my own investigative article about late-night dining options in Evanston. I then contacted the editor of Newsday newspaper and he invited me to join their copy desk that summer as their first undergraduate intern. Although the newspaper industry is a different type of print publishing, it was fantastic being part of the group revision process. I would walk out of the office each night with my nose stuck happily in a copy of the next morning’s paper.

An internship with Penguin Group would introduce me to a new area of the publishing industry – one without which story pitching and writing would be void. Working in the newsrooms has given me a wider view of research and writing. Furthermore, it has given me an irreplaceable set of time-management skills. I hope to use the skills I have accrued in the long, but rewarding journey that goes into introducing a new novel to the bookshelf. I would welcome the opportunity to discuss my qualifications with you in more detail. I will be returning to New York for my Spring Break mid-March and will be available for an on-site interview. Thank you for your time and consideration.

Sincerely yours,

Marie Hough

Job posting

Penguin Group (USA) offers paid internship opportunities in various business areas such as contracts, editorial, finance, graphic design, managing editorial, marketing, online marketing, production, publicity, sales, subsidiary rights, and operations. Internship opportunities are available in our Young Readers and Adult divisions. Research and writing experience, along with time-management skills, are highly desirable qualities we look for in candidates.

The internship program consists of three 10-week long sessions. During the spring and fall, interns work 14 hours per week. During the summer, interns work 28 hours per week. A series of lunch events are planned for summer interns. Brown Bag lunches give interns the opportunity to learn about different departments, and group lunches are designed to allow interns to network with each other as well as employees across the company.
Dear Hiring Manager,

A passionate dancer since the age of eight, I have experimented with my fair share of false eyelashes and red lipsticks. Before every stage appearance, I always make sure to apply what I consider to be my ‘secret performance ingredient:’ Benefit’s ‘High Beam.’ I discovered this magical highlighter when I visited my local Benefit boutique for the first time. After dabbing a couple of drops onto my face, I felt my cheekbones and confidence brought to life. While only ‘High Beam’ can elicit my inner Shirley Temple, I experience a similar rush of exhilaration when brainstorming creative marketing strategies and designing promotional materials. Passionate about everything related to beauty and communications, I am eager to combine my greatest interests through Benefit Cosmetic’s Brand and Digital Marketing Internship.

I am a sophomore at Northwestern University pursuing a degree in Economics and Dance. I first discovered my interest for marketing while serving as the Officer of Public Relations for Silicon Valley DECA. Unversed in social media before assuming the role, I eagerly taught myself everything related to Facebook, Twitter, and Tumblr and spent hours creating a new website for the organization. Through trial and error, I learned how to harness social media to most effectively engage and connect with our organization’s members.

In my subsequent role as Silicon Valley DECA President, I enhanced my communications skills working with 12 student officers to arrange and promote our organization’s first Leadership and Career Development Conference. After surveying members to determine their professional goals and desired skills, we recruited guest speakers such as Charles Huang, co-founder of Guitar Hero, to present conference workshops on key career-preparation topics. By expressing the value of these workshops in creative social media campaigns, we attracted over 1,000 members to our conference: During the event planning process, I learned how to mass-market a large-scale event and I realized the importance of leveraging community support and awareness when promoting a service or product.

As an intern for iCadenza, I gained experience creating strategic social media and product expansion plans. After analyzing the demographics and social media tendencies of the company’s customer base, I created Facebook and YouTube customer contests to increase market awareness and the company’s online presence. In addition, after conducting multiple market, competitive, and financial analyses, I discovered opportunities for the company to receive an additional profit of $10,000 over 3 years by expanding their services to aspiring professional dancers.

I would love to expand my knowledge of the industry by working at Benefit, which presents a uniquely inspiring and empowering ethos through its product branding. As an intern, I would help Benefit expand its presence among college students by organizing campus brand events and social media campaigns that would increase customer interaction. I value the opportunity to further discuss my qualifications with you. Thank you in advance for your time and consideration.

Sincerely,

Leah Daniels

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**Job posting**

**Job Description**

Benefit Cosmetics is looking for an enthusiastic Brand and Digital Marketing Intern for the US team, who is motivated to obtain real-world experience and exposure within a leading global beauty brand. The intern will support both the Brand and US Digital Marketing teams in their day-to-day tasks.

As a general overview, the Brand and Digital Marketing department communicates the brand experience through campaign activations, social media, strategic partnerships, and promotions and facilitates brand exposure to the customer. The Brand and Digital Marketing Intern will be introduced to the inner workings of the beauty industry and must be prepared to work responsibly in a fast-paced environment. In your cover letter, please address the goals you plan to achieve with this position and why you want to work for Benefit. Don’t forget to include grade point average, community involvement, and leadership experience on your résumé.

**Essential Duties and Responsibilities**

- Brand campaign support
- Social media and digital campaign support
- Event support
- Competitive analysis
- Product stockroom maintenance
- Administrative duties

**Qualifications**

- Organized with the ability to multitask
- Excellent written and verbal communication skills
- Sees projects to their completion and meets deadlines
- Proficient in Microsoft Office Suite: Excel, PowerPoint, Word
- Must be enthusiastic, motivated, responsible, and have a sense of humor
Thank-You Notes

Sending thank-you notes after interviews and networking meetings helps you stand out, strengthen your candidacy, and solidify the impression you made.

FOLLOW UP AFTER INTERVIEWS AND NETWORKING

A personalized thank-you note is an easy way to leave a lasting impression. It shows employers that you appreciated their time and valued their insights. It may even make them more willing to provide future support in your career planning or candidacy at their organizations. Whether for a networking call, informational interview, or interview for a position, the thank-you note is your final chance to stand apart from others.

A thank-you note may be handwritten or emailed. When determining which is more appropriate, consider both your contact’s timeline and the culture of the organization. After an interview with a quick decision turnaround, email your thank-you note so it is received quickly. If you had an informational interview outside of recruitment season, a handwritten, mailed thank-you note can have a lasting impact. In general, a handwritten note is best if the organizational culture is conservative. Write the note on good-quality paper or stationery, keep to one page, and make sure your writing is legible.

Both handwritten and emailed thank-you notes should be sent within 48 hours of an exchange.

Your note should be proofread to ensure there are no errors.

Employers often will not reply to thank-you notes. They are a professional courtesy on your part and not a call to action for an employer.

POST-INFORMATIONAL INTERVIEW SAMPLE

Dear Mrs. Hope,

It was a pleasure to meet with you this past week and to learn from your experiences. Thank you for taking the time out of your workday to accommodate a meeting and your willingness to share so much information. I am fortunate to have found your name in the Northwestern University Alumni group on LinkedIn.

As I think about the journey I have ahead, there are two things you mentioned that will shape my actions. You opened my eyes to the importance of getting involved and growing within an organization during my college years. It was fun to hear you reminisce about Dance Marathon; it is really amazing how much has changed and stayed the same simultaneously. I also appreciated the recount of your decision-making and job search processes. It is very easy to get caught up with the big names, and I appreciated your advice to look at the role and the opportunities for growth. I have already started to research all the players in the field, big and small.

I look forward to staying connected, getting to know you better, and seeking your guidance. Thank you for the impact you have made on my career considerations already.

All the best,

Isaac Rolyat

847-555-1234

IssacRolyat2018@u.northwestern.edu
Dear Mr. Samuels,

Thank you for taking the time to interview me yesterday for a position as a 2016 Corps Member of Teach For America. I enjoyed learning more about the positive impact Teach For America is making across the country, and I look forward to contributing to the movement.

I left the interview with a heightened interest in the opportunity after learning more about the growth you experienced as a Teach For America Corps Member. During the interview, you asked what I hope to gain as a Corps Member. Upon further reflection, I hope to enhance my teaching abilities while also securing my place in history as an educator, motivator, and leader.

Teach For America is where I want to launch my career within education. I am passionate about educational reform, and I am committed to ensuring access to a strong education for all students. My leadership experiences at Northwestern have prepared me for the challenges that I will face in the classroom. I am looking forward to utilizing my strengths as a leader to motivate my students throughout their education and to instill a love of learning. I believe that education is the key to our world’s future, and I am eager to make a real impact on the world around me as a Teach For America Corps Member.

Since the interview, my enthusiasm for Teach For America has only continued to grow. Thank you for providing me with the opportunity to interview for this transformative role. I look forward to hearing from you.

Sincerely,

Elizabeth Locke

A thank-you note should

1. Show your appreciation for the interviewer’s time and the information you received.
2. Recap specific highlights from the conversation or a personal topic that was discussed.
3. Reiterate your relevant skills and qualifications.
4. Follow up on a question that you weren’t prepared for or confident about answering during the interview, if applicable.
5. Highlight interesting aspects of the organization that captured your interest; this is a great opportunity to reflect on the organization’s mission.
6. Communicate your continued interest in and enthusiasm for the opportunity.

POSTINTERVIEW SAMPLE 2

Dear Ms. Wilde,

Thank you for taking the time to interview me on campus yesterday for the position of Financial Services Representative with Pacific Insurance.

After speaking with you, I am even more excited about this opportunity, and I am confident that I can contribute to the initiatives of the Financial Services team. Specifically, I am eager to use the skills I have developed in my role as Vice President of Finance for Alpha Beta Gamma and the knowledge I gained from my internship at Sure Realty. My organizational and interpersonal skills will allow me to deliver the exceptional service that your clients expect and deserve.

I would like to reiterate my strong interest in the position of Financial Services Representative and joining your team. Thank you for providing me the opportunity to interview, and I look forward to hearing from you soon.

Sincerely,

Susan Love
847-555-9876
susanlove@northwestern.edu
Interviewing

Interviews are a critical part of the hiring process. Employers use interviews to gather information about you, assess your qualifications, evaluate your fit, and promote their organizations. Your goal is to learn about the job and the organization, determine whether they're right for you, and impress the employer.

PREPARING FOR THE INTERVIEW

Begin preparing for interviews early in your job search process.

Know yourself.

▶ Conduct a thorough self-assessment of your education, experiences, accomplishments, strengths, weaknesses, interests, and values. Review your résumé and practice how to articulate your skills and accomplishments.

Research.

▶ Learn everything you can about the organization (its mission, location, size, structure, products and services, culture, customers, and competitors) and the industry. This will help you respond to questions and demonstrate your interest in the organization.

Practice.

▶ Practice responses out loud with a friend or family member to become more comfortable and confident in talking about yourself and your accomplishments. Receiving feedback and constructive criticism is critical to improving your interview skills.

BEHAVIORAL INTERVIEWING

Most employers use behavioral interviewing, which is based on the idea that past behavior predicts future performance. Behavioral interview questions typically begin with “Tell me about a time when . . .” or “Give me an example of when . . .” You should describe how your specific experiences relate to the job you’re applying for.

THE STAR APPROACH

By using the STAR approach, you can structure and organize your responses to behavioral interview questions. Analyze and identify themes within the job posting, then reflect on your experiences to identify examples of when you demonstrated the skills, knowledge, and experience required for the position.

SITUATION . Describe the context of the situation.

TASK . . . . . Describe the task and your specific role in it.

ACTION . . . Describe the actions you took.

RESULT . . . Describe the outcome of your actions.

STAR APPROACH IN ACTION

QUESTION: Describe a time when you employed problem-solving skills.

ANSWER: In my internship at the National Relief Fund.

SITUATION: I was asked to devise a better system for tracking donations earmarked for disaster relief.

TASK: Because the Fund is such a large organization, I needed to understand the various ways donations were being tracked. By surveying regional offices, I found that only 78 percent had database tracking systems that were upgraded to the level of those at the national office.

ACTION: I used this information to recommend an upgrade to databases at all regional offices.

RESULT: As a result, the CEO decided to upgrade all systems by the following summer.
**STAR APPROACH IN ACTION**

**QUESTION:** Tell me about a time when you had to persuade others to see your point of view.

**ANSWER:** During the past two years at Northwestern, I’ve been actively involved in a student organization that coordinates 45 tutors for 120 at-risk students weekly.  
**SITUATION:** We faced a range of quality in the services our students received.  
**TASK:** I saw a need to provide a training program for tutors. This was not a popular perspective initially, as it would be an added requirement for our tutors. To demonstrate the value, I identified comparable organizations on other campuses and conducted interviews to identify best practices.  
**ACTION:** I then presented this information to our leadership, with a detailed proposal and budget that allowed tutors to be compensated.  
**RESULT:** As a result, we were able to implement a two-hour training session. While we don’t yet know the impact on our students, as this was recently implemented, it has contributed to a smoother payment and scheduling process.

**DURING THE INTERVIEW**

Most interviews can be broken down into three stages.

- **Introduction.** Arrive early to show respect for your interviewer and to make sure you have enough time to find the correct office. When you meet your interviewer, rise from your seat in greeting. The walk to the interview room is an opportunity to develop a rapport by engaging in small talk, such as discussing the weather, a local sports team, or talking about your commute. Once you’re seated, the interviewer may provide an overview of the time you will spend together.

- **Information exchange.** You’ll be asked about your experiences, skills, and interest in the position. This is your opportunity to prove that you’re the best candidate. Remember that your body language—how you stand, sit, and listen—also influences the impression you make.

- **Wrap-up.** Toward the end of an interview, it’s common for interviewers to ask if you have any questions for them. You may ask for more details about the position and the skills the organization is seeking, but avoid questions related to salary, benefits, and personal topics. At the end of the interview, express appreciation and restate your interest. The interviewer will likely share the hiring timeline. If you are not offered a business card, ask for one so you have the correct address for sending a thank-you note.

**Sample questions to ask the employer**

- According to the job description, you’re looking for candidates with strong analytical abilities. Can you tell me how your employees use these skills in specific projects or everyday work?  
- From researching your company website, it seems you’re seeking candidates who will make long-term contributions. Could you give me an idea of some short- and long-term growth opportunities at your company?  
- What is the work environment like at XYZ?  
- What are the particular needs of your company at this time?  
- What kind of training can I expect?  
- What are the short- and long-term strategic directions of the organization?  
- What do you like most about working here?  
- Can you outline a typical career path in your organization?  
- I understand the core values of your company to be (example). How do you assess a candidate’s fit with these values?  
- Can you tell me about your hiring process and timeline?

**Mock interviews** can be scheduled with any NCA career adviser and are a great way to practice and obtain feedback on your specific responses and nonverbal behaviors.
Common interview questions

Although you can’t anticipate the exact questions you’ll receive, there are several question types you should expect in an interview, including about decision making, analysis and problem solving, initiative, interpersonal qualities, teamwork, communication, and leadership. The following list can help you prepare.

**Personal**
- Tell me about yourself.
- Walk me through your résumé.
- What short-term and long-term goals have you set for yourself, and how do you plan to achieve them?
- Who or what has had the greatest influence on the development of your career interests?
- What two or three things are most important to you in a position?
- What two or three accomplishments have given you the most satisfaction?
- What are your strengths and weaknesses?
- What has been your greatest challenge?
- What is the most important lesson you’ve learned in or outside of school?

**Experience**
- What are your team-player qualities? Give examples.
- Describe your leadership style.
- What is your approach to handling conflict? Solving problems?
- How do you motivate others?
- Describe a leadership role you held and why you’ve committed time to it.
- What work experience has been the most valuable to you?
- What was the most useful criticism you received, and who provided it?
- How did you decide which extracurricular activities to join? What did you gain from these experiences?
- What contributions have you made to a group project?
- What types of situations put you under pressure? How do you deal with pressure?
- What have you found most frustrating in your work experience?

**Company**
- What expectations do you have for your future employer?
- Why are you interested in this organization?
- Why are you the best person for this position?
- What can you contribute to this company?
- What challenges are you looking for in a position?
- How have your educational and work experiences prepared you for this position?
- What do you expect from a supervisor?

**Behavioral**
- Take me through a project when you applied ________ skills.
- Describe a situation when you displayed your critical thinking skills.
- Describe the project or situation that best demonstrates your analytical skills.
- Describe a situation when you had a conflict with another person and how you handled it.
- Give an example of a problem you solved and the process you used to arrive at the solution.
- Describe an idea you developed and implemented that you felt was particularly creative or innovative.
- Tell me about a difficult decision you have made.
- Tell me about a time you set a goal and failed to reach it.
- Give an example of a situation when you failed and how you handled it.
- Tell me about a time when you had to persuade another person to see your point of view.
- Tell me about a project you initiated.
- Tell me about a team project that you are particularly proud of and what your contribution was.
### Interview Attire

For both men and women, the professional standard is to wear a two-piece, matching suit. Acceptable colors are gray, navy, or black.

**For Men**

- **Ties** Whether stripes or small dots, patterns should be uniform and subtle. Graphic prints should be avoided. Deep reds, maroons, blues, grays, and blacks blend well with dark suits.

- **Belt** Select a belt that matches or complements your shoes and has a simple buckle.

- **Socks** Socks should complement the color of your suit and be long enough for you to cross your legs without showing bare skin.

- **Hair** Make sure your hair is clean and well-groomed.

- **Shirts** Long-sleeved shirts are most appropriate year-round. Choose white, light blue, or conservative stripes.

- **Shoes** Lace-up, wing-tip shoes are the most conservative choice and are universally acceptable. Have your shoes shined.

**For Women**

- **Shirt/blouse** Wear a conservative blouse or a knit shell underneath your suit jacket. White or off-white matches many colors. Tops that are revealing, are high around the neck, or have many ruffles or frills are not recommended.

- **Skirt/pants** A dress, skirt, or pants may be worn with a blazer. A skirt should cover your thighs when seated; a good rule of thumb is that it reach at least the middle of your knees when you’re standing.

- **Jewelry/accessories** Limit jewelry and accessories to five pieces. You don’t want to distract from what you’re saying.

- **Hosier** Always wear hosiery in a neutral shade or a shade that coordinates with your suit.

### Interview Tips

- Review your résumé and bring copies to the interview.
- Prepare questions to ask your interviewer.
- Arrive early, at least 10 minutes before the scheduled time.
- Turn off your cellphone.
- Address the interviewer formally until given permission to use a first name.
- Offer a firm handshake.
- Convey enthusiasm for the company and position.
- Maintain strong eye contact.
- Ask for clarification if you don’t understand a question.
- Be mindful of your tone of voice and rate of speech.
- Let the interviewer finish speaking; avoid interrupting.
- Avoid using acronyms, slang, and filler words such as “um” or “like.”
- Avoid speaking negatively about anything, such as a previous employer, professor, or colleague.
- Avoid discussing salary, holidays, or bonuses unless the interviewer raises these topics.

### After the Interview

- Reflect on the interview, what you learned, and your impressions of the organization.
- Within 48 hours, send a personalized thank-you note to each person who interviewed you.
- If you don’t hear back within the time frame discussed, send an email to express your continued interest and ask about your status.

Though a suit is the professional standard, there are some industry exceptions. If you’re uncertain about attire, check with your NCA adviser prior to your interview.
Finding Job and Internship Opportunities

Successful job and internship seekers use a variety of strategies. They commit energy and time to the process, start early, focus their search, and develop an action plan.

As a first step, identify your search parameters, such as industry, job function, or geography, and find a balance between being too broad and too specific. When you focus too broadly, your search may feel overwhelming, with everything as a potential opportunity. Focus too narrowly and your search may feel like finding a needle in a haystack. Instead, reflect on what you want in your future job or internship and where you are realistically willing to do it. Once you define these, there are multiple strategies you can use to seek opportunities.

IDENTIFY OPPORTUNITIES ONLINE

Many employers post available positions on a variety of job search sites in an effort to increase visibility and collect a large number of applications. While this allows you to see open positions and take action immediately, you may find your application receives no response, and automatic replies can be frustrating. This search strategy can be effective using some of these resources:

- **CareerCat and INET** list opportunities that employers have specifically shared with the Northwestern community. CareerCat contains full-time, internship, part-time, and summer employment opportunities, while INET contains only internships. If you maintain an updated profile and set up search agents, the systems will automatically email you relevant postings.

- **Niche job boards** are maintained by professional associations, chambers of commerce, regional entities, and others. They are valuable because they list positions that align with career interests or geographical preferences. They are typically industry focused, such as Idealist.org (nonprofits), AngelList.com (startups), and AdAge.com (advertising). Use the industry pages on the NCA website to find the resources recommended for your field.

- **Megasites** are clearinghouses for opportunities of all sorts. They consolidate a large variety of positions and industries from diverse geographic regions. Sites to use include Internships.com and Indeed.com.

  It’s important to visit these websites regularly, as opportunities are added daily. If a position interests you, visit the employer’s website and, if possible, submit your materials directly to the employer. Don’t rely solely on these websites, however. Many positions are not posted publicly, and for those that are, competition is high because of the volume of applications.

**USING LINKEDIN TO IDENTIFY OPPORTUNITIES**

Millions of jobs and internships are posted on LinkedIn.

There are three easy strategies to sort through them based on your interests and preferences:

- **Jobs tab:** The Jobs tab lets you search for jobs and internships by key word, company, location, job function, industry, and experience level. It’s a quick and easy way to narrow postings based on what you’re seeking.

- **Company pages:** You can view a company’s job and internship postings by visiting its company page and clicking on the Careers tab.

- **Groups:** Each group has a Jobs tab. By joining relevant groups, you can gain access to opportunities that may not be posted elsewhere.
**FINDING JOB AND INTERNSHIP OPPORTUNITIES**

**SOURCE EMPLOYERS**

Employer sourcing involves researching potential companies in your desired industry in order to target and pursue opportunities. Many employers only post opportunities on their own websites in an effort to avoid recruiting too many candidates. To overcome this obstacle and expand the number of listings you see, you need to actively seek out employers of interest.

1. **Develop a comprehensive list of employers.** This should include employers that you already know of and those that surface in your research. Online resources to help develop your target list include Hoover’s, Career Search, LinkedIn, Vault, and various business directories (such as local chambers of commerce).

2. **Visit the website of each employer** on your list to learn about current openings. Many sites allow you to save your search; this is a great time-saver, as you will need to visit these sites with some regularity during your search.

3. **Apply for specific openings** on the company’s website. If you find an opportunity, adjust your application materials accordingly and submit your application.

4. **Think longer-term.** If there are no current opportunities, network to establish a connection in anticipation of future openings.

**USING LINKEDIN TO SOURCE EMPLOYERS**

Find and follow companies of interest to learn more about them, stay updated on their news, see how you’re connected to the organization, and view career opportunities. Following a company is a great way to express interest and will be viewed favorably by a recruiter from that organization.

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**CAREERCAT**

CareerCat is Northwestern’s central platform for accessing career services. You can use it to find job and internship opportunities, schedule an appointment with your NCA adviser or counselor, learn about career events on campus, see which employers are coming to campus, and more. In addition, CareerCat is NCA’s primary tool for communicating with you about the large array of career-related events, workshops, and opportunities to help you in your career planning and searches. The following tips will help you use CareerCat effectively.

- **Complete your profile.** Update your profile each year to ensure your information is current and accurate.

- **Personalize your career interests.** Select from 19 industries to customize communication from NCA. To personalize your career interests, access My Account in your CareerCat profile. You can update your interests at any time.

- **Search for jobs and internships.** Use the Advanced Search function to customize your search and narrow opportunities based on your industry, position type, job function, and location preferences.

- **Save your searches.** Once you determine the criteria for your search, you can set up a Saved Search that will instruct CareerCat to email you new results as often as you’d like.

- **Review upcoming events.** Select the Events tab to view and RSVP to upcoming career fairs, employer information sessions, and career-related workshops. The Calendar function gives you a snapshot of upcoming events.

- **Upload your résumé.** You can upload the most recent version of your résumé to CareerCat to use for applying for internships and jobs. 

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MOBILIZE YOUR NETWORK

Networking is the most effective search strategy and the one most used by employers. From an employer perspective, networking enables a recruiter to more easily identify high-potential candidates. For students, networking provides an opportunity to develop contacts, learn about specific employers, and exchange information regarding interests and opportunities. Establishing genuine networking relationships is a constant process that should begin well before your job or internship search and continue even after you secure a position.

How your network can support you:

- When you find an opportunity of interest, reach out to your network contacts. Ask if they are aware of the opportunity and what advice or support they could provide if you pursue it.

- If you come across a position at an employer where you don't have a contact, reach out to well-established network contacts, such as extended family, close friends, or mentors. They likely have networks that extend across many positions, industries, and even locations. Be mindful not to ask contacts about the position if you are in the process of pursuing an opportunity at their own organizations.

- Keep your network informed of your search and seek their support. Provide quick updates and notes of appreciation to maintain and strengthen your connections.

The job search pyramids show the discrepancy between the search methods employers use to identify candidates and those that students use in their job and internship searches. Although a job search is a priority for you, remember that it's one among many for employers.

USING LINKEDIN TO MOBILIZE YOUR NETWORK

Networking opportunities abound on LinkedIn. Connecting with people is a great way to learn more about career paths and to form relationships that may lead to job or internship opportunities now or in the future. LinkedIn offers two helpful networking strategies:

» Find Alumni: This tool unlocks a searchable database of more than 100,000 Northwestern alumni that you can filter by location, company, industry, and major. Consider requesting informational interviews with alumni to learn more about the work they do. You can look up their email addresses in the Our Northwestern alumni database or send a personalized connection request.

» Groups: Find groups that are active and relevant to your interests and goals. There are Northwestern groups (such as Northwestern University Alumni) and professional groups (such as Engineering in Motion and Media & Marketing Professionals Worldwide).

When you're in the same group as someone, you can send a message even if you're not connected.
Career fairs

Career fairs are an opportunity for networking, a way to search for an internship or job, and a forum for professional development. NCA hosts career fairs throughout the year with employers from many industries. In addition to campus-based fairs, there are local and virtual opportunities aligned with your career interests. The most important thing you can do as a career fair attendee is leave a long-lasting, positive impression.

Before a career fair

- Identify your career goals and objectives for the fair. Check the NCA website to see which organizations are attending.
- Choose five to seven employers, and research those companies and their positions.
- Develop potential questions to ask employers. Select topics you’re genuinely interested in that will allow you to engage in a dialogue with the recruiter.
- Update your résumé. Proofread your document and bring multiple copies.
- Develop and practice a professional introduction until it’s polished and feels natural.
- Practice responses to questions out loud until you feel comfortable. Your responses should convey your enthusiasm and qualifications for the position.
- Plan what to wear. At Northwestern, most students wear business-professional attire; this means suits for both men and women.

During a career fair

- Review the employer summaries and map before entering the room. With many organizations attending, the atmosphere can be hectic, so stay focused on your objectives.
- While waiting in line, review company handouts. You’ll be more prepared, and your knowledge may impress the recruiter.
- Demonstrate professionalism through your actions. When you run into friends, remain polite.
- Visit at least one other company before heading to meet with your most desired employer.
- Greet recruiters with a firm handshake and a smile, and keep your conversations brief, upbeat, and positive.
- Engage in two-sided conversations. While employers are there to obtain information about your skills and experience, you should also ask about their roles, experiences, and opportunities. Avoid basic questions that can be answered by reviewing a job description or company website.
- Give yourself enough time at the fair to approach all employers of interest. While the beginning and end of a fair are usually good times for longer conversations, some recruiters may leave early.

After a career fair

- Reflect on what you learned. How does it affect your job or internship search? Did you discover a new field to explore? What specifics about your background seemed most impressive to recruiters?
- Send personalized thank-you notes within two days of the event to the professionals you met. Refresh their memory about who you are, highlight what you discussed, and reiterate your interest in the position and organization.
- Strategically incorporate the information you gathered by speaking with employers into your correspondence, application materials, and interview.
- If you didn’t have time to introduce yourself to an employer of interest, express your disappointment that you were unable to connect, share information regarding your candidacy, and reinforce your interest in the organization.
PROFESSIONAL INTRODUCTIONS

A professional introduction is a brief summary you use when you’re meeting someone new at a career fair, employer event, conference, or alumni panel. The professional introduction is a first impression. You should keep it brief, then shift the focus to the person you’re meeting. The professional introduction includes:

- your full name (if the person doesn’t know you)
- major and year in school
- relevant skills, strengths, and experiences
- an engaging question to initiate conversation

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**Hello, my name is Monica Lee. I’m a senior in communication studies at Northwestern. This past quarter, I interned at a sports analytics company, focusing on translating data into social media communications. I was excited to see that you’re attending the career fair and was hoping you could share more about how data intersects with communications, both internally and externally, at your firm.”**

**Hello, I’m Walter Golden. I will be completing my master’s degree in counseling psychology from Northwestern University this June. A highlight of my program has been serving as a counselor to at-risk inner-city students in group and individual settings. After listening to you on this panel, I was hoping you could share more details about what prepared you to be effective in your role as a residential therapist.”**

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**Thank you for being on campus for the information session this evening. My name is Vanessa Bentley, and I am a junior pursuing a degree in political science. My two years volunteering for a local politician allowed me to engage with a very diverse population to address community needs, which I really valued. I am interested in hearing more about how you’ve been able to engage with the community throughout your time at Family Co-op.”**

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**Negotiating the offer**

Congratulations on your offer! This is a cause for celebration but also consideration.

An employer will typically reach out by phone to congratulate you, extend the offer, and share the terms of employment, though some employers may send an email. In the conversation, articulate your excitement and appreciation, but don’t accept the opportunity immediately. Ask the employer if there will be an offer letter that contains the specific details for your consideration and when you should expect to receive it.

Once an offer is extended, the employer will identify a preferred timeline for your decision. This can range from one day to more than three months; however, the most common time frame to consider an offer is one to two weeks. If you feel pressured to make a decision, contact your career adviser and visit the NCA Job/Internship Offer Policy page on our website. If you need to ask for an extension, be sure to ask in advance of the initial deadline and be prepared to share why you want additional time.

As you work toward making a decision within the designated time frame, you will likely have additional questions. Most employers encourage these and will connect you with people at their organizations who can answer them. Prepare by thinking seriously about what information you need to evaluate the offer thoroughly.

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**As you think about the offer, consider the following components:**

<table>
<thead>
<tr>
<th>Position</th>
<th>Nature and variety of work</th>
<th>Client/customer engagement</th>
<th>Level of responsibility</th>
<th>Access to leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employer</td>
<td>Organizational culture</td>
<td>Location</td>
<td>Management style</td>
<td>Advancement opportunities</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Professional development and training opportunities</td>
<td>Stability of organization</td>
</tr>
<tr>
<td>Lifestyle</td>
<td>Work hours</td>
<td>Travel</td>
<td>Commute</td>
<td></td>
</tr>
<tr>
<td>Compensation</td>
<td>Salary</td>
<td>Benefits (healthcare, retirement, etc.)</td>
<td>Time off</td>
<td>Tuition reimbursement</td>
</tr>
</tbody>
</table>
COMPENSATION AND SALARY NEGOTIATION

Compensation is undoubtedly an important consideration. While it should be viewed holistically, not all components of compensation can be negotiated. Benefits, time off, and tuition reimbursement are normally dictated by organizational policy and not adapted to an employee’s specific request.

People are often uncomfortable when it comes to negotiating their salaries. If you feel the offer is fair and competitive, you aren’t required to negotiate. Many employers will not be open to salary negotiation; this is most common when they are hiring large training classes. Outside of salary, you may inquire about a signing bonus or relocation assistance, if applicable. If an employer is not willing to negotiate, do not force the issue; instead consider the position’s benefits and drawbacks.

If you want to negotiate your salary, you need to do so before you accept the offer. You should schedule a time to speak with the person who extended the offer, either over the phone or in person. To prepare for the conversation:

- Research the salary range for the position and the cost of living for the specific location (resources include Glassdoor.com and the Bureau of Labor Statistics).
- Develop a budget to understand your minimal requirements to live comfortably.
- Identify why you’re worth more than the initial offer.
- Practice so you’ll be comfortable presenting the information in a friendly and confident way.

Conversation Starters

- Thank you for the offer. I am very interested in your company. I would like to know if the salary is negotiable.
- I’d like to discuss the salary you’ve offered. Based on my research, it seems that the salary range is $45,000–$57,000 for someone with my degree. I was hoping, based on my degree and the two internships I’ve had in the field, to be compensated in a way that reflects my experiences.

STEPS FOR RESPONDING TO AN OFFER

1. Upon receiving an offer by phone, ask the employer for written confirmation.
2. Work with the employer to identify a decision deadline.
3. Evaluate all components of the offer.
4. Follow up with the employer for more information or to negotiate.
5. Accept or reject the offer.

ACCEPTING THE OFFER

Once you decide to accept an offer, reach out to the person who extended it, preferably by phone.

- Indicate that you will accept the offer.
- Express your appreciation.
- Share what you’re most excited about regarding the opportunity.
- Ask about any additional steps you need to take to make this formal.
- If the conversation is by phone, follow up with a formal written message reiterating your acceptance and completing any further steps indicated.
- Communicate your decision to your network and extend appreciation for their support.

REJECTING THE OFFER

Although employers know that not all offers will be accepted, this doesn’t make it easier for you. When turning down an offer, reach out by phone to the person who extended the offer.

- Express appreciation for the company’s investment in you as a candidate.
- Indicate clearly that you will not accept the offer.
- Be prepared to respond to any questions (why you’re declining the offer, where you’ll be working, etc.).
- As a follow-up to the phone conversation, send a formal message declining the offer and again expressing your appreciation for the opportunity.
- Communicate your decision to the individuals that you connected with during the recruitment process.
Hiring activity by industry

To plan your search effectively, it's important to know how and when different industries hire new interns and employees. This table reflects approximate peak hiring activity for the earliest position deadlines in each industry. These timelines are primarily meant for June graduates.

NCA receives job and internship postings throughout the year for many industries. Please stay active in CareerCat and regularly update your Career Interests in your account. This will ensure you receive industry-specific news and opportunities.

Consult with an NCA staff member to prepare strategies well in advance of your desired industry’s hiring cycle. All timelines are subject to change. Internship and full-time recruiting timelines may differ for graduate student hiring.

*Some educational programs, such as Teach for America, have early hiring deadlines in September.

**Several government agencies have early application deadlines due to required security clearance.
Northwestern University is committed to providing a safe environment free from discrimination, harassment, sexual misconduct, and retaliation. To view Northwestern’s complete nondiscrimination statement, see northwestern.edu/hr/equlopp-access/equal-employment-opportunity, and for crime and safety data, see northwestern.edu/up/safety/annual-report.
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