



CAREER GUIDE

Northwestern | CAREER ADVANCEMENT

CONTENTS

1	Career Planning
2	Career-planning strategy
4	Career-planning strategy for PhD students
5	Résumés
5	Setting up your document
6	Building better bullets
7	Transferable skills
8	Putting it together
9	Examples
17	Résumé Writing for Graduate Students
17	Converting a CV to a résumé
18	Examples
22	Cover Letters
23	Examples
26	Networking: Connecting with Others
27	Informational interviews
28	Step by step
30	LinkedIn: Job Searching and Networking
32	Finding Job and Internship Opportunities
36	Hiring activity by industry
37	Interviewing
38	Common interview questions
41	Virtual and phone interviews
42	Attire
44	Job and Internship Offers
46	Thank-You Notes

Northwestern Career Advancement (NCA) team members can help with:

- Deciding on a major
- Exploring career paths and taking career assessments
- Developing a career plan
- Building networking strategies
- Searching for jobs and internships
- Preparing for interviews, including mock interviews
- Reviewing résumés and cover letters
- Negotiating offers
- Applying to graduate or professional school

northwestern.edu/careers



Career Planning

Career planning 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 will be unique, these key points apply to everyone.

Career development model



Laying the groundwork

Start early

Career development is important at every stage of your academic career. 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 or discipline 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.

TAKING CARE OF YOURSELF

It's often easy to forget one of the most important aspects of your day as a student—taking care of yourself. This is especially true as you engage in career development and job and internship searches along with your many other commitments. By making a point to remember self-care, you'll likely feel more positive, energized, and focused on your goals. Different strategies work for different people.

Career-planning strategy

As you begin planning your career, use these lists to identify the items that make sense for your unique situation (not every item may apply). Consider working with a Northwestern Career Advancement team member to adapt the plan for your goals.

ASSESS

- Reflect on which activities and experiences you've enjoyed in the past and why. What did you learn about yourself from each experience?
- Examine your strengths and weaknesses and how they affect your career goals.
- Think about how your values and interests might determine your work setting preferences.
- Consider how your skills, values, interests, and experiences intersect to shape your professional narrative—the story you want others to know about your career pursuits.
- Meet with an NCA team member to clarify your career interests and options.

Special considerations for master's students: These experiences may include past part- and full-time professional work.

- Identify and enhance your understanding of your interests, values, and skills by taking the career and personality assessments NCA offers.

EXPLORE

- Enroll in classes that allow you to learn about fields that interest you.
- Explore your interests by participating in student organizations, volunteer opportunities, or research. Gain leadership experience by chairing a committee, initiating a project, or running for a position.
- Research industries, positions, and employers of interest using the NCA website, Vault, LinkedIn, company websites, and the Occupational Outlook Handbook.
- Network at employer information sessions, alumni events, coffee chats, and career fairs to expand your knowledge of job opportunities.
- Attend programs and events sponsored by NCA, academic departments, and student organizations.
- Use LinkedIn and the Our Northwestern portal to view alumni from your major or who work in an industry that interests you. Conduct informational interviews with alumni, industry professionals, and personal contacts to learn about their career experiences.
- Utilize the Northwestern Network Mentorship Program to cultivate relationships with alumni mentors.
- Connect with an NCA team member to evaluate opportunities for gaining experience and to learn about search strategies for your industry of interest.

Special considerations for master's students: Networking may include former professional colleagues and connections.

DECIDE

- Declare a major. Meet with your academic adviser if you're considering changing your major or school.
- Narrow the range of opportunities you want to pursue to one or two industries that interest you the most.
- Research industries to learn about their recruitment processes and timelines. Meet with an NCA team member to create a personalized career plan and search strategy.
- Consider and explore opportunities to gain experience, such as research, study abroad, internships, part-time jobs, and volunteer work.
- Determine and prioritize your must-haves and preferences for the opportunities you're exploring.
- Develop a list of alternatives and practice parallel planning should you need to consider options other than your top-choice employer, industry, or graduate program.

Special considerations for international students: Meet with an adviser at the Office of International Student and Scholar Services (OISS) to understand Curricular Practical Training (CPT), Optional Practical Training (OPT), STEM OPT extension, and H-1B visa options.

ACT

- Update and tailor your résumé to the industries and employers you're considering. Refine your résumé using VMock.
- Consider developing a portfolio of your projects to show employers, if that fits your industry of choice.
- Create a LinkedIn profile. Build your network by connecting with academic, professional, and personal contacts and joining relevant LinkedIn groups.
- Update your Handshake profile and confirm your preferences and career interests.
- Polish and practice the professional introduction you plan to use during events with employers and alumni.
- Practice and strengthen your interviewing skills in a mock interview with an NCA team member.
- Establish new contacts using LinkedIn and Our Northwestern and request informational interviews with people whose careers interest you.
- Participate in career fairs, career treks, and employer and alumni events to learn about different industries, jobs, and internships.
- Identify references and request permission to use them in applications for jobs or graduate programs.
- Pursue opportunities that align with your skills and with experiences you want to explore; apply using tailored résumés and cover letters.
- Apply for positions when you are ready, but be mindful of deadlines.
- Prepare yourself for rejection, which is common in the job search process.
- Provide updates to your network contacts and seek guidance as you navigate the search process.
- If you're considering graduate school, complete the required admission tests and work on your applications. Connect with your professors to establish strong relationships.
- Accept an offer for an internship, full-time employment, or graduate or professional school after carefully evaluating the details.

Career-planning strategy for PhD students

The guidelines below are tailored to help doctoral students develop capacities through their research, teaching, leadership, and program-specific internships. Find this chart with links to the resources below on the NCA website within PhD and Postdoc Success.

Progress toward degree	
Incoming students (0–1st year)	<ul style="list-style-type: none"> Familiarize yourself with on-campus resources (in addition to NCA) to help with your career and professional development, such as the Writing Place, the Searle Center for Advancing Learning and Teaching, and the Graduate School's Office of Graduate and Postdoctoral Training and Development. Review the comprehensive list of resources and programs: northwestern.edu/phd-postdoc-success/programming/index.html. Connect with your department to understand funding policies, opportunities, and timelines.
Early stage (1st–2nd year)	<ul style="list-style-type: none"> Explore career interests in addition to research interests using Beyond the Professoriate, ImaginePhD, and MyIDP. Meet with NCA to discuss and articulate interests, skills, and values. Regularly reflect on when your work leaves you feeling energized or burnt out and where there are areas of growth. This reflection can help drive goal setting from quarter to quarter. Create an individual development plan (IDP) with faculty. Explore different student organizations to find additional communities of support and to strengthen your collaboration, communication, and leadership skills.
Midstage (2nd–4th year)	<ul style="list-style-type: none"> Connect with your adviser or principal investigator to explore additional potential mentors, including other faculty, alumni, and staff. Initiate more in-depth conversations with faculty, staff, and mentors about career aspirations. Update your CV and résumé quarterly using resources such as Beyond the Professoriate, ImaginePhD, MyIDP, NCA advising appointments, and NCA PhD career-development programming. Meet with NCA to explore or revisit professional development opportunities that support career goals. Explore opportunities to attend and present at professional conferences. Register for career-development workshops and networking events.
Advanced stage (3rd year–end)	<ul style="list-style-type: none"> Establish a goal-driven plan to connect with alumni, professionals in the local community, and professional organizations of interest. Explore and discuss professional development opportunities to extend your skill set and exposure to professional contexts. Some examples include internships, project-based experiential learning, service and leadership on and off campus, and additional courses. Review on-campus resources for these experiences, including the Center for Civic Engagement's Chicago Humanities Initiative and Graduate Engagement Opportunities Community Practicum, the INVO Practicum, interdisciplinary graduate assistantships, TGS internships, and supplemental opportunities. Seek guidance and feedback from faculty, career advisers, and mentors on writing, presentations, and other forms of professional communication.
Last 12–18 months	<ul style="list-style-type: none"> Prepare market-ready application documents (academic and industry specific). Seek guidance and feedback from faculty, career advisers, and campus resources. Meet with your faculty advisers to set clear expectations and a timeline for the path to graduation. Connect with NCA career advisers to better understand recruitment timelines and processes. Plan to attend relevant employer events, information sessions, and workshops.

Résumés

An overview of your education, experiences, and skills, your résumé is used to market your strengths to potential employers. Before writing a résumé, review job descriptions that interest you to identify which skills employers value.

Setting up your document

Design Avoid templates; they are overused and hard to customize, and they often do not upload correctly to employers' application portals. Use a word processing program, then convert the document to a PDF before submitting.

Length 1 page for undergraduate students; 2 pages for graduate students.

Font size 10–12 point for body of résumé (use the same size throughout); 14–24 point for your name.

Fonts Easy-to-read fonts include Arial, Book Antiqua, Calibri, Cambria, Centaur, Century Gothic, Garamond, Helvetica, Palatino, Linotype, and Times New Roman.

Margins 0.5–1 inch on all sides; ideal margin width is 0.75 inches.

Spacing Single-spaced lines are acceptable, but create more space between sections and experiences.

Alignment Use left alignment; don't justify the text.

Format Use bolding and italics for emphasis and to help the reader quickly scan your résumé.

Bullet points Aim for 2–5 bullet points per experience.

Numbers Use numerals for numbers (6 instead of six; 30% instead of *thirty percent*) to make them stand out.

Order In each section, list information in reverse chronological order (put your most recent experience first).

Phrasing Don't use full sentences or personal pronouns (such as *I*, *my*, and *our*).

AI AND RÉSUMÉS

Generative artificial intelligence tools can help with bullet point content or formatting.



They can help you tailor your résumé to a specific industry or job description. You can ask an AI tool to identify

important keywords from a job description, which you could incorporate into your résumé to stand out to an applicant tracking system (ATS). Additionally, you can utilize AI programs to improve your bullet points. For example, you can ask a program to edit your bullet points into a specific format or ask for suggestions on where to add metrics.

Key consideration: Be selective about the suggestions you take from generative AI. Cross-check the accuracy of its content. Additionally, when using AI tools, omit personal identifying information from documents and text to ensure data privacy.

For more information, visit northwestern.edu/careers/jobs-internships/using-generative-ai.html.

SHOULD I USE A CV INSTEAD?

A curriculum vitae (CV) has a different meaning in the United States than in other countries. In the US, 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're applying outside these industries in other countries, a US-style résumé is generally recommended even when a CV is requested.

Building better bullets

Writing a bullet point goes beyond simply stating what you did; it requires highlighting a specific skill and how you used it. 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. Think back on an experience and consider what you can do as a result of that work. Select three to five words from the **action verbs** list to convey the skills you used or developed.
3. For each verb, ask yourself **what** you did and **how** you did it.
4. Reflect on the **significance** of your work. Consider purpose, deliverables, impact, value, and results.
5. Whenever possible, **use numbers** to describe the scope of your work. If you don't have quantifiable metrics, you can explain using qualitative details.

Put these steps into practice using this formula:

ACTION VERB + TASK + PURPOSE or RESULT
 (skill) (what) (why or impact)

Here's how a student described working as a server at the Main Street Café:

- Coordinated dinner service for fast-paced restaurant that served up to 500 customers a night
- Trained 15 new hires in restaurant policies, customer service skills, and problem-solving techniques to ensure a high standard of service
- Managed point-of-sale operations to streamline payment process for customers

ACTION VERBS

Analytical

Analyzed
Compared
Conducted
Customized
Designed
Developed
Evaluated
Examined
Extracted
Formulated
Identified
Integrated
Interpreted
Investigated
Modeled
Performed
Researched
Solved
Synthesized
Tested
Validated

Communication

Addressed
Authored
Collaborated
Communicated
Consulted
Discussed
Edited
Illustrated
Interviewed
Moderated
Persuaded
Presented
Proposed
Published
Recruited
Reported

Interpersonal

Adapted
Advised
Advocated
Contributed
Counseled
Cultivated
Demonstrated
Encouraged
Facilitated
Guided
Interacted
Motivated
Negotiated
Supported

Leadership

Awarded
Delegated
Directed
Diversified
Enhanced
Established
Expedited
Improved
Initiated
Led
Managed
Orchestrated
Oversaw
Prioritized
Produced
Reorganized
Represented
Revitalized
Spearheaded
Streamlined
Strengthened
Supervised

Marketing

Advertised
Attained
Created
Delivered
Devised
Exceeded
Expanded
Generated
Increased
Launched
Marketed
Promoted
Publicized
Secured
Surpassed
Transformed

Organizational

Arranged
Categorized
Coordinated
Distributed
Executed
Expedited
Generated
Implemented
Maintained
Maximized
Organized
Planned
Prepared
Restructured
Reviewed
Submitted
Systematized

Quantitative

Allocated
Appraised
Assessed
Audited
Balanced
Budgeted
Calculated
Computed
Conserved
Estimated
Forecasted
Managed
Projected
Reconciled
Reduced

Teaching

Accommodated
Coached
Conducted
Coordinated
Critiqued
Educated
Enabled
Encouraged
Evaluated
Facilitated
Guided
Individualized
Instructed
Mentored
Motivated
Stimulated
Taught
Trained

Technical

Adapted
Applied
Constructed
Converted
Designed
Developed
Drafted
Engineered
Installed
Invented
Operated
Overhauled
Programmed
Prototyped
Regulated
Remodeled
Restored
Upgraded

Transferable skills

Transferable skills are a core set of abilities that can be applied to a wide range of jobs and industries. Use this chart to identify the skills you've gained in your experiences—from volunteering and internships to course projects.

Skills employers seek	Consider a time when you...	
	Undergraduate	Graduate
Adaptability/ flexibility	<ul style="list-style-type: none"> • Developed a new or innovative approach to a problem • Maintained composure during a time of change • Adjusted to a new leader or leadership style 	<ul style="list-style-type: none"> • Innovated methods for new tasks • Took on more responsibility when called upon • Learned a new technical skill, program, or process in a short time frame
Analytical thinking/ problem solving	<ul style="list-style-type: none"> • Used logic or reasoning to solve a problem • Planned a budget for a student organization • Identified themes or patterns in data • Synthesized data for a course or project 	<ul style="list-style-type: none"> • Reviewed literature and synthesized findings for academic research • Strategized how to approach an experiment more effectively • Recognized the core issue within extensive data
Communication	<ul style="list-style-type: none"> • Solicited funds for a student organization event • Persuaded others to successfully complete a project • Wrote or edited material • Led presentations to students or customers 	<ul style="list-style-type: none"> • Taught complex concepts to beginners • Presented academic research at conferences and in publications • Wrote a successful grant proposal
Creativity	<ul style="list-style-type: none"> • Designed a website or marketing promotion • Built a prototype for a class 	<ul style="list-style-type: none"> • Used visuals to clearly convey a point • Restructured an experimental process
Initiative/ self-starter	<ul style="list-style-type: none"> • Completed an assignment with little direction • Proposed or implemented a new idea 	<ul style="list-style-type: none"> • Sought ways to enhance professional development • Learned a skill or technique to add value to a project
Leadership	<ul style="list-style-type: none"> • Managed a volunteer project • Recognized change was necessary and initiated progress • Delegated tasks • Trained students or staff 	<ul style="list-style-type: none"> • Led productive class discussions • Managed a student organization, research team, or conference • Mobilized group decision-making • Supervised students or staff
Organization/ project management	<ul style="list-style-type: none"> • Generated a timeline for goals • Contributed to multiple projects simultaneously • Created a more efficient organizational solution 	<ul style="list-style-type: none"> • Balanced simultaneous major projects, class deadlines, and research needs • Arranged or categorized information
Resilience	<ul style="list-style-type: none"> • Failed at something and recovered quickly • Used personal strength and fortitude to overcome a challenge • Sought support and expertise 	<ul style="list-style-type: none"> • Learned from rejection of a publication, thesis draft, or research idea • Recognized a professional weakness and devised strategies to build strength in that area
Teamwork	<ul style="list-style-type: none"> • Partnered effectively with group members for a project • Recognized a shared team goal and found ways to collaborate • Overcame a challenge in a student organization 	<ul style="list-style-type: none"> • Collaborated with challenging lab or team members • Participated in creative planning and brainstorming sessions • Delegated tasks and came together to integrate findings

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 structure to suit your unique experiences. In general, an undergraduate résumé should be kept to one page.

- 1 **Contact information** includes your full name, phone number, and email address. Your name is usually in bold-face, larger type. Include only one phone number and one email address. Some students also include their permanent and/or school address.
- 2 The **education** section includes your school's name and location, plus your degree type, anticipated graduation date, major(s), minor(s), and certificate(s). If you have more than one degree, place the highest or most recent first. Listing GPA, 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, Projects, Research Experience, or an industry-specific heading (e.g., Marketing Experience). List experiences in reverse chronological order by end date, providing the organization name and location, your position title, and dates employed. For each, include two to five bullet points about how you applied your skills to a task or project.
- 4 A **leadership** section highlights your contributions to student organizations, clubs, campus life, and more. Include organization names, positions held, dates, projects, significant contributions, and skills and abilities demonstrated. Keep in mind that leadership is not about your title; it can be shown through your work and impact in a group. This section should be formatted with bullet points, similar to the experience section.
- 5 The **activities and community involvement** section showcases your contributions to the on- and off-campus communities and is usually organized in a list format. Include positions held, organization names, locations, and dates.
- 6 **Additional information** (or sometimes "skills") is often the final section on a résumé, where you showcase additional relevant competencies. This section can include only skills, such as language and computer proficiencies and training certifications, but it can also include other topics, such as nonacademic honors and professional development activities. Make sure to note your level of expertise or fluency with each skill (advanced, proficient, intermediate, or beginner). Including personal interests is optional but 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.

VMock, a 24/7 virtual résumé assistant,

provides instant, automated, personalized career guidance. The system makes line-by-line suggestions to improve résumé content based on your major and experience level, including how well your résumé markets your demonstrated impact, communication skills, and leadership experiences.

VMock can also help you identify careers that best fit you and provides instant feedback on your LinkedIn profile, with recommendations for improving language, content, and keyword optimization.



To get started, visit vmock.com/northwestern.

MADELINE WENDLE

Evanston, IL 60201
m-wendle2025@u.northwestern.edu | (812) 555-7164

EDUCATION

Northwestern University Evanston, IL; Expected June 2025
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 and Foreign Policy
American University in Cairo, Study Abroad Cairo, Egypt; September – December 2023

RELEVANT EXPERIENCE

US State Department Critical Language Arabic Immersion Program, Participant Salalah, Oman; June – August 2024

- Studied Arabic through immersion and intensive coursework, including 4 hours of daily formal instruction
- Mentored by Omani student at Dhofar University; practiced speaking for 1.5 hours a day
- Learned about local customs and religion by traveling throughout Oman
- Received highest grade in class of 34 students

Cook County Juvenile Courts Public Defenders Office, Legal Intern Chicago, IL; June – August 2023

- 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

Chi Omega Fraternity, Treasurer Northwestern University; January 2023 – Present

- Manage finances for organization of 100+ people using Quickbooks, both accounts payable and receivable
- Serve as liaison between the chapter and house corporation; oversee the house manager
- Research and create \$65,000 budget, including alternative means of funds investment
- Revised budget, leading to 20% reduction in membership fees in 2023-24, the largest in chapter history

Model Arab League, Member Northwestern University; September 2021 – Present

- Collaborate and ensure strategic goal alignment between Northwestern University and other university leagues
- Represent Qatar on Joint Defense Council at conferences to simulate Arab League debate and problem-solving

ACTIVITIES

Institute for Student Business Education (ISBE), Analytics Team Member April 2022 – Present
Dance Marathon, Sponsorship Committee September 2021 – Present
Northwestern University Athletic Department, Volunteer September 2021 – June 2023

ADDITIONAL INFORMATION

Languages: Modern Standard Arabic: fluent; Egyptian Arabic dialect: conversational; Spanish: proficient
Computer: Microsoft Excel: proficient
Interests: Waterskiing, Historical Fiction Novels, Jazz Performances

Including your **PERMANENT ADDRESS** is optional but encouraged if applying to opportunities in that location.

Including the name of your **HIGH SCHOOL** and graduation year is optional.

HIGH SCHOOL experiences can be included before your junior year of college.

Caleb Jones

Caleb.jones8@u.northwestern.edu
(781) 555-4321

Campus Address:
1871 Chicago Avenue
Evanston, Illinois 60201

Permanent Address:
4295 West 8th Street
Canton, Massachusetts 02021

EDUCATION

Northwestern University, Evanston, Illinois
Bachelor of Arts in **Psychology**, Anticipated June 2028
Cumulative GPA: **3.20/4.00**
Honors: Alpha Lambda Delta National Honor Society, Dean's List (2 of 3 quarters)
Relevant Coursework: Macroeconomics, Public Speaking, Organizational Effectiveness

North Canton High School, Canton, Massachusetts, May 2024

LEADERSHIP EXPERIENCE

Northwestern University Office of Admissions, Evanston, Illinois
Tour Guide, June 2025 – Present

- Represent Northwestern University to groups of 15+ prospective students and families.
- Address inquiries and concerns from families and prospective students based on personal experience and university knowledge.

North Canton High School Swim Team, Canton, Massachusetts

Captain, Sept. 2023 – March 2024

- Coordinated and led practice for 24 swim team members to enhance team performance.
- Led goal setting activities to improve stroke skill and decrease speed times.
- Organized weekly team breakfasts and 15+ events throughout season to promote team bonding.

Canton Middle School, Canton, Massachusetts

Tutor, March 2022 – June 2023

- Provided individualized tutoring to students in grades 6-8.
- Assessed educational needs of students and tailored homework assignments accordingly.
- Met quarterly with lead teachers to discuss recommended curriculum and shared student concerns.

WORK EXPERIENCE

Nobles Day Camp, Dedham, Massachusetts

Lifeguard and Swim Instructor, June 2022 – Aug. 2022; June 2023 – Aug. 2023

- Supervised 8 lifeguards to ensure the safety and instruction of approximately 100 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, Brookline, Massachusetts

Host, June 2020 – Aug. 2020; June 2021 – Aug. 2021

- Maintained seating arrangement of restaurant to satisfy both customers and staff.
- Responded to customer questions, managed customer complaints, and consulted with management.
- Planned, promoted, and executed 5 major events at the restaurant to attract new customers; directed 3 junior staff members throughout each event.

ACTIVITIES

Dance Marathon, Participant, Evanston, Illinois, March 2025

Lutheran General Hospital, Volunteer, Canton, Massachusetts, Sept. 2022 – May 2023

SKILLS

Computer: Proficient in Microsoft Excel and PowerPoint

Language: Proficient in Spanish

William Carter

(847) 555-1500 | w.carter@u.northwestern.edu | linkedin

EDUCATION

Northwestern University: Weinberg College of Arts and Sciences, Evanston, IL
Bachelor of Arts, June 2026

Major: **Economics** | Minor: **Business Institutions** | GPA: **3.24/4.00**

Relevant Courses: Statistics for Social Sciences; Applied Econometrics; Accounting, Corporate Finance, The Business of C

ACADEMIC PROJECTS

Accounting & Finance: Amazon Analysis Project

- Critically analyzed 100-page annual report for Amazon to identify and Return on Investment in order to increase 2023 profit margin.
- Compared quarterly reports with competitor and isolated areas of concern.
- Gained strong understanding of quarterly balance sheets (assets, equity) and income statements (quarterly performance for revenue).

Introduction to Applied Econometrics: Regression Analysis using STATA

September-December 2022

- Utilized online 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 June 2023-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 quarterly community service events for 150+ local youth.
- Relay ideas, questions, and concerns from student athletes to campus administrators.
- Create promotional videos and e-mails to attract peers to SAAC events.

Mentor, Peers Urging Responsible Practice through Leadership & Education, Evanston, IL June 2023-Present

- Provide an environment for student-athletes to share issues and discuss potential 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 benefitting student-athletes.

Member, Northwestern University Basketball Team, Evanston, IL

September 2022-Present

- Demonstrate 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 yearly team goals.
- Earned Academic All Big Ten Honors in 2022-2023.

WORK EXPERIENCE

Counselor, Northwestern Men's Basketball Camp, Evanston, IL

June-August 2023

- Taught fundamental basketball skills and encouraged campers (ages 6-12) 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

Skills: Proficient in Microsoft Word, Excel, and PowerPoint; Working Knowledge in STATA

Interests: Sports Statistics, Woodworking, and World Religions

STUDENT ATHLETES should focus on leadership and transferable skills.

SKILLS should include technical or language skills, not transferable skills (such as communication or leadership).

WENDY PARK

wendypark2025@u.northwestern.edu | (630) 555-6538

EDUCATION**Northwestern University**Bachelor of Arts, *Mathematical Methods in the Social Sciences and Economics*
Minor in *Business Institutions*

GPA: 3.76/4.00 | Dean's List: 5 of 6 quarters

Relevant Courses: Leadership in Organizations, Probability and Statistics, Corporate Finance, Accounting, Econometrics

Evanston, IL
June 2025• **DEAN'S LIST** can be shown by number of quarters earned.**EXPERIENCE****Bates White LLC****Summer Consultant**

- Analyzed over 5000 lines of Medicaid claims data for a large generic drug company using STATA and R
- Summarized research on pricing strategy that increased profit by 14% and complies with federal reporting procedures in PP1
- Led a team of 3 on healthcare case challenge, investigating the merger of 2 insurance companies and the impact on competition
- Researched and visualized data for a white paper on the economic considerations of plasma donation including supply and demand pressures, donor incentivization models, and projected growth of the \$20bn industry

Washington, DC
June 2024 – August 2024• Provide **SPECIFIC** numbers, percentages, and monetary values when possible.**CampusCATALYST****Student Consultant**

- Collaborated with 4 teammates to develop and present on volunteer engagement and marketing tactics for Rainbows for All Children, an international nonprofit organization with over 100,000 annual beneficiaries
- Conducted benchmarking analysis by interviewing 3 comparable organizations on social media, website, newsletter engagement
- Designed digital stakeholder feedback forms to improve communication and gain quantitative measurements of program impact

Evanston, IL
April 2024 – June 2024• **RESEARCH EXPERIENCE** can demonstrate transferable skills.**Northwestern University School of Communication****Research Assistant**

- Consolidated data from 6 sources by coding qualitative fields into quantitative variables for 800+ Chinese NGOs
- Revised and distributed survey to over 200 nonprofit organizations in 5 different continents; achieved 66% response rate
- Constructed over 50 interview questions on behalf of CEOs and project managers representing 7 local nonprofits

Evanston, IL
September 2023 – June 2024**The Asia Foundation****Intern**

- Gathered and analyzed data on regional development projects, producing comprehensive reports to support the Foundation's impact across Asia-Pacific region
- Formed a new partnership with a local community network; co-led a workshop for 65 attendees resulting in increased stakeholder engagement and 5 new donors to the organization

Seoul, South Korea
June 2023 – August 2023**LEADERSHIP****Fusion Dance Company****Secretary**

- Managed day-to-day intergroup communications and facilitated personalized outreach
- Choreographed Chinese dance trio and coordinated rehearsals over a time span of 3 months
- Cooperated with more than 20 dancers and planned Annual Spring Show with an audience of 100+
- Enhanced weekly newsletter content, contributing to 20% increase in event attendance

Evanston, IL

Asian Pacific American Coalition**Programming Chair**

- Led weekly meetings with 12 Junior Executive members and monthly general meetings to discuss important issues within the Asian American community
- Reorganized Executive Board member responsibilities and restructured meetings, increasing attendance
- Exchanged programming ideas and developed programming partnerships with leaders from other organizations

ADDITIONAL**Skills:** R, Stata, Python, MS Suite: Excel, PowerPoint, Word**Languages:** Korean (native)**Activities:** Alpha Kappa Psi, AIESEC (Treasurer), Women in Business**Interests:** visiting museums, dance, Spanish cuisine, poetry

• **COURSE PROJECTS** can demonstrate technical, managerial, and teamwork skills and can be included in the experience section.

• **LEADERSHIP** is not based on title but demonstrated through your impact.

LIU (DANIEL) WEILiuwei2025@u.northwestern.edu | (925) 555-0946
Evanston, IL 60201**EDUCATION****Northwestern University, Evanston, IL**Master of Science in *Mechanical Engineering* | Bachelor of Science in *Mechanical Engineering*

Anticipated 6/25

Cumulative GPA: 3.39/4.00

Relevant Courses: Thermodynamics, Mechanics of Materials, Fluid Mechanics, Managerial Analytics for Strategy, Engineering Analysis, Electronics Design, Public Speaking

RELEVANT EXPERIENCE**AbsoluteMed, Evanston, IL****Cofounder**

6/24 – Present

- Won 1st place in Northwestern's Healthcare Hackathon and \$1500 to develop AbsoluteMed at NU incubator
- Pitched AbsoluteMed startup to Dr. Christian Hoepfer and stakeholders at the Center for Food Allergy Research (CFAAR)
- Consulted with CFAAR, industry experts, community organizations, and prospective users to develop a HIPAA-compliant peer mentorship program for parents of children with recently diagnosed food allergies
- Developed a business strategy with the AbsoluteMed board of directors and registered a 501(c)(3) nonprofit

Alimentos S.A., Beijing, China**Engineering Project Management Intern**

7/23 – 9/23

- 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 potential annual savings for the company
- Performed experiments to assess the performance of 3 ergonomic transport and delivery cartridges 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 PowerPoint; successfully convinced them of the profitability of its execution

Design Thinking and Communication Course, Northwestern University, Evanston, IL**Client: Hospital Sisters Mission Outreach, Chicago, IL**

4/21 – 6/21

- Designed a self-sustaining pharmacy for a medical center in Migori, Kenya using a repurposed shipping container
- Coordinated the selection of solar-powered ventilation and lighting systems for the pharmacy and the interior design
- Organized the timely completion of assignments and motivated 4-person team to complete checkpoints before deadlines
- Wrote final report and instructions for construction of the pharmacy and presented the design to the client

LEADERSHIP**Northwestern University Formula Racing, Drivetrain Team Member**

10/22 – Present

- Contribute to designing, manufacturing and tuning the drivetrain components of a formula racing car intended for the annual Formula SAE Michigan competition
- Optimize the car's intake and exhaust system with a redesign to give it a 10% boost in power

Office of International Student and Scholar Services, International Peer Ambassador

4/22 – Present

- Collaborated with a team of 8 students to bring new international students to Chicago to explore the city and build community; led transportation coordination for 45 students

SKILLS**Language:** Mandarin (Native), English (Fluent)**Computer:** Proficient in MATLAB, SolidWorks, Fusion 360, EAGLE, AMPL, R, STATA, Excel, and PowerPoint**Laboratory:** Electrical resistivity measurement, data regression and analysis, dynamic mechanical analysis, stress-strain testing, titrations, dilutions, and other standard laboratory chemical procedures

Include **SHADOWING** to highlight exposure to an industry and demonstrate your familiarity with the work.

LEADERSHIP experience suggests you're engaged with your community and connected to others, both valuable qualities across many industries.

Kim S. Gordon

Evanston, Ill. 60201 • k.gordon@u.northwestern.edu • 212-555-1212 • www.kimgordon.com

EDUCATION

Northwestern University, Medill School of Journalism, Media, Integrated Marketing
Bachelor of Science in Journalism, Integrated Marketing Communications Certificate, Ju

JOURNALISM & MEDIA EXPERIENCE

The Daily Northwestern, Evanston, Ill.

Copy Editor, March 2024 – present

- Edit written content, publishing 1-2 articles weekly in both print and on the Daily Northwestern website
- Collaborate with writers to develop engaging content, providing constructive feedback and increased reader engagement
- Proofread 10+ articles weekly for clarity, grammar, and style, ensuring adherence to AP style guidelines
- Assistant Design Editor, January 2023 – December 2023
- Designed print newspaper 3 times a week for press run of 8,000 people; created multimedia content for digital platforms
- Liaised between 5 news sections, the photography team, and multimedia team to meet weekly deadlines without delay

Northwestern University Press, Evanston, Ill.

Editorial Assistant, September 2022 – August 2024; Intern, June 2022 – August 2022

- Promoted from intern to editorial assistant in September 2022 for excellent and thorough work
- Edited 20+ manuscripts, including short story anthologies, plays, novels, and educational and scholarly works
- Prepared files for copyediting by entering typesetting codes, fact-checking references and ensuring 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

Medill News Service, Northwestern University, Washington, D.C.

Mobile Journalist-Environmental Beat, January 2024 – March 2024

- Selected as one of 16 students to report for Medill on the Hill and contribute to a professional daily newsroom
- Researched and wrote enterprise stories on political and environmental issues like global warming in the U.S.
- 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

PROJECT

Interactive Reporting, Northwestern University, Medill; January 2022 – March 2022

- Produced 1,000-word feature story on deportation in the U.S., created interactive elements and translated the story into Spanish in order to appeal to audiences that have been affected by deportation
- Created a fully functioning website using Bootstrap and a Google Fusion interactive map in 90 minutes as the technical editor on breaking news story about sting operations on suspected drug houses in Chicago

LEADERSHIP AND AWARDS

Medill Undergraduate Student Advisory Council, Undergraduate Ambassador, Northwestern University; Dec. 2023 – present.

Medill Cherubs, Mentor, Northwestern University; June 2022 – August 2022

SKILLS

- Journalism: Proficient with AP Style, copy editing, fact checking, SEO
- Computer: Proficient in HTML, CSS, JavaScript, Microsoft Office (Word, Excel, PowerPoint), Adobe Creative Cloud (InDesign, Illustrator, Premiere Pro, Audition, Photoshop, Lightroom), Working knowledge in Wordpress, Cascade Mailchimp, Apollo.io
- Social Media: Proficient in Facebook, X/Twitter, YouTube, Cameo, Reddit, LinkedIn, Instagram

Mila Griffin

(773) 555-3700 • milagriffin2026@u.northwestern.edu

EDUCATION

Northwestern University; Evanston, IL

Expected June 2026

Bachelor of Arts, Neuroscience and Global Health Studies (Pre-Med); GPA: 3.67/4.00

Relevant Courses: The Social Determinants of Health, Global Bioethics, Systems and Behavioral Neuroscience, Language and the Brain, Neurobiology of Learning and Memory, Biochemistry

RESEARCH EXPERIENCE

LEARN Lab, Undergraduate Research Assistant; Evanston, IL

May 2023 – present

- Transcribe child and parent/examiner language samples during structured interactions to identify and analyze patterns of language difficulties in toddlers, focusing on language use and irritability related to specific challenges
- Collaborate with a team of 3 undergraduate students to troubleshoot transcription problems and form a consensus on how to approach language discrepancies going forward
- Attend seminars and larger lab meetings with professors and graduate students to discuss progress being made in language research and evaluate how current research can be applied within LEARN Lab
- Communicate with researchers from partner universities to discuss the various projects within the lab, receive and review feedback on transcriptions, and train in new areas of the project

HEALTHCARE EXPERIENCE

Shirley Ryan AbilityLab, Volunteer; Chicago, IL

April 2023 – present

- Transport and accompany patients to appointments and recreational activities including dog therapy and art therapy; manage schedules, assess needs, and determine level of support to provide
- Engage with pediatric patients during physical, occupational, and speech therapy by playing games, participating in strength building activities, creating interactive art materials, and choosing relevant toys and equipment
- Support children with disabilities in a range of adaptive sports and recreational activities during a 2-week summer camp, providing individualized assistance to help them engage fully in the camp experience and build confidence
- Collaborate with a volunteer team and professional staff to create and facilitate daily schedules and activities while maintaining a fun and safe environment
- Attended an Aphasia seminar to learn about various nonverbal communication methods to be able to better connect with patients who are nonverbal and understand what being nonverbal means

NUDOCs Program, Participant; Chicago, IL

March 2024

- Shadowed a general physician resident at Erie Health Center; observed the interactions between the physician and the patient and interactions between the different physicians regarding patients and recommendations for patients
- Learned about medical school from students at Feinberg School of Medicine including different specialties and career paths from physicians

LEADERSHIP EXPERIENCE

Arch Scholars, Peer Mentor; Evanston, IL

Sept. 2024 – present

- Support 15 first generation and/or low-income first-year students navigating Northwestern through weekly group discussions on academic and social challenges, resources, opportunities, and campus support
- Collaborate on strategies to enhance the materials provided to mentees by compiling resources on research opportunities, fellowships, resume writing, internships, and programs to support professional and academic growth
- Coordinate with other mentors and graduate leaders during peer mentor meetings to highlight possible issues and challenges faced by mentees and to plan quarterly activities and large quarterly meetings for Arch Scholars student cohort

Northwestern University Department of Biological Sciences, Undergraduate TA; Evanston, IL

Sept. – Dec. 2024

- Provided detailed explanations to groups of 15-20 students about lab protocols and experimental procedures, helping them apply scientific principles to resolve technical issues during experiments.

SKILLS

- Language: proficient in Spanish
- Additional: CPR Certified by the American Red Cross

• **HEADINGS** can be tailored to your target industry.

• **ACADEMIC PROJECTS** can be an independent category.

JAMES MORRIS

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EDUCATION

Northwestern University: Weinberg College of Arts and Sciences, Evanston, IL

Bachelor of Arts in **Linguistics** | Minor: **Psychology**

Certification: **Segal Design Certificate**

GPA: 3.62/4.00

Expected June 2026

Relevant Coursework: Design Thinking and Communication, Digital Project Development, Language in the Text, Language and Culture, Modern Rhetorical Theory, Psycholinguistics, and Phenomenology

ACADEMIC PROJECT

Modern Rhetorical Theory: Effective Communication and Team Dynamics Project

Sept. 2024 – Present

- Critically analyze, compare, and contrast the coaching and management strategies of 3 popular coaches in sports industry.
- Perform extensive research on each coach's mission, philosophy, and highlight the effectiveness of their strategies
- Interview 7 current coaches across Northwestern Athletics to understand strategies and correlations between philosophies
- Curate resources and findings into 15-page research paper and slide deck to be presented during fall research seminar

INTERNATIONAL EXPERIENCE

Study Abroad Participant, Universidad de Buenos Aires, Buenos Aires, Argentina

June 2024 – Aug. 2024

- Analyzed local government and policies surrounding education and contrasted findings against U.S. policies
- Interacted with native residents including Gauchos, Patagonian grasslands inhabitants and 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. 2024 – Present

- Collaborate with President in operations of student-run group focused on students interested in business
- Increase student membership by 70% during tenure as Marketing Advocate (Fall 2023 – Spring 2024) by spearheading new social media campaign
- Foster healthy partnerships through outreach and meeting with student-run groups, administrators, faculty, and alumni
- Facilitate bimonthly meetings to ensure efficiency and to create a learning forum for all members
- Research and analyze current organizational plans and propose new mission-specific direction to the executive board

Compass Mentor, Northwestern University: Student Enrichment Services, Evanston, IL

Aug. 2023 – July 2024

- Acquired and improved leadership skills and experience through a summer-long program
- Utilized active listening to mentor 5 first-generation students through weekly check-ins
- Coordinated weekly check-ins to support student development, address issues, and provide resources
- Trained 10 incoming compass mentors to develop skills including communication and leadership

VOLUNTEER EXPERIENCE

Social Media and Content Creator, McGaw YMCA, Evanston, IL

- Promote YMCA events, offers, and programming utilizing platforms including Instagram, Facebook, and Twitter
- Engage with staff, volunteers, and YMCA members to create weekly content
- Organize and plan monthly social media campaign projects to provide timely and relevant information

ACTIVITIES

Member, Omega Psi Phi Fraternity, Inc., Evanston, IL

Recruitment Coordinator, For Members Only (FMO), Evanston, IL

SKILLS

Language: Fluent in Spanish

Technical: Proficient in Microsoft Office: Word, Excel, Outlook, PowerPoint, Instagram

WEBSITES can be listed if you played a role in design or development.

VOLUNTEER or **UNPAID** experiences are valuable to include.

• Relevant **COURSE TITLES** can be included to align with the industry.

• Use **SPECIFIC HEADINGS** to best highlight your experiences.

Leticia Domingo

Leticia.domingo@gmail.com | 303-555-6765
Evanston, IL | Boulder, CO

Education

Northwestern University, Evanston, IL

Bachelor of Science in **Education and Social Policy**

Concentration in **Social Policy** | Minor in **Psychology** | GPA: 3.48/4.00

June 2025

Work Experience

Bitick LLC, Project Manager Intern, Chicago, IL

June 2024-Aug. 2024

- Advised the Attorney General on how to award affordable housing grants to 70 recipients
- Collaborated with a team of 4 to plan a conference on suburban poverty for 25 Chicago organizations
- Created and presented 10 recommendations for housing policy initiatives in Kansas City, MO

Northwestern University Settlement House, Intern at Office of External Affairs, Chicago, IL

June 2023-Aug. 2023

- Designed and created the content for the volunteer section of the organization's new website (www.northwesternsettlement.org/)
- Produced 3 newsletters for donors and board members, reaching over 300 individuals
- Volunteered at the food pantry once a week for 200+ clients and in a Head Start classroom twice a month

Northwestern University, Intern at Center for Forced Migration Studies, Evanston, IL

Oct. 2022-Dec. 2022

- Conducted 20+ literature reviews on the relationship between health information technologies and low-literacy populations
- Wrote memos on the United Nations Refugee Agency's Dialogue of refugees' protection challenges
- Partnered with central administration to develop a crowd-sourced map of the living conditions of refugees across the world

Illinois Public Health Institute, Intern at Illinois Alliance to Prevent Obesity, Chicago, IL

June 2022-Sept. 2022

- Published comprehensive policy briefs for key stakeholders on critical issues related to obesity, including access to nutritious foods, the impact of food marketing on children, and community health initiatives aimed at promoting physical activity
- Drafted and sent letters to state government representatives to encourage obesity prevention legislation
- Analyzed research and created a newsletter on the benefits of breastfeeding, circulated to 35+ organizations
- Presented to health advocacy groups on the consequences of sugar-loaded drinks

Leadership Experience

GlobeMed, Co-Director, Global HealthU Co-Chair, Evanston, IL

Jan. 2022-Present

- Facilitate a 30-minute weekly lecture on a global health issue for a group of 30 students
- Plan 8 activities and events that create awareness of global health
- Manage meetings each week to maintain order and productivity in the group

Sheil Catholic Center, Treasurer, Student Advisory Board, Evanston, IL

Jan. 2022-Present

- Create and monitor \$9000 budget for club programs including fundraising, mission trips, and community gatherings
- Oversee Sheil Student Organization Finance Office account and maintain the ledger
- Organize and budget for major events such as Alternate Student Break trip to Nicaragua with Fabreito Children's Organization (March 2023), Sheil Formal (Spring 2023), and Spring Retreat (Spring 2024)

Center for Civic Engagement, Outreach and AMPED Fellow, Evanston, IL

Sept. 2021-Dec. 2022

- Created outreach materials and presentations to the university community about civic engagement opportunities
- Launched the Arts and Music Programs for Education in Detention Centers and provided instruction to 9 high-school-age teens for 10 consecutive weeks
- Facilitated discussion among the 8 other mentors about civic engagement

Volunteer Experience

Christopher House, Student Assistant, Chicago, IL

Jan. 2022-Present

- Engage children in groups up to 12 in structured physical activities and games during recess to promote healthy habits
- Tutor 3-4 children ages 10-12 in reading and math twice a week in after school program

Community Services, Alternative Student Break Participant, Boston, MA

March 2023

- Prepared 400+ tailored meals under strict nutrition and health guidelines for senior citizens
- Delivered meals and socialized with homebound meal delivery clients

Catholic Charities of Atlanta Refugee Services, Alternative Student Break Participant, Atlanta, GA

March 2023

- Tutored in a 3-hour after-school program for 50 child refugees in subjects such as writing and science
- Strengthened the children's life skills such as discipline and open-mindedness through lessons and social activities

Skills

Language: Fluent Spanish

Computer: Microsoft Word, PowerPoint, Excel, Google Suite, Adobe Photoshop

FUTURE SECURED INTERNSHIPS • demonstrate your qualifications and interest in the industry.

Showcase project **RESULTS**, **IMPACT**, and **VALUE**.

Meera Ganesh

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EDUCATION

Northwestern University

Bachelor of Arts in Economics; Kellogg Undergraduate Certificate in Financial Economics
GPA: 3.84/4.00; SAT: 1580; SAT Math: 800

Relevant Coursework: Applied Econometrics, Principles of Finance, Investments, Probability and Statistics, Business Strategy

Universidade do Sul de Santa Catarina, Dehon, Tubarão, Brazil

Study Abroad

June 2023-July 2023

WORK EXPERIENCE

J.P. Morgan

(Incoming Investment) Banking Summer Analyst

New York, NY
June 2025-August 2025

Ernst & Young Commercial Advisory Services

Summer Associate

New York, NY
June 2024-Aug 2024

- Assessed growth opportunities of 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 2026

CDI Global M&A

Mergers and Acquisitions Intern

Northfield, IL
Sept 2023-Dec 2023

- Collaborated with senior bankers to pitch 2 cross-border M&A transactions, analyzed target companies' structures and credentials, development history, stakeholders' business models, business overviews, and competitive landscapes
- Prepared daily market commentary and weekly analysis of relevant macroeconomic events alongside research on transportation industry, focusing on analyzing risks, liquidity needs and risk mitigation strategies for transaction executions
- Conducted research on the APAC logistics industry, calculated key financial matrices to summarize industry trends; collaborated with 3 associates to consolidate a 10-page industrial report and delivered a presentation for stakeholders

VentureCat Startup Competition

Co-Founder

Evanston, IL
Jun 2023-Aug 2023

- Co-founded a recruitment platform; placed 2nd in pitch competition held by Northwestern's startup incubator
- Designed a digital prototype with Figma, conducted 50+ user interviews to validate idea, and built strategy for user acquisition

LEADERSHIP EXPERIENCE

Associated Student Government

Account Executive, Student Activities Finance Board

Evanston, IL
Sept 2023-Present

using qualitative and quantitative data, optimizing resource distribution and contingency funds, enhancing efficiency by 25% through improved oversight and oversee their finances and serve as advocate in senate funding procedures

FRANCIS HARPER

800 Noyes Street, Evanston, IL 60201 • (630) 555-7473 • francisharper2025@u.northwestern.edu

EDUCATION	Northwestern University , Evanston, IL Bachelor of Music in Flute Performance , Bachelor of Arts in French (5-year Dual Degree) Minor in Arts Administration ; Expected June 2025 GPA: 3.89/4.00
RELEVANT EXPERIENCE	Alumni Relations and Development, Northwestern University , Evanston, IL <i>Clerical Aide</i> , Oct. 2021 – Present <ul style="list-style-type: none"> 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 (alumni database) Analyze giving and outreach data in Excel and summarize trends in weekly emails 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 <i>Flute Player</i> , Sept. 2021 – Present <ul style="list-style-type: none"> Balance 16+ hours of practice each week with coursework and extracurricular activities Collaborate with colleagues to improve chamber, ensemble, and solo music in weekly lessons and 3x weekly rehearsal sessions Lead sections to make consistent progress towards performance goals Ravinia Festival , Highland Park, IL <i>Summer Season Intern</i> , June 2023 – Aug. 2023 <ul style="list-style-type: none"> Welcomed up to 3,000 attendees at nightly performances, assisting patrons with seating, wheelchair service, and ticketing concerns Produced and performed in sold-out end of season Intern Showcase Coordinated logistics for visiting artists including housing, on-site transportation, meals, and contract rider fulfillment Auditorium Theatre of Roosevelt University (ATRU) , Chicago, IL <i>Development Intern</i> , Sept. 2022 – Dec. 2022 <ul style="list-style-type: none"> Oversees 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 Researched 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. 2021 – Present Northwestern University Bienen School of Music Student Recital , Evanston, IL May 2022 – May 2023
LEADERSHIP EXPERIENCE	Songwriters Association at Northwestern (SWAN) , Evanston, IL <i>Co-President</i> , Sept. 2022 – Present <ul style="list-style-type: none"> Produce annual events Kresgepalooza and Battle of the Bands, manage budgets and artist relationships Partner with Universal Music Group campus outreach team to bring Grammy-winning producer and songwriter to campus for master class Lead a 4-person executive committee to execute programs, meetings, and events for new members <i>Executive Team Member</i> , Jan. 2022 – May 2022 <ul style="list-style-type: none"> Facilitated weekly studio sessions & songwriting workshops, offered instruction and feedback on recording/producing techniques to students working on personal projects Bienen School of Music Student Advisory Board , Evanston, IL <i>Member</i> , Sept. 2021 – Present <ul style="list-style-type: none"> Create community within the Bienen School of Music by promoting communication between more than 600 students, faculty, and University administration Collaborate with 11 students to initiate meaningful conversations among Bienen students regarding 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

student-run storage and shipping company with over \$150,000 in revenue core, and deliver the items of 700+ students, resulting in a 70% faster completion rate creating a 300% increase in organic reach and a 10x increase in users

Capital Club

once on a \$100mm Agri-tech company acquisition strategy to presented to entire club publicly traded transportation company; recommended the club invest and add the deal to

etSet, Capital IQ, WRDS, Excel, PowerPoint
 ing proficiency)
 g, yoga, and French pastry baking

• “**SELECTED**” headings save space and indicate there are more experiences.

• **PROGRESSION OF TITLES** demonstrates your dedication to and growth within an organization.

A **TRADITIONAL FORMAT** for your résumé is recommended, even in some creative industries. It is easy to read and clearly highlights skills and experiences. When applying to positions in the performing arts or entertainment industries, you can be creative with formatting to include select experience beyond jobs and internships.

Use accessible, **DESCRIPTIVE ACTION VERBS** to translate your performing arts experience for employers outside the field.

Include **PRODUCTION EXPERIENCE** to demonstrate involvement in your field and your work as a performer, director, producer, etc. Generally, list credits from college onward. Use discretion; for agency positions, for example, including experience as talent could be seen as a conflict of interest.

Celia Medina

celiamedina2027@u.northwestern.edu • (555) 765-4321

EDUCATION

Northwestern University, Evanston, IL | GPA: 3.79/4.00 | Dean's List: 3 quarters

Bachelor of Arts in Theatre

Film & Media Studies Minor | Integrated Marketing and Communications Certificate

Relevant Coursework: Fundamentals of Stage Management, Strategic Communications

Expected June 2027

RELEVANT EXPERIENCE

Carousel Productions, Los Angeles, CA

Development Intern

June 2024 – August 2024

- Wrote script coverage on 55+ feature screenplay submissions for production evaluation.
- Covered desks of assistants to the CEO and Talent Manager, mastering phone and client etiquette.
- Analyzed content to determine which submissions should be considered for development.
- Composed project reviews, planned team meetings, and addressed phone inquiries.

Camp StageDoor West, Denver, CO

Camp Counselor & Social Media Manager

May 2022 – August 2023

- Designed lesson plans for young performers aged 8-13, leading group of 20 campers through daily classes in movement, improvisation, and scene study, culminating in one-act festival performance.
- Planned and executed social media campaign on TikTok and Instagram, generating 40,000+ organic impressions and increasing followers by 4.8K across platforms.

Boulder Community Theatre, Boulder, CO

Box Office Manager

February 2021 – June 2023

- Migrated theatre to new ticketing platform enabling live-stream season subscriptions, expanding subscriber base by 120%.
- Recruited and trained 13 staff to ensure robust box office operations throughout 6-show season.
- Headed ticketing offices for in person performances, anticipating and solving audience needs.
- Promoted from Box Office Associate to Assistant Manager to Manager within one season.

LEADERSHIP EXPERIENCE

Lovers & Madmen, Northwestern University, Evanston IL

Stage Manager – *Twelfth Night*

September 2024 – November 2024

- Facilitated all rehearsals, taking notes on blocking and prop/costume tracking for cast of 12 actors.
- Created detailed 8-week rehearsal and production schedule and communicated call times to performers.
- Ran weekly production meetings for 14-person production team, requiring excellent project and timeline management.
- Documented rehearsal reports for cast, crew, and designers, ensuring seamless cross-team communication.

Seesaw Theatre, Northwestern University, Evanston, IL

Touring Producer, Spring

January 2024 – May 2024

- Managed touring production for educational organization dedicated to enriching lives of individuals with disabilities.
- Coordinated with 5 Evanston-area schools to book tour dates and plan for audience access needs.
- Oversaw the transportation of sets, costumes, cast, and props to location; managed setup of performance space, creating an immersive experiential environment in under 2 hours.

PERFORMANCE EXPERIENCE (selected)

<i>How to Defend Yourself</i>	Diana Rodriguez	Wirtz Center, Northwestern University
<i>Seesaw Theatre</i>	Ensemble Member	Northwestern University
<i>Little Shop of Horrors</i>	Audrey	Northwestern University Freshman Musical

SKILLS

Industry: Script coverage, improv, dance (ballet, modern), basic stage combat, stage management

Social & Marketing: TikTok, Instagram, X (Twitter), Google Analytics, Hootsuite, Sprout Social, Mailchimp, Photography, Canva, video and photo editing

15

Include a link to a **PORTFOLIO**, GitHub, or another **DEVELOPER PLATFORM** to showcase your work. If this is required for the position, the job description will indicate where to share the URL. It is also standard practice to include the link in your résumé header.

For technical roles, place **SKILLS** toward the top of your résumé, after the Education section, to highlight relevant programming and technical skills.

Further emphasize your technical abilities and experience by naming the specific tools and coding skills used to complete relevant **PROJECTS**.

Jordan Becker
 (847) 555-6789 | jordanbecker2026@u.northwestern.edu | github.com/jbeckerNL

EDUCATION:

Northwestern University | Weinberg College of Arts and Sciences | Evanston, IL Jun 2026

- *Bachelor of Arts:* Majors in Computer Science and Cognitive Science, GPA: 3.78/4.00
- *Relevant Courses:* Data Structures, Artificial Intelligence, Software Construction, Computer Networking, Operating Systems, Design and Analysis of Algorithms, Scalable Software Architecture, Databases, Computer Security

TECHNICAL SKILLS:

- *Programming Languages:* JavaScript, TypeScript, Python, C, C++
- *Front-end tools:* React.js, HTML, CSS, Next.js, Tailwind, D3, Konva
- *Back-end tools:* Node.js, Express.js, Django, SQL, Google Firebase, AWS RDS, S3, Lambda

RELEVANT EXPERIENCE:

SONIC Lab | Frontend Development Intern | Evanston, IL Jan 2024 – Present

- Refactored outdated React repository and iteratively implemented 10+ new features based on bi-weekly UX testing.
- Prototyped UI designs in Figma for research platform on human-AI teams, aligning with usability heuristics.
- Integrated OpenAI's API for chat assistant within group chat feature, embedding AI alongside human interaction.

Maddox AI | Frontend Development Intern | Berlin, Germany Jun 2024 – Aug 2024

- Led project to overhaul Maddox's image annotation platform, solving existing issues surrounding image rendering, annotation drawing and manipulation, and zoom-pan functionality.
- Developed 3 TypeScript demo platforms demonstrating capabilities of visualization frameworks like D3.js, Konva, and visx.
- Wrote report evaluating frameworks in terms of user and developer experience, performance metrics, and DOM-handling.

Engineers for a Sustainable World | Full Stack Developer | Evanston, IL Sept 2023 – Apr 2024

- Enabled real-time database updates using Cloud Firestore snapshot listeners, syncing with submissions by system & users.
- Built out backend solution for paginated recent activity log, integrating 4 rounds of feedback from software lead.
- Incorporated local backend emulator into development process, reducing average testing time per feature by 30%.

Weinberg College IT | Helpdesk | Northwestern University Oct 2022 – Dec 2023

- Managed a ticket queue of up to 20-30 computer problems per week for professors and staff across the university.
- Operated the helpdesk phone line, solving urgent issues over the phone or directing to appropriate colleague.
- Solved issues for frustrated clients, while balancing urgency of issues and managing expectations.

Delta Lab | HCI Researcher | Northwestern University Jan 2023 – Jun 2023

- Collaborated with team of 3 developers to optimize new iteration of web-app enabling frontend developers to master advanced CSS techniques, tracking team progress using bi-weekly scrum sprints.
- Conducted weekly tests to iteratively pinpoint user obstacles, resulting in 60% increase in CSS learning by users.
- Aligned the tool with learning science principles, integrating relevant research into design process.

PROJECTS:

Carbon Footprint Tracker | React, Tailwind, AWS, MySQL

- Created full-stack web-app using React and Next.js helping users visualize their carbon footprint and environmental impact.
- Implemented serverless architecture with AWS Lambda and API Gateway, using the ClimateIQ API for footprint estimations.

Angel Shot | React, OpenAI, Amazon Transcribe

- Won 3rd place at NU hackathon for app initiating 'calls' with AI to help individuals feel safe in uncomfortable situations.
- Leveraged Amazon Transcribe's speech-to-text and OpenAI's text-to-speech APIs to facilitate real-time conversation.

LEADERSHIP EXPERIENCE:

Purple Haze A Capella | Music Director | Northwestern University Sept 2024 – Present

- Directed and trained 20 undergraduate singers to perform at 30+ concerts, paid gigs, and competitions.
- Composed over 15 original arrangements tailored for both live performances and studio recordings.

CATALyst | Facilitator | Northwestern University Sept 2023 – Present

- Guided a group of 12 first-year students through discussions and exercises to increase self-awareness as the students began college experiences.
- Presented activities to up to 100 students to help create community and introduce topics before small group breakouts.

Résumé Writing 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.

Converting a CV to a résumé

Because graduate students may not have relevant industry experience, they must communicate how their academic 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. Identify skills you've acquired that are transferable to a particular position.

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, analytical skills, budgeting, or design.

When describing 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 ACADEMIC JOB SEARCH

The academic job search is built around a portfolio of materials that tell a story about the candidate's current research, future research agenda, teaching philosophy and experience, service, special skills and training, and more. Although this portfolio varies from field to field—and from person to person—the goal of that narrative is similar across the board. If you'd like to discuss your academic job market portfolio, including your CV, schedule an appointment with a PhD adviser via Handshake. (see page 32)

	CV	Résumé
Length	• 2+ pages	• 1–2 pages
What to include	• Detailed overview of academic credentials and scholarly accomplishments	• Summary of relevant skills, education, and experience
When to use	<ul style="list-style-type: none"> • Academic research and teaching positions, postdocs • Positions requiring academic research, teaching, and publications • Grants, fellowships, and some administrative positions in colleges and universities 	<ul style="list-style-type: none"> • Most but not all positions in industries and fields outside academia (e.g., business, nonprofit, policy, technology)

(612) 555-1043 • m-thompson2025@u

- Advanced Spanish
- SPSS, Stata, REDCap, Excel

Skills: Microsoft Office, R, Python, Stata, ArcGIS, AMPL, PRIMVERA P6, AutoCAD, MATLAB, and BIOGEME
Languages: fluent in Arabic; basic knowledge of French
Interests: hiking exotic trails (Petra, Jordan), scenic road trips, and squash

- **LEADERSHIP AND AFFILIATIONS** convey a commitment to your field.

Anthony Jackson

Chicago, IL • an-jackson@northwestern.edu • (614) 555-3700

PROFESSIONAL SUMMARY

Data Science master's student with focus in multivariate analyses including generalized 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.

CLASS PROJECTS

Advanced Modeling Techniques: *Affordable Care Act Enrollment*, November 2024

- 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 2023

- Compared multiple classification algorithms in Weka including J4.8, JRip, 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

UnitedHealth Group, Schaumburg, IL

Senior Financial Analyst, May 2023 – 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.
- Automated reporting process using Business Objects and SAS to decrease production time by 45%.
- Audit claims data and analyze prescription pricing discrepancies.
- Collaborated with multiple departments including senior-level management to identify a system coding error, mitigating a potential \$4M client payout.
- Analyzed opportunities where pricing could be adjusted to more closely meet clients' contract guarantees, resulting in an estimated annual savings of \$3.5M.

Walgreens, Walgreens Health Initiatives, Deerfield, IL

Manager – Client Underwriting and Analytics, September 2017 – May 2023

- Promoted to manager overseeing the pricing and underwriting process for Pharmacy Benefit Manager (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 onboarding into manager role.

Group Manager – Client Analytics, February 2011 – September 2017

- Executed strategic initiatives by analyzing 30 key shareholders each quarter clients' trend and Walgreen's profitability.
- Presented plan design recommendations to 11 shareholders and success.
- Designed Excel-based data analysis tools used by Client Services and Finance.
- Trained and supported the field on the use of these tools.

TECHNICAL SKILLS

Advanced in SAS, R, SQL, Python, Tableau, Microsoft Access, and Excel. Intermediate in

EDUCATION

Northwestern University, Evanston, IL

Master of Science in Data Science, June 2025

GPA: 4.00 / 4.00

The Ohio State University, Columbus, OH

Bachelor of Science in Business Administration – Information Systems specialization, May 2011

GPA: 3.65 / 4.00

MULTIPLE DEGREES from the same institution can be included together to save space.

A PROFESSIONAL SUMMARY helps experienced candidates showcase the most relevant points for a specific position.

GROWTH AND PROMOTION demonstrate your ability to make an impact.

Jessica Encarnacion

linkedin.com/jencarnacion-nu | (515) 999-0999 | jencarnacion@u.northwestern.edu

EDUCATION

Northwestern University, Evanston, IL

Ph.D., Musicology

Anticipated Sept 2025
Sept 2020

M.A., Musicology

Reflective and Effective Teaching Certificate, Searle Center for Advancing Learning & Teaching

June 2022

Indiana University Bloomington, Bloomington, IN

B.A., Music; GPA: 3.87, *magna cum laude*

May 2018

RELEVANT EXPERIENCE

Chicago Symphony Orchestra, Rosenthal Archives Intern

Chicago, IL | Sept 2023 – June 2024

- Managed and maintained archive catalogue database (DBTextworks), ensuring it contained up-to-date information on the orchestra's programming.
- Edited content for the "From the Archives Blog"; developed pitches and created new blog content.
- Wrote, proofread, and edited curatorial content for the archive's WWI exhibit, "A Time for Reflection – A Message of Peace."

University of Chicago Press, Student Editorial Assistant

Chicago, IL | Sept 2020 – Mar 2021

- Acquired and prepared manuscripts for publication in collaboration with the editorial director for the humanities and social sciences.
- Proposed and implemented a company-wide digital system to organize old submissions, creating more storage space for current projects onsite.

RESEARCH & TEACHING

Northwestern University, PhD Researcher & Fulbright Fellow

Paris, France & Evanston, IL | Sept 2018 – Present

- Designed and conducted original, independent research on a broad range of subjects in music history.
- Translated 18th-century French documents into English to ascertain and analyze their political content.
- Established self-directed research schedules and organizational strategies for archival work, with limited supervision from Université Paris-Sorbonne faculty.
- Supported department faculty in proofreading and editing scholarly articles and books.

Northwestern University, Instructor of Record

Evanston, IL | Mar 2023 – Sept 2024

- Managed and developed curriculum for three sections of general music courses for non-majors.
- Wrote and delivered 80-to-160-minute lectures for classes of 9 to 26 students over 6-to-10-week quarters.
- Designed, edited, and evaluated student writing assignments; provided written feedback weekly.
- Received average course/teacher evaluation score of 5.2/6.

Northwestern University Center for Civic Engagement, CHI Participant

Chicago, IL | June 2021 – Aug 2021

- Selected for inaugural Chicago Humanities Initiative (CHI) cohort of 8 to apply seminar content around the engagement with community partners through an 8-week virtual internship with Axis Lab.
- Supported Axis Lab public arts project with research on COVID-19 impacts on various communities.

SKILLS

Microsoft Office Suite (Word, Excel, PowerPoint)

Knowledgeable in *Chicago Manual of Style* practices

French (fluent), German (conversational)

Tailor the list of **SKILLS** you include to their relevance to the role you're applying for. Use this section to show readers your skills and how you've used them effectively in your experience bullets.

Select Leadership and Teaching

Northwestern University

Board Member and Treasurer, Graduate Liaison Committee

- Analyzed data from annual survey on quality of life and developed recommendation impacting 200+ doctoral students
- Organized aggregated budget request from eight Chemistry department-affiliated department.

Ambassador, Research and Safety Student Initiative

- Authored a published safety highlight for the American Chemical Society with the

Service Chair, Phi Lambda Upsilon, Alpha Gamma Chapter

- Organized and executed three fully virtual science lessons and an asynchronous fire graders at Lincolnwood Elementary School.
- Managed the annual food and clothing drive, collecting and delivering over 200 for

Teaching Assistant, Department of Chemistry

- Lectured, led weekly problem-solving sessions, and created exams and problem sets for graduate course in organic reactions.
- Led laboratory sections of 10-20 undergraduate students for regular and advanced organic chemistry.

Ewha Womans University/Henry Luce Foundation

Selected Participant, Ewha-Luce International Seminar

2022

- Admitted to a cohort of 20 women from around the world at various phases in their STEM graduate studies to participate in program focused on gaining presentation skills, and engaging in cross-cultural communication.
- Worked closely with non-native English speakers to refine presentation delivery.

Publications (2 of 6)

- Johnson, O.; Encarnacion, T. N.; Woodruff, H. E.; Kirk, H. G.; Design, Optimization and Chemical Evaluation of MKK4 inhibitors against Metastatic Liver Carcinoma. *Nat. Chem.* **2024**, 16 (10), 150-156.
- Steele, F.; Blarney, M. B.; School, M.; Martin, G. R.; Zinn, S. R.; Kirk, H. G.; Johnson O.; Highlights: Safety Culture. *Conversations. ACS Chem. Health Saf.* **2023**, 28, 137-142.

Patents

Kirk, H.G.; Woodruff, H. E.; Encarnacion, T. N.; Johnson, O.; Selective MKK4 inhibitors. U.S. Patent US949612847, published December 23, 2023.

Selected Honors and Awards

Northwestern University

Ver Steeg Award Nominee

2025

Presidential Fellow, Department of Chemistry

2024

University of California, Los Angeles

Mayer Undergraduate Award - Faculty Nominated

2018

Charles I. Perrin Summer Research Award

2017

Professional Affiliations

Phi Lambda Upsilon, Alpha Gamma Chapter

American Chemical Society

University Honors Program, UCLA

Olivia Johnson

910-555-8210 • oliviajohnson@u.northwestern.edu • linkedin.com/in/oliviajohnson

Education

Northwestern University, Evanston, IL

Ph.D., Chemistry

(anticipated) September 2025

- NIH Predoctoral Training Program (T32) Fellowship

University of California, Los Angeles, CA

B.S. Chemistry, minor in Biology

June 2019

- Graduated with Highest Honors in Chemistry

Relevant Experience

Northwestern University, Evanston, IL

Doctoral Researcher, Kirk Lab

2019 – present

- Developed new probe compounds through computational-based rational design and evaluated them using high-throughput *in vitro* assays to investigate the role of MKK4 in liver cancer.
- Lead and maintained partnerships with NU Feinberg School of Medicine, Baylor College of Medicine, and University of Toronto; research lead to 2 peer-reviewed publications.
- Collaborated with 3 group researchers on patent filing; published December 2023.
- Mentored 2 undergraduates, with one contributing to peer-reviewed publication.
- Contributed to grant writing for proposals, including \$600K NIH T-32 application.

Safety Officer, Kirk Lab

2021 – present

- Created and reviewed Standard Operating Procedures for various hazardous chemicals.
- Planned and led chemical inventory cleanup and reorganization, managed laboratory consumables for 20 researchers.
- Advised and onboarded new undergraduates, graduate students and postdoctoral scholars.
- Developed lab safety protocols for conducting research during the COVID-19 pandemic.

Tempus Labs, Chicago, IL

Intern, Data analytics

2024

- Designed, executed, and analyzed experiments to optimize product efficiency before launch.
- Led members of other departments within R&D through data analysis in R and Excel.

Skills

Technical

- Chemical Synthesis:** organic synthesis at a broad range of scales, glove-box use, microwave synthesis, and safe use of pyrophoric, air-sensitive, corrosive, explosive, and toxic chemicals
- Biology:** laminar flow hood use, sterile techniques, cell culture and maintenance, *in vitro* kinase assays, protein crystallography, and high throughput experimentation
- Visualization Software:** ChemDraw, Chem3D, PyMol, GOLD, and Maestro with small molecule docking
- Data Processing and Organizational Software:** MestReNova, Collaborative Drug Discovery interface, Endnote, and MS Office
- Programming Languages:** R, Python, C++

Analytical

- 1D and 2D NMR
- Mass spectrometry instrumentation, including UPLC ESI-MS, GCMS, and LC-qTOF HRMS

Consider the **RELEVANCE OF YOUR PUBLICATIONS** and the familiarity your target reader will have with your subject matter expertise. With limited space, having an abridged list highlighting your first authorship or a high-impact journal is a great option.

Anastasia McMillan

900 Chicago Avenue, Evanston, IL 60202 | 847 555 9876 | amcmillan2026@u.northwestern.edu

EDUCATION

Northwestern University , Evanston, IL <i>Ph.D., Performance Studies</i>	Expected August 2026
Pomona College , Claremont, CA <i>B.A., Theatre</i>	June 2018
Royal Academy of Dramatic Art , London, UK Classical acting training program, semester abroad	January 2016-May 2016

TEACHING EXPERIENCE

Theatre Instructor <i>Department Performance Studies, Northwestern University, Evanston IL</i>	September 2024-present
<ul style="list-style-type: none"> 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 2024 student evaluations 	
Founder and Coordinator <i>Performance Studies Graduate Teaching Summit, Northwestern University, Evanston IL</i>	January 2023-June 2024
<ul style="list-style-type: none"> 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 in the academic market Conceived and created a forum for theatre and drama Ph.D. students to improve teaching portfolios and syllabi and share discipline-specific resources on teaching Redesigned curriculum for first year theatre course in collaboration to better meet the department's learning objectives 	

Graduate Teaching Fellow

<i>Searle Center for Advancing Learning and Teaching, Northwestern University</i>	
<ul style="list-style-type: none"> Coached 25 graduate students on Universal Design for Learning and competitive edge on the academic job market Connected students with resources on pedagogy to help them thrive Developed and led 15 multidisciplinary workshops on teaching for Consulted with teachers through one-on-one meetings, classroom evaluation letters Organized and carried out an annual conference for 15 new teaching Searle Center employees and other teaching fellows 	

RESEARCH & THEATRE PROJECTS

Research Assistant <i>Department of Performance Studies, Northwestern University, Evanston IL</i>	March 2022-present
<ul style="list-style-type: none"> Interviewed an acclaimed director and transcribed interviews for publication in an online theatre journal Forged connections with key figures in the arts and non-profit 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 <i>Erasing the Distance, Chicago IL</i>	April 2023-March 2024
<ul style="list-style-type: none"> 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 <i>The Art Institute of Chicago, Chicago IL</i>	January 2022-May 2023
<ul style="list-style-type: none"> Conceived, wrote, and recorded interactive audio tours for the Art Institute 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% 	

PUBLICATIONS

"The Most Famous Scholar in the World: Performance and Pedagogy on an Academic's Brain." The Review of Education, Pedagogy, and Cultural Studies special issue on health, embodiment and visual culture, July 2024, 36:3-4, 190-202	
"Smith County, USA," Prologue, Chicago Repertory Theatre, March 2023	
"Bringing Susan Williams Home: An Interview with Robert and Nancy Williams," Prologue, Chicago Repertory Theatre, October 2022	
"The Women Playwrights Festival: A Review of Ten Years," Prologue, Chicago Repertory Theatre, December 2019	

PROFESSIONAL AFFILIATIONS

Association for Theatre in Higher Education	June 2024-present
Performance Studies International	June 2024-present
American Society of Theater Consultants	January 2022-present
American Alliance for Theater and Education	December 2021-present

SKILLS

Computer: Advanced in Microsoft Word, PowerPoint, and Excel
Learning Management Systems: Advanced in Blackboard and Canvas
Languages: Fluent in Italian; conversational in Spanish

Quantify your **TEACHING EXPERIENCES**, including class size, sections taught, and student ratings.

Describe your level of **PROFICIENCY** when listing your skills.

Cover Letters

A cover letter introduces you to a potential employer, highlighting your interest in the opportunity and your most relevant experiences. You should use a business-letter format and keep to one page of three to five paragraphs. Each cover letter should be tailored to the specific employer and position to align with the organization's culture and the requirements of the role.

There may be applications that do not require a cover letter. If an employer indicates that a cover letter is optional, it is still a good idea to submit one to further demonstrate your interest in and qualifications for the role.

AI AND COVER LETTERS



Use generative AI tools to help you start a new cover letter draft or strengthen a cover letter you've already written. Make sure to include details about your own experiences. Upload a copy of your résumé and a job description to build cover letter content. AI tools can also assist in adding keywords, fine-tuning grammar, and improving concision. Proofread your AI-generated cover letter to ensure the content is accurate and written in your style.

Key consideration: Make sure to incorporate your voice and ideas, as a personal touch distinguishes you from other applicants. Also, employers can easily detect materials that have been created solely by generative AI tools.

For more information, visit northwestern.edu/careers/jobs-internships/using-generative-ai.html.

By clearly highlighting your strengths and qualifications, a cover letter should capture the employer's interest.

- 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 additional sentences. The final sentences of the opening paragraph should grab the reviewers' attention and encourage them to continue reading.
- 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 relevant experiences. Address qualifications specified in the job description and give examples of when you've demonstrated the skills the employer is seeking. Don't repeat all the content from your résumé; select two or three experiences that showcase the positive impact of your relevant skills.
- 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, do not repeat your contact information in the signature.

Share drafts with NCA staff, professional contacts, and peers to solicit feedback on your cover letter. 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.

Matthew Brown

123 Chicago Avenue, Evanston, IL 60201 · mbrown@u.northwestern.edu · 847-555-3211

September 15, 2024

George Walker
Director of Human Resources
Capital One
1600 Capital One Drive
McLean, VA 22102

Dear George Walker:

I am writing to apply for the Analyst Development Program at Capital One. I am a senior at Northwestern University with a double major in Psychology and Data Science and a minor in Business Institutions. Capital One stands out to me because of its commitment to innovation and its focus on data-driven solutions. In addition, the opportunity to chart my own course in a supportive, collaborative, and challenging environment is very important to me. My in-depth discussions with Morgan Yardley, who recently completed the Analyst Development Program, have reinforced my enthusiasm for working at your organization upon graduation.

This past summer, I worked at Progressive as a data and analytics intern. My project aimed to enhance customer experience for Progressive by analyzing customer feedback and interaction data to identify key pain points and opportunities for improvement. Along with my teammates, I gathered and analyzed data from multiple sources and identified patterns and trends in customer feedback. I developed insights based on our analysis and made recommendations to enhance customer satisfaction, including automating claim status updates. This recommendation led to a reduction in both customer complaints and processing times. While the internship centered on quantitative work and trend analysis, the insights I gained from collaborating with my team members were essential to my success and the success of the project. This experience taught me the importance of strong technical and teamwork skills. I would bring this mindset to the Capital One Analyst Development Program.

My leadership experience at Northwestern has been shaped by my involvement in campusCatalyst, a student group that pairs students with a nonprofit organization to carry out a 10-week high-impact pro bono consulting project. In my sophomore year, I participated as a community analyst. I collaborated with a team to deliver social media growth strategies to a local organization, leading to a 20% increase in their followers. Last year, I was selected to join the program team as a nonprofit liaison, recruiting and managing clients and MBA mentors who work with students throughout their projects. This past spring, I was elected chair of the nine-person program team and the student liaison to the board of directors. These roles have not only honed my leadership skills but also deepened my commitment to driving impactful change through innovative and data-driven solutions.

I am excited to learn more about Capital One and look forward to discussing this position further. Thank you for your time and consideration.

Sincerely,

Matthew Brown

Use the heading from your **résumé** to create a consistent “brand” across your documents.

If you know who will be reviewing your materials, address your letter to that person. If you don't know who the contact is, **use a title that is as specific as possible**.

Select several specific experiences to highlight in your body paragraphs. You won't share everything from your résumé; instead, go deeper than your résumé bullet points.

Detailed and tailored yet concise storytelling is what an employer wants to see—**your letter doesn't need to fill a whole page**. Demonstrate you can communicate clearly and showcase your relevant skills.

Jasmine Smith

1100 Emerson Street, Evanston, IL, 60201 | (847) 555-2425 | jasmithsmith2026@u.northwestern.edu

February 1, 2025

CareAdvisors
375 Hudson Street
New York, NY 10014

Dear Hiring Manager:

I am excited to apply for the Technical Product Management internship at CareAdvisors. Currently, I am a junior at Northwestern University, majoring in Sociology with a minor in Computer Science. I feel a strong connection to CareAdvisors' **mission to use automation so patients can quickly and easily enroll in healthcare benefits. The opportunity to use my prior software development knowledge to help hospitals and individuals improve access to healthcare is very intriguing to me.** In addition, the chance to help build out CareAdvisors' CRM to further connect people to the care they need only increases my enthusiasm for interning at your organization.

This past summer I worked as a consulting intern at Healthbox, a healthcare innovation-consulting firm. My primary responsibilities included developing initial market research using a **hypothesis-driven** approach to quickly test and adapt the company's innovation management software tool, Databox. **Working with Databox, I developed initial recommendations for commercialization based on market analysis, best practices, and in-person interviews with individual users to gain customer insights. I presented my findings and recommendations to the entire company on how to best market the software.**

In addition to my internship experience, I have worked on health-related technical projects in the classroom at Northwestern. Last year, **I built a SQL database in collaboration with a team of three other student engineers and designers, using data on New York City hospitals' basic location information and performance reviews.** With this database, **I performed simple queries using SQL code to instantly answer questions** such as which hospital in New York City has the highest overall nurse satisfaction rate and which hospital in Brooklyn has the lowest overall rating. I hope to build on these software skills to further help answer questions and solve problems regarding access to healthcare through working with CareAdvisors.

I would love to demonstrate how my passion for making an impact through technology would make me an asset to CareAdvisors. Thank you in advance for your time and consideration. I look forward to hearing from you soon.

Sincerely,
Jasmine Smith

Internship posting

Role Type

Technical Product Management Internship

About Us

CareAdvisors is a technology company helping patients get access to healthcare and social service benefits they need **by automating the manual enrollment burden taken on by hospitals. Using a modern technology stack focused on automation, we remove barriers to social service benefits so that patients can get access to the support they need** and lift the financial burden hospitals endure when providing care to patients.

Responsibilities

- Collaborate with engineers, designers and clients to **ideate, conceptualize, and define product vision for applications.**
- **Work with customer insight team members to gain insight into user and stakeholder needs.**

- Define a product vision that supports objectives and adapts to the changing industry landscape
- Translate product vision into requirements and instructions for design and engineering teams.
- Stay current on emerging trends and technologies.

We are looking for an intern with the following background:

- **Strong technical skills, including familiarity with Customer Relationship Management (CRM) technology**
- **Able to break down complex problems into simple solutions focused on important customer needs**
- **Can leverage a hypothesis-driven approach to turn customer insights into actionable business and product requirements for rapid testing**
- **Excellent communicator across all levels of the organization**
- Self-starter with the ability to act autonomously
- Experience working in a healthcare setting is preferred

Leah Daniels

2400 Sheridan Road, Evanston, IL, 60201 • (650) 555- 9292 • leah2021@u.northwestern.edu

November 1, 2024

Benefit Cosmetics LLC
225 Bush Street
San Francisco, CA 94104

Dear Recruiting Team,

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 apply what I consider my “secret performance ingredient”: Benefit’s High Beam. After dabbing a couple of drops onto my face, I feel my cheekbones and confidence come to life. **While only High Beam can elicit my inner Beyoncé**, I experience a similar rush of exhilaration when brainstorming creative marketing strategies and designing promotional materials.

Passionate about everything beauty and communications, I am eager to combine my social media knowledge with my strong communication and organizational skills through Benefit Cosmetics’ Brand and Digital Marketing Internship. The opportunity to expand my industry knowledge by working at Benefit, a company that inspires an empowering ethos through its product branding, would be incredible. I admire Benefit’s playful and confident branding which celebrates individuality and fosters a strong community among its consumers. My ability to craft a compelling narrative through engaging digital content could enhance Benefit’s online community and the emotional connection to the brand.

I am a sophomore at Northwestern University pursuing a degree in Communication Studies. I first discovered my interest in marketing as the Officer of Public Relations for Silicon Valley DECA, when **I created an engaging new website that increased our views by 30% and helped manage the organization’s Instagram and X accounts.** I learned how to harness social media to connect most effectively with our organization’s members, driving higher engagement rates and fostering a sense of community. In my subsequent role as Silicon Valley DECA President, **I enhanced my communication skills by working with 12 student officers to arrange and promote our organization’s first Leadership and Career Development Conference.** After assessing our members’ goals, we recruited guest speakers such as Brian Chesky, cofounder of Airbnb, to present workshops on key career-preparation topics. **Using creative social media campaigns to communicate the value of these workshops, we attracted over 1,000 members to our conference.** I learned how to mass-market a large-scale event and the importance of leveraging a robust online community 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 TikTok and YouTube content to increase market awareness, resulting in a 25% growth in followers within three months. In addition, after conducting multiple market, competitive, and financial analyses, I discovered opportunities for the company to earn an additional profit of \$10,000 over three years and capture a new market segment by expanding its services to aspiring professional dancers.

I would love to be a part of a company where “laughter is the best cosmetic.” As an intern, my goals would include expanding Benefit’s presence among college students by organizing campus brand events and increasing customer interaction through social media campaigns. I hope to have the opportunity to further discuss my qualifications with you. Thank you in advance for your time and consideration.

Sincerely,
Leah Daniels

Starting with an anecdote or personal story is a great way to draw in the reader (usually used for more creative industries such as advertising or entertainment).

Pull key skills from the posting that you plan to highlight in the experiences shared in your letter.

Student organizations, courses, and volunteering are valuable experiences to include in a cover letter and can show your transferable skills.

Reflect the values and culture of the employer by utilizing their language to show your alignment and fit.

Internship 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. **In your cover letter, please address the goals you plan to achieve with this position and why you want to work for Benefit.**

Essential Duties and Responsibilities

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

Qualifications

- Organized with the ability to multitask in a fast-paced environment
- Excellent written and verbal communication skills
- Strong analytical skills
- Sees projects to their completion and meets deadlines
- Must be enthusiastic, motivated, responsible, and have a sense of humor



Networking: Connecting with Others

One of the best ways to learn about yourself and your career interests is by speaking with people who work in your fields of interest. Don't let the term "networking" intimidate you—talking with others is something you do every day.

The value of a conversation

The type of conversation you have will be informed by where you are in your career exploration and planning. Approaching each conversation with the genuine intention of learning and connecting makes interactions more effective to

- Explore careers and industries
- Gain specific insight and advice
- Establish long-term contacts

The heart of networking is gathering information and building relationships. Keep in mind that networking does not mean asking someone for a job. In some circumstances, however, your connection may lead to support in your search or knowledge of an opportunity.

What does networking look like?

Because networking is all about having a conversation, it can take place anywhere. Conversations can be informal or unplanned, such as

- An elevator ride
- A dinner
- An introduction by a friend or family member

Or they can be more formal and structured, such as

- An employer event, site visit, or conference
- A networking event, career fair, or industry panel
- A scheduled informational interview or coffee chat (a term commonly used by employers). While the meeting may not take place over coffee—or even be in person—your intent is to learn, make a connection, and show interest. Prepare as you would for any networking interaction.

NETWORKING IN ACTION



INFORMAL EXAMPLE: While flying home to visit his family, Tyson mentioned to a nearby passenger that he was relieved to have a break from his studies. This remark launched a conversation. Tyson quickly learned that the passenger was a hospital administrator—a career option he was exploring—in a neighboring town.



FORMAL EXAMPLE: While at a professional conference, Maya was assigned to a table with other student leaders and alumnae volunteers. During the conversation, she learned that one alumna worked at an organization Maya had recently applied to for a summer internship. At the end of the session, she stayed to talk about this coincidence and then asked for the alum's contact information.

Informational interviews

Informational interviews are a great method for researching careers and discovering more about a field, industry, or position. They are especially useful when you don't know a lot about a career field, have limited work experience, or are considering a career transition. As a form of networking, they can also help you develop professional contacts.

Your list of contacts includes a broad range of people both in and outside your field. Contacts fall into two categories:

People you know, such as friends, family, neighbors, coworkers, and professors

People you don't know but connect with through alumni groups, honor societies, professional organizations, employer-hosted events, and social networking websites

Depending on your contacts' experiences in the industry, at their current employer, or since graduating, they will be able to help you in various ways. Consider what questions make sense based on what you want to learn and why you're requesting an informational interview. Are you

- Exploring industries and job functions and how they connect to your interests?
- Building connections with an employer you would like to consider working for in the future?
- Preparing to apply or interview?

By reflecting on what you hope to learn from your interaction, you will be more prepared to share your goals with your contact and make the most of the conversation.

AI AND NETWORKING



You can use generative AI tools to help you brainstorm and prepare for upcoming informational interviews and networking conversations. Provide an AI tool with information about the person you are speaking with and what you hope to learn. It will use this information to generate questions to ask during the conversation. You can also use it to help you customize your professional introduction to a specific industry or role by highlighting your relevant experience.

Key consideration: Be mindful and review the AI-generated content to ensure it is appropriate for your specific meeting.

For more information, visit northwestern.edu/careers/jobs-internships/using-generative-ai.html.

ASKING QUESTIONS

Develop and prioritize a list of 5–10 questions about topics that you genuinely want more information about. Remember you can also connect over personal interests or hobbies. Though your questions should be focused on professional topics, your contact has a life outside work, just like you.

Sample questions

- Can you tell me more about your career path and how you got to your role today?
- How did you know this field was the right fit for you?
- What are the major responsibilities of your position?
- Is there 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 has surprised you most since beginning in this industry or type of work?
- What do you see as the hot issues and trends in this field?
- How can I become a more competitive candidate in this industry?
- What advice do you have for me moving forward?
- Can you recommend anyone else for me to contact?
- May I keep in touch with you and let you know my progress?

RESPONDING TO QUESTIONS

The more your contacts get to know you, the more helpful they can be. With this in mind, be prepared to talk about yourself.

Questions you may be asked

- How did you choose Northwestern?
- What are you studying? Why did you choose that academic area?
- When did you first learn of this industry?
- Why are you interested in pursuing a career in this industry?
- What activities are you involved in on campus?
- How are you preparing for a career in this industry?

STEP 1

Find contacts

You can identify contacts that you know and those you haven't yet met by using these resources:

- Our Northwestern alumni directory. Search using name, industry, employer, location, major, and more; reach out to alumni through the directory.
- LinkedIn. There are more than 175,000 Northwestern alumni on LinkedIn. You can easily see what alumni studied, what they do, and often, where they live. Use the Northwestern University page to search for alumni.
- Northwestern Network Mentorship Program. Reach out to two alumni mentors at a time; search using degree, field of specialty, nearest metro area, activities, discussion topics, and more.
- Other affiliations. Get in touch with student organizations, professional associations, honor societies, and Greek organizations.

STEP 2

Initiate contact

Email is the most common way to reach out. It allows you to be comprehensive yet concise and to edit what you say before sending. Your message should include the following:

- Introduction
- Who referred you or how you found the contact
- What you have in common (if applicable)
- Why you're reaching out and what you hope to learn
- A specific request (such as 20 to 30 minutes to meet or talk)

STEP 3

Prepare for conversation

Good preparation will enhance your conversation and help you leave a positive impression. Here are a few things you can do in advance:

- Research the industry, the employer, and your contact's background.
- Determine what you want to learn and develop a list of questions to ask.
- Review and reflect on your academic, extracurricular, and work experiences as they relate to your career interests and skills.
- Practice your professional introduction and talking about your experiences.

INITIAL OUTREACH

To: Eli Rivera

Subject: Northwestern Student Seeking Career Advice

Eli Rivera,
My name is Erika Liu. I am a sophomore at Northwestern pursuing a Social Policy major in the School of Education and Social Policy and a Political Science major in Weinberg College of Arts and Sciences and exploring careers in public service and the law.

In searching LinkedIn, I was excited to discover that you are currently an attorney in private practice who has prior experience working for the federal government. I previously worked in my congressman's home office but would like to learn more about working in government as well as get your insight and advice about legal careers in the public sector versus private sector.

I wanted to ask if you could offer 30 minutes to meet in person or speak by phone. I appreciate your time and consideration and look forward to hearing back. Go 'Cats!

STEP 4

Engage

Even before the conversation starts, you can make a positive impression by dressing appropriately for the industry and arriving early for in-person meetings. For phone or virtual meetings, secure a quiet space with a good internet connection and wait until the scheduled time to call.

Here are a few things to keep in mind for a successful conversation:

- Start with your professional introduction and thank your contact for their willingness to talk with you.
- Use your prepared questions as a guide, but let the dialogue progress naturally.
- Demonstrate genuine interest in what your contact says and ask relevant follow-up questions.
- While the focus will be on learning about your contact, assume that they will also want to learn about you. Be comfortable articulating your skills, values, and interests, as well as how your experiences have influenced your career interests.
- Respect your contact's schedule and stay within the allotted time.
- Ask about staying connected and for referrals of other people to talk with.
- Express appreciation for the contact's time and contribution to your learning.

OUTREACH AFTER REFERRAL

To: Lillian Goldberg

Subject: Contact Referral from William Allen

Dear Lillian Goldberg,

My name is Grace Leonard, and I am a first-year student at Northwestern University. I hope you were expecting my email, as my uncle, William Allen, had mentioned that he spoke with you regarding my computer science background and interest in entrepreneurship. In my conversations with him, he suggested that you would be a great person to talk with about startups.

I'd love to meet in person at your convenience to gain more insight into how your previous position in software engineering contributed to your decision to start your own company. I'd also love to learn more about your experience as a founder as well as any general advice you could offer related to my own career planning.

Please let me know if you are available in the coming weeks. Thank you in advance.

OUTREACH AFTER INTRODUCTION

To: Jackie Morrison

Subject: Northwestern Career Panelist Follow-Up

Dear Jackie Morrison,

It was a pleasure to meet you this past week at the Northwestern career panel. I know you spoke with many students, so I wanted to reintroduce myself. I am a senior pursuing a degree in communication studies with an interest in a career as a data analyst. In our brief conversation, you mentioned that although your training wasn't in data analysis, it's a skill that you have developed in your work. As someone with a similar background and career aspirations, I would value the opportunity to connect with you in person or by phone to continue our conversation. I look forward to learning more from you.

After sending an email, be patient while waiting for a response. If you haven't heard back after two weeks, you can send a gentle follow-up. If your second attempt is unsuccessful, move on to other contacts who may be more receptive.

STEP 5

After the conversation

Review highlights of your conversation—it's helpful to take notes about your exchanges so you can remember details and have a point of reference later. Specifically, answer the following questions:

- What information did you gain and what is still missing?
- How did the exchange impact your overall career goals?
- What are the next steps in your preparation?

Within two days, send a thank-you note highlighting the value of the meeting and explicitly stating what you learned.

STEP 6

Maintain contact

Because one exchange is just the start of the relationship, consider how to maintain connections. Aim to connect with your contacts quarterly—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. By connecting with your contacts on LinkedIn, you will be updated on any career changes they may make in the future. This provides a good opportunity to send a note of congratulations.

Because you will be managing multiple contacts at a given time, it is important to stay organized:

- Create a spreadsheet with each contact's name.
- Note the date that you met or exchanged emails.
- Track the outcome of the meeting or email exchange.
- Indicate important notes and any action items.
- To stay on track, review your notes periodically to ensure you're maintaining your contacts and making progress on any action items.

STAYING IN CONTACT

To: Amit Goel

Subject: Article You May Enjoy

Dear Amit,

I hope this note finds you well and you're enjoying the holiday season! Thank you again for taking the time to chat with me a few months ago about your work and how you navigated the job search as an international student. I am continuing to research the field and feel that I am making great progress in refining my understanding of business development. I just came across this article about negotiating commercial partnerships in the nonprofit industry and immediately thought about our conversation. I hope you enjoy it!

LinkedIn: Job Searching and Networking

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

Ways to use LinkedIn

The main benefits of a LinkedIn profile include opportunities to

- Source employers and gain industry knowledge
- Find contacts and make connections
- Identify internship and full-time opportunities of interest

Learn about employers

Follow companies of interest, people, and hashtags to personalize your feed. This allows you to learn, stay updated on relevant news, and find potential connections and career opportunities. Following companies is a great way to demonstrate your interest and will be viewed favorably by recruiters. When you find employers of interest, look at the “Similar Pages” category.

Find potential contacts

Networking opportunities abound on LinkedIn, which has more than one billion members. Connecting with people is a great way to learn more about career paths and form relationships that may lead to job or internship opportunities.

LinkedIn offers two helpful networking strategies:

Alumni Find this tool on the Northwestern University school page to unlock a database of more than 175,000 alumni that you can filter by location, industry, and major. When you see alumni you want to connect with, send a connection request along with a short note (see box at right). You will see the option to add a note once you press Connect.

Groups Find active groups that are relevant to your interests and goals, including Northwestern groups (such as Northwestern University Alumni) and professional groups (such as Area Startups or Marketing, Media, and Advertising Professionals). You can send messages to people who are in the same group as you, even if you are not connected, by navigating to the group members list and selecting the blue “Message” button next to their name.

Profile settings

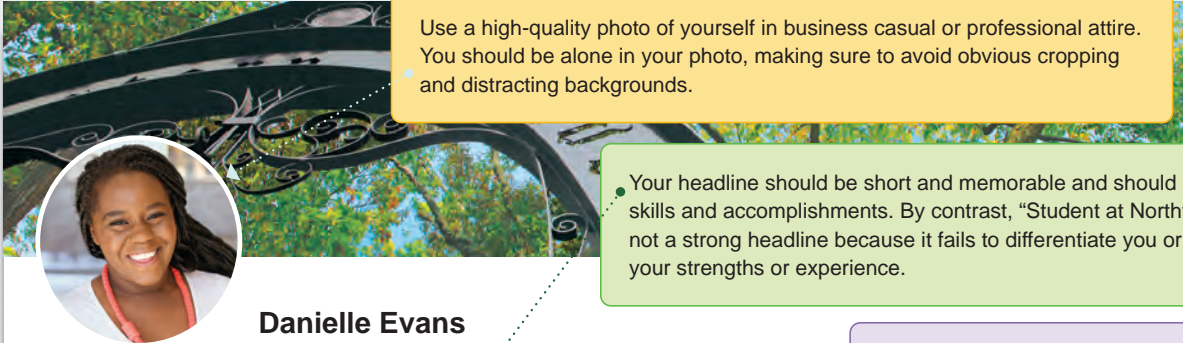
As LinkedIn is always updating its functionality, stay on top of your profile visibility. To optimize your online professional presence, consider these tips:

- Consider adding a sentence to your “About” section stating that you are currently looking for a job. For example, “Currently seeking summer opportunities in biomedical engineering.”
- If you are looking for internship or job opportunities, make sure to click the “Open to” button at the top of your profile to indicate to recruiters and your network that you are open to opportunities.
- Make your profile public—you can always edit your profile, so don’t strive for perfection before going public.
- Allowing others to see that you’ve viewed their profile can be a positive and may lead them to check out your profile.

SAMPLE CONNECTION MESSAGES

When connecting with a new contact on LinkedIn, write a personalized message rather than relying on LinkedIn’s suggestions. While many people will connect with students they haven’t met face-to-face, your chances of connecting increase when you express genuine interest and intention. Here are several examples:

- Hello, Khadeejah. As a Northwestern student studying journalism, I am hoping to learn more about the industry. I would love to connect to hear about your experience in the field.
- Marco, it was so nice meeting you at the Northwestern University info session yesterday. I would like to add you to my network so we can stay connected.
- Jordan, you mentioned at the Northwestern career panel today that you’re open to connecting with students. I appreciated what you had to share about finding the path to your current role and would love to stay in touch.


 Search


Danielle Evans

Communication Studies Major at Northwestern | Skilled at Fundraising and Passionate About the Arts | Interested in Arts Administration Careers

<https://www.linkedin.com/in/danielleevans>

Use a high-quality photo of yourself in business casual or professional attire. You should be alone in your photo, making sure to avoid obvious cropping and distracting backgrounds.

Your headline should be short and memorable and should highlight your skills and accomplishments. By contrast, "Student at Northwestern" is not a strong headline because it fails to differentiate you or communicate your strengths or experience.

Customize your URL using your name or an abbreviated version, making it easy to include on your résumé and share with others.

About

I am a sophomore studying communications at Northwestern University. This major aligns with many facets of communication—social, cultural, and political—that affect arts organizations and fundraising intern at the Museum of Contemporary Art, and on campus I support developing the Dolphin Show (the largest student-produced musical in the country). My interpersonal and qualitative research and analysis, and knowledge of the arts industry would make me an asset to future employers. I hope to bring my passion for communications to future positions that allow me to support the fundraising and successful future of arts organizations in Chicago.

Build this section by writing about what you are currently doing, what you have previously done or learned, and what you hope to do next. Don't be afraid to review the profiles of other professionals to get ideas for your introduction. Additionally, include relevant skills and keywords based on your career interests to enhance the searchability of your profile.

Experience

People viewing your profile use this section to understand your qualifications, so include all relevant details, such as organizations, job titles, dates, locations, and descriptions. 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. You can also upload or link to media, including documents and articles, to showcase your work.

Education

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

Recommendations and Endorsements

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

You can also ask people who are familiar with your skills to endorse you in order to accumulate endorsements over time.

Other Sections

LinkedIn will prompt you to include other content in sections such as volunteer experience, projects, and accomplishments. These are all great areas to include some additional information about yourself. Keep in mind that you do not need to limit the experience section to paid employment.

Finding Job and Internship Opportunities

Successful job and internship seekers use a variety of strategies. They commit energy and time to the process, 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, you may feel overwhelmed, with everything as a potential opportunity. Focus too narrowly and it may feel like searching for a needle in a haystack. Instead, reflect on what you want in your future job or internship and which locations are realistic for you. Once you define these, there are multiple strategies to find opportunities.

Identify opportunities online

Many employers post 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. Nevertheless, this search strategy can be effective using some of these resources:

Handshake (see sidebar) lists opportunities that employers have shared specifically with the Northwestern community.

Niche job boards are maintained by professional associations, chambers of commerce, regional entities, and others. They are typically industry focused. Use the industry pages on the NCA website to find resources recommended for your field: northwestern.edu/careers/majors-career-paths/industries.

Websites such as Indeed and LinkedIn compile a wide variety of opportunities. Familiarize yourself with each site's search functions and use keyword, company, location, job function, industry, date posted, and experience level filters to narrow your searches.

It's important to visit websites regularly, as opportunities are added daily. Many sites allow you to create alerts based on your search criteria to notify you of new postings. If a position interests you, visit the employer's website and, if possible, submit your materials directly.



HANDSHAKE



Handshake is Northwestern's central platform to access career services and NCA's primary tool for communicating with you.

Use it to find job and internship opportunities, schedule NCA appointments, learn about career events, see which employers are coming to campus, and more.

The more you use the system, the more you'll see recommendations tailored to your interests, major(s), and skills. To make the most of Handshake:

- Upload your résumé.
- Regularly update your profile.
- Select your career interests to receive industry newsletters.
- Consider making your profile visible to employers and other students.
- Search for jobs and internships and create alerts for new postings.
- Mark favorite jobs and employers.
- Explore the Career Center Resources tab.

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 to avoid recruiting too many candidates. To overcome this obstacle and expand the amount of listings you see, you should 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. When you find employers of interest, also consider their competitors (or use “similar to” features on sites like LinkedIn and Handshake). Online resources to help develop your target list include LinkedIn, Vault, and various business directories (from local chambers of commerce, for example).
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 regularly 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.

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 an ongoing process that should begin well before your job or internship search and continue even after you secure a position.

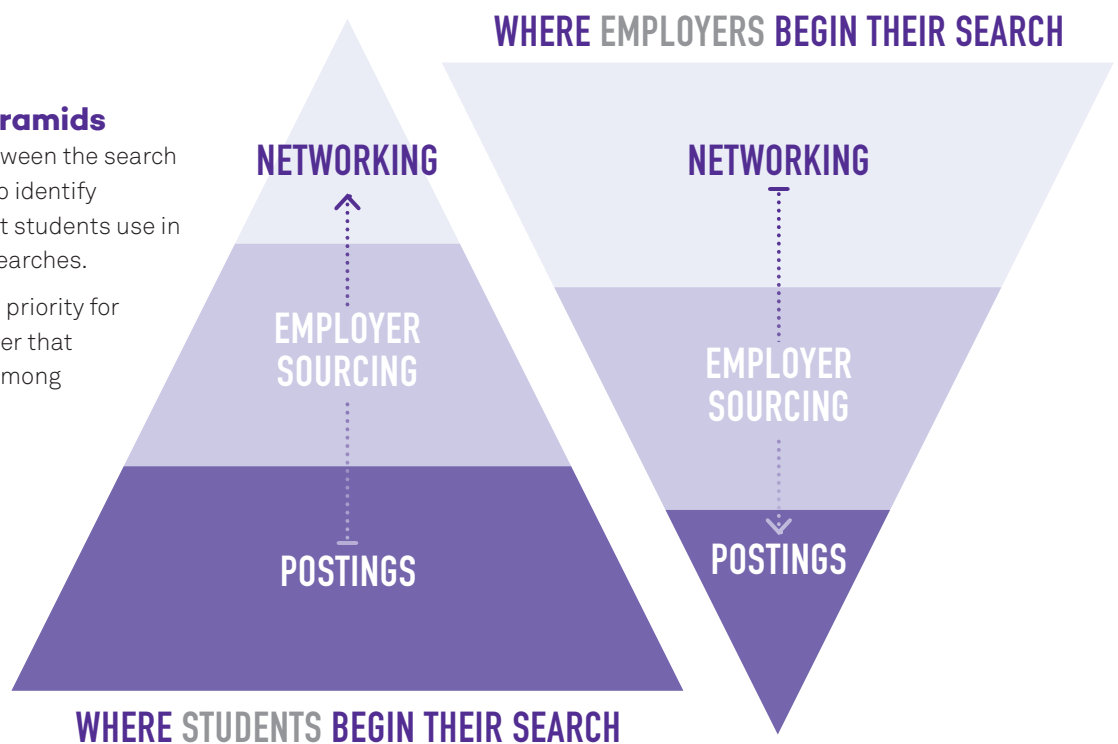
HOW YOUR NETWORK CAN SUPPORT YOU

- When you find an opportunity of interest, reach out to your contacts. Ask if they are aware of the opportunity and what advice or support they can provide.
- If you come across a position at an employer where you don’t have a contact, reach out to well-established contacts, such as extended family, close friends, or mentors. They likely have networks that extend across many positions, industries, and even locations.
- Keep those in 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, be patient—remember that recruiting is one priority among many for employers.



Professional introductions

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



“Hello, I’m Monica Lee. I am a current senior studying data science at Northwestern University. I understand that knowing Python and R is important to being well qualified for jobs in this industry. After hearing about your technical skills at today’s Northwestern career fair, I was hoping you might speak with me further about utilizing these skills in the industry.”



“Hello, I’m Leo Freemont. 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 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.”



“Thank you for being on campus for the information session this evening. My name is Vanessa Bentley, and I am a junior in political science. My two years volunteering for a local politician allowed me to engage with different people 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.”

EMPLOYER EVENTS

Employer events provide opportunities to network, get advice, and learn about the application process for internships and jobs. Formats for events vary and include career fairs, information sessions and panels, networking events, coffee chats, and workshops or competitions. Any of these events could be in person or virtual.

Before an employer event

- Identify your objectives for attending.
- Review employers’ websites, information shared in advance, and event logistics.
- Identify the representatives you most want to speak to and prepare for those conversations.
- Use your research about employers, their work, and available positions to develop questions to ask.
- For fairs or events where a résumé is requested, update your document and bring multiple printed copies if the event is in-person.
- Develop and practice a professional introduction until you’re comfortable.
- Be prepared to talk about yourself and your experiences. Practice responses to questions out loud.
- Plan what to wear based on the event type and location. NCA events are business casual.

During an employer event

- Demonstrate professionalism through your actions. Be polite to your peers, keep your phone on silent and out of sight, and stay engaged in conversations.
- Listen to presenters and ask questions.
- At an in-person event, greet representatives with a firm handshake, smile, and professional introduction.
- Respect employers’ time and leave time for other students by keeping your conversations brief.
- Engage in two-sided conversations and get to know employer representatives. Ask about roles, experiences, and opportunities.
- Arrive a few minutes early and make every effort to stay for the duration. Informal engagement with an employer may happen before or after the event.

After an employer event

- Reflect on what you learned and how it affects your job or internship search.
- Send personalized thank-you notes via email within two days of the event, reiterating your gratitude and interest.
- Strategically incorporate the information you gathered into your application materials and interview responses.
- Take detailed notes after speaking with people. This will help you personalize and enhance follow-up conversations.

Securing experience prior to junior year

There are many opportunities for first- and second-year students, but it's important to know that experiential learning goes beyond internships. Employers are interested in all the skills and experiences you acquire, whether through formal internships, academic projects, student organizations, volunteering, and more.

Remember to manage your expectations—there is no specific number of internships or experiences you need to complete during college. Additionally, the summer after

your first year isn't about finding the perfect internship. Many students go home and work at previous summer jobs, which is completely acceptable.

Keep in mind that you can gain experience through formally coordinated roles and programs but also through opportunities you create or find on your own.

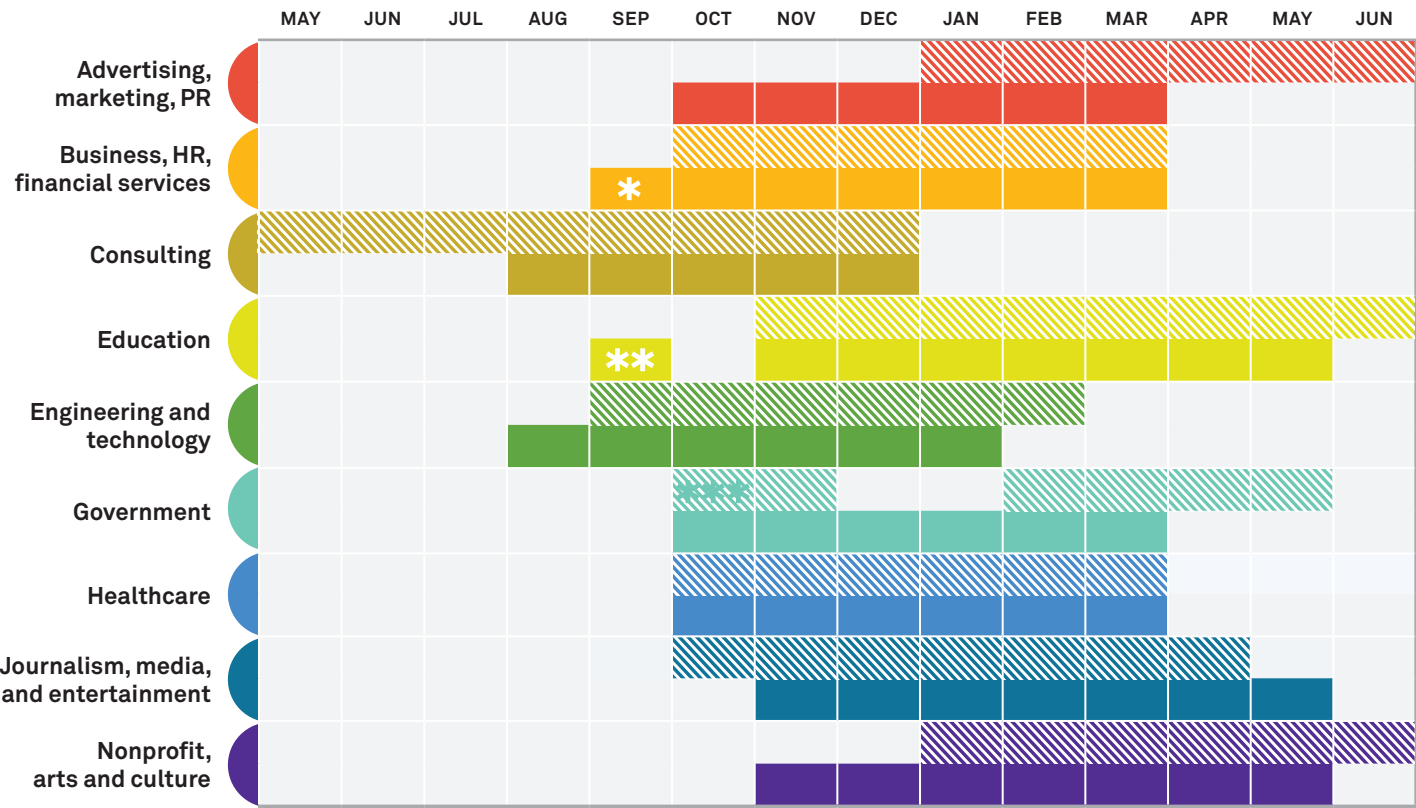
Find links to the resources below on the NCA website.

Type of experience	Overview	Resources to consider
Academic or class projects	A classroom project that is a learning experience, in which you gain transferable, career-related skills, sometimes with an actual client or organization	<ul style="list-style-type: none"> • Departmental websites • Faculty and academic advisers • Academic courses
Fellowships	Competitive awards that pay students and alumni for short-term work on creative, research, or community project grants or that provide academic scholarships or internships	<ul style="list-style-type: none"> • Office of Fellowships • Faculty
Informational interviewing	A method of conducting career research by acquiring information about a field, industry, or position (see page 27)	<ul style="list-style-type: none"> • Our Northwestern • Northwestern Network Mentorship Program • LinkedIn • Personal contacts
Internship	A hands-on (paid or unpaid) work experience offered by an organization for students to gain career-related skills in a particular industry or field, taking place during the summer or academic year	<ul style="list-style-type: none"> • Handshake • Networking • Summer Internship Grant Program (SIGP) • LinkedIn
Job shadowing or externship	A short-term (one-to-three-day) experience in which students observe a professional on the job to learn more about a particular career path, industry, or employer	<ul style="list-style-type: none"> • Northwestern Externship Program (NEXT) • Arrange on your own
Northwestern field studies or academic programs	Opportunities offered through Northwestern or other programs for academic internships and professional development	<ul style="list-style-type: none"> • Chicago Field Studies (CFS) • Engage Chicago • Study abroad • Engineering co-op • Medill Journalism Residency • SESP practicum
Part-time work and work-study	On-campus employment that can be used to enhance academic or career goals	<ul style="list-style-type: none"> • Work-study office • Student employment
Professional development	Activities that offer skill development and facilitated learning opportunities to help build or enhance knowledge of careers	<ul style="list-style-type: none"> • Professional conferences • Employer immersion programs • Case competitions • Hackathons • Music festivals
Research and independent study	Research conducted through academic departments or with faculty that explores the application of a major or minor	<ul style="list-style-type: none"> • Office of Undergraduate Research • Academic department websites
Student organizations	A student-led group experience that can provide a sense of community while also developing transferable skills, including leadership and collaboration	<ul style="list-style-type: none"> • Student organizations and activities • Student organization fairs
Volunteer experience	Contributing useful services to an organization or community for the purpose of personal, social, or professional development	<ul style="list-style-type: none"> • Handshake • VolunteerMatch • Idealist • Catchafire

Hiring activity by industry

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

NCA receives job and internship postings throughout the year for every industry. Stay active in Handshake and regularly update your preferences in your account. This will ensure you receive industry-specific news and opportunities. Consult with an NCA team 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.



* The investment banking timeline may be different than other financial services jobs. See the note below on the specific IB recruitment timeline.
** Some educational programs, such as Teach For America, have early application deadlines in September.
*** Several government agencies have early application deadlines due to required security clearances.

Internships Full-time jobs

Investment banking Recruitment activity for full-time opportunities is rather limited, as nearly all full-time roles are filled by extending return offers to summer interns. This industry is also known for an early internship recruitment cycle. You should expect applications to open a year or more in advance and be reviewed on a rolling basis.

Interviewing

Employers use interviews to assess your qualifications, evaluate your fit, and promote their organizations. Your goals are to share more about your experience, learn about the job and employer, and determine whether they're right for you.

Preparing for interviews

Interviewing is a skill you develop over time. Begin preparing for interviews early in your job search so you're ready when opportunities arise.

Know yourself

Reflect on your education, experiences, accomplishments, strengths, weaknesses, interests, and values and how they relate to opportunities you're seeking. Review your résumé and practice articulating 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 in a way that aligns your pursuits with the organization. Employers' websites are great starting points.

Practice

Practice responses out loud with a friend or family member to become more comfortable and confident. Consider recording yourself on your own device or using VMock for additional practice. Receiving feedback on your specific responses and nonverbal behaviors can help you improve your interviewing skills. Schedule a mock interview with NCA—it's a great way to get personal feedback on your interviewing techniques.

During the interview

Most interviews can be divided into three stages.

Introduction

Whether the interview is in person, virtual, or on the phone, be available and prepared to start on time. Being timely demonstrates professionalism and respect for your interviewer. In an in-person interview, stand to greet interviewers and follow their lead regarding handshakes. The walk to the interview room or office is an opportunity to develop a rapport by engaging in small talk, such as discussing the weather, a local sports team, or your commute.

An interview usually starts with employer introductions and an overview of the time you'll spend together.

Information exchange

The bulk of your time will be spent in this stage. You'll be asked about your experiences, skills, and interest in the position—this is your opportunity to prove you're the best candidate by sharing specific examples of your work.

In addition to your words, your nonverbal actions make an impression. How you stand, sit, and listen can affect the impression you make on interviewers. Make strong eye contact and engage in active listening throughout your interview.

Wrap-up

Toward the end of an interview, it's common for interviewers to ask if you have questions. The best questions are those you genuinely want answers to, such as details about the position or your interviewers' experiences within the organization. Avoid questions related to salary, benefits, and personal topics—these are more appropriate once an offer has been extended.

Interviewers will likely share any next steps in the interview process and when you should expect to hear from them. If they don't share this information, you can ask.

Finally, express appreciation and restate your interest in the role, incorporating a detail you learned during the interview. Be sure to ask for contact information so that you have the correct names and email addresses for sending thank-you notes.

“TELL ME ABOUT YOURSELF”

Many interviews start with some form of this question. Use it as your opportunity to showcase what you want an employer to know about you that’s relevant to the position. An easy model to help you formulate your response is Present-Past-Future.

Present To start, introduce (or reintroduce) yourself, including what and where you’re studying and your expected graduation date. Your interviewer may be aware of these, but it’s information you know well, helping you establish confidence.

Past Next, choose two or three examples from your experiences that align with the role’s qualifications, showcase your skills, and give you a competitive edge. What information should the interviewer know about you to make a hiring decision?

Future Wrap up by talking about why you’re excited about the role or why you are a strong fit.



I’m a junior at Northwestern University studying history and statistics. I was introduced to the influence of data

in decision-making in one of my statistics courses. I led a case study with a team of four other students that analyzed a consumer behavior dataset to generate recommendations. I was intrigued by how we could use this data to help our client position their product. I decided to pursue similar work last summer at a local startup, working in their marketing department. After collaborating on a client presentation, I was humbled when my supervisor decided to move forward with my recommendation in the final deliverable. To date, the client has reported increased conversion and site traffic. This summer I am seeking opportunities at more established agencies where I can support larger accounts. I’m excited to share more regarding my experiences and how they align with the needs of this position.”

Common interview questions

Although you can’t anticipate the exact questions you’ll be asked, there are several question types you should expect in an interview.

Behavioral

- 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.
- 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.

Company/Organization

- Why are you interested in this organization?
- Why are you the best person for this position?
- What challenges are you looking for in a position?
- What do you expect from a supervisor?

Education

- Why did you choose your major?
- How have your studies helped prepare you for this position?
- What has been your favorite or least favorite course, and why?

Experience

- What are your team-player qualities? Give examples.
- What is your approach to handling conflict?
- Describe a leadership role you held and why you committed time to it.
- What work experience has been the most valuable to you?
- What was the most useful feedback you received, and who provided it?
- How did you decide which extracurricular activities to join? What did you gain from these experiences?
- What types of situations put you under pressure? How do you deal with pressure?

Personal

- Tell me about yourself.
- Walk me through your résumé.
- What short- and long-term goals have you set for yourself, and how do you plan to achieve them?
- What two or three accomplishments have given you the most satisfaction?
- What are your strengths and weaknesses?

Behavioral interviewing

Most employers use behavioral interviewing, which is based on the idea that past behavior predicts future performance. Questions typically begin with “Tell me about a time when . . .” or “Give me an example of when . . .”

The position description and industry research are great starting points to anticipate what you might be asked. Review the description to identify the skills and qualifications valued by the employer. Reflect on your experiences so you can reply with specific examples of how you demonstrated the skills, knowledge, and experience required.

THE STAR APPROACH

The **STAR** approach provides a strategy to structure and organize your responses to behavioral interview questions. As you develop responses, consider how much to share in each area, as indicated by the percentages below; “action” should always be the longest part of your response.

SITUATION 15%	Describe the context of the situation. What background information is most relevant?
TASK 10%	Describe the task and your role in it. What goal were you working toward?
ACTION 50%	Describe the actions you took. How did you address the challenge?
RESULT 25%	Describe the outcome of your actions or what you learned.

★ STAR APPROACH IN ACTION ★

QUESTION: Describe a time you had to solve a problem.

SITUATION: In my internship at the National Relief Fund, 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 it tracked donations.

ACTION: By surveying regional offices, I found that only 72 percent had database tracking systems that were upgraded to the level of those at the national office. I used this information to recommend an upgrade to databases at all regional offices.

RESULT: Based on my recommendations, the CEO designed and implemented a yearlong strategy to upgrade all regional systems by the following summer. Ultimately, this will result in a more efficient and accurate assessment of available funds.

★ STAR APPROACH ★ IN ACTION

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

SITUATION: During the past two years at Northwestern, I’ve been actively involved in a student organization that coordinates 45 tutors for 120 students weekly. 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.

ACTION: To demonstrate the value, I researched comparable organizations on other campuses and conducted interviews to identify best practices. 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 implemented 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 increased confidence among the tutors and more opportunities to ask questions before meeting with students.

Sample questions to ask the employer

- What does success look like for someone in this position, and how do you measure it?
- What are the top priorities and accomplishments expected of the person in this role over the next year?
- What's different about working here compared to other places you've worked?
- What are some challenges that someone in this position could face?
- How is performance evaluated?
- According to the job description, you're looking for candidates with strong research skills. Can you tell me how your employees use these skills in their work?
- How would you describe the company's culture and work environment?
- What does a typical day or week look like?
- Could you describe some of the first assignments you would give someone in this position?
- How has {business trend or current event} affected your work?
- How does the organization support professional development and ongoing training?
- What qualities are most important to excel in this role?
- What are the short- and long-term strategic directions of the organization?
- What do you like most about working here?
- What are the next steps in the hiring process?



After the interview

Reflect on the interview and what you learned about the job. Pay special attention to your impression of the organization and the people you met. It's helpful to document your thoughts so that you have something to reference later on. Think also about the interview experience—what you did well and what you can improve next time.

Within 48 hours, send a thank-you note to each person who interviewed you. Avoid sending the same note to everyone; instead, tailor each note to the conversation you had with each interviewer.

If you don't hear back within the time frame discussed, send an email to express your continued interest and ask about your status. If a time frame isn't shared, wait at least one week after the interview to follow up.

INTERVIEW TIPS

- Review your résumé and bring copies to the interview.
- Turn off your phone.
- Address interviewers by the names they use to introduce themselves.
- 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 interviewers 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 interviewers raise these topics.

Virtual interviews

Virtual interviews are becoming very common in hiring. There are two main types.

A **two-way (live) video call** is an interview in real time, simulating a face-to-face interaction. It provides the opportunity to converse and to clarify as needed, as well as to assess interviewers' nonverbal responses.

A **one-way (recorded) video** involves on-screen prompts. You'll be asked to record responses and submit them for review by the employer. Because you're not speaking to anyone in real time, you can complete the interview at your convenience before the deadline. You usually have a predetermined time to respond and are not able to revise your responses.

- **Space** Find a quiet space free of distractions and with a neutral background. Consider the room lighting; front lighting is best so you appear brighter on camera. If you need a quiet space on campus, NCA has rooms available during business hours in our main office that can be reserved via Handshake.
- **Appearance** Treat virtual interviews like in-person interviews. Dress professionally from head to toe and be mindful of your posture, which can convey confidence and interest (or lack thereof).
- **Technology** Test your connection, audio, and video in advance to avoid unexpected technical issues. Ensure you have a strong internet connection and are near the router. If possible, adjust your username to display your full name. Close other programs and turn off alert sounds before the interview.
Always have a second device as a backup plan in case anything goes wrong. If there is an unexpected issue with technology, try not to panic. Try to reconnect with the interviewer; if that's not possible, try to connect using another device (phone, tablet, etc.).
- **Virtual experience** In an effort to make eye contact, look at the camera, not the screen. To simulate real eye contact, it may help to move the other person's video image as close as possible to your computer's camera. Consider placing your computer so that the camera is above your eyeline, angled slightly downward, at an appropriate distance from your face. Your head and shoulders should be visible on screen. Use nonverbal signals, such as smiling and nodding, to demonstrate enthusiasm and interest.

Phone interviews

Prepare for a phone interview just as you would for a face-to-face interview.

Ask who will contact you, when the interview will take place (noting time zone differences), and who else may be on the call and their roles. Secure a space in advance that is quiet and free from interruptions. As a phone interview perk—since the interviewer can't see you—prepare easy-to-read key points, such as company values, experiences to highlight, and questions to ask. You may want to dress professionally to remind yourself of the nature of the call.

Be ready 10–15 minutes before the start time. Answer the phone in a professional manner with a greeting and your name. As those on the call introduce themselves, write down their names and positions.

You'll spend most of the interview responding to the employer's questions. It's common to have lag time and silence between answers as interviewers take notes. It can be helpful to look in a mirror during the interview to remind yourself to slow your rate of speech and keep yourself actively engaged in the call.

AI AND INTERVIEWING



You can use generative AI tools to help prepare you for an interview in several ways.

For example, you can conduct background research on the position, the employer, and the industry. Additionally, AI platforms can help generate sample interview questions and assist you in shaping your responses. You can also have the platform evaluate your responses through the lens of a structure you provide, such as the STAR method for answering behavioral interview questions.

Key consideration: Remember that generative AI tools source content from numerous websites. Make sure you read the suggestions carefully so as not to reflect any inaccuracies, which can negatively affect your application.

For more information, visit northwestern.edu/careers/jobs-internships/using-generative-ai.html.

Attire

Traditional interview attire in many industries is a business professional, two-piece suit in a neutral color (gray, navy, or black). Research specific companies and industries beforehand, as some may be more relaxed in how they define professional dress. If you're not sure, check with an NCA team member. Attire for all noninterview employer events coordinated by NCA—including career fairs, information sessions, networking events, coffee chats, and workshops—is business casual.



BUSINESS PROFESSIONAL



Dresses and skirts At a minimum these should cover your thighs when you are seated and reach your knees when you are standing.



Shirts When wearing a suit, wear a blouse, shirt, or knit shell under your jacket. Choose a neutral option like white, light blue, or conservative stripes. Choose a clean neckline that is both comfortable and appropriate.



Belts Select a belt that matches or complements your shoes and has a simple buckle.



Ties Wear patterns that are uniform and subtle. Deep reds, maroons, blues, grays, and blacks blend well with dark suits.



Hair Make sure your hair is clean and well groomed.



Socks Wear socks that complement the color of your suit and are long enough for you to cross your legs without showing skin.



Shoes Lace-up, wing-tip shoes and closed-toe pumps are the most conservative choices and are universally acceptable. Choose shoes in leather, fabric, or microfiber that allow you to walk comfortably. Make sure your shoes are clean and polished.



Hosiery It is recommended to wear hosiery with a dress or skirt. Select a neutral shade or one that coordinates with your clothes.



Jewelry and accessories Keep jewelry simple and minimal.

BUSINESS CASUAL

Business casual is more relaxed but still requires good judgment—the key is to maintain a professional presence. Common choices include:

- Collared button-down or polo shirt, blouse
- Knee-length dress or skirt
- Khakis, slacks, trousers
- Heels under three inches, flats, formal lace-up shoes, loafers
- Sweater, cardigan, blazer, vest
- Tie (optional)

TIPS TO DRESS FOR SUCCESS

Do

- Focus on finding clothing that fits you and your body and feels comfortable. Clothing and style are personal.
- Choose neutral colors, as they are always professional.
- Check out the organization's website and staff LinkedIn pages to see how current employees dress at work.
- Err on the side of business professional if the dress code is unclear.
- Ensure clothes fit properly and are not wrinkled.
- Wear minimal or no perfume or cologne.
- Ensure makeup and nail polish are not distracting.
- Cover visible tattoos if you know the industry is conservative.

Don't

- Wear jeans unless you know they are acceptable at that workplace.
- Wear anything revealing, such as low-cut shirts, short dresses, sundresses, tank tops, or shorts.
- Wear athletic clothing or gym shoes.
- Wear open-toe shoes.
- Wear poorly fitting clothes (too tight or too loose).



NCA RESOURCES

'Cats Closet

'Cats Closet offers undergraduate and graduate students access to free, gently used professional and business casual attire appropriate for career fairs, interviews, information sessions, and the workplace. Its mission is to eliminate impediments that prevent students from looking and feeling their best as they navigate their internship and job search and enter the professional world. Available clothing includes:

- Suits
- Blazers
- Skirts
- Dress pants
- Business casual pants/khakis
- Button-down shirts and blouses
- Dresses
- Shoes
- Ties/scarves
- Sweaters

Career Development Fund

NCA allocates resources to support or supplement the career development needs of undergraduate students with financial need.

The Career Development Fund provides funding for eligible students to purchase a suit for interviews or career-related events.

Job and Internship Offers

Congratulations on your offer! This is a cause for celebration as well as consideration.

Evaluating the offer

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, express your excitement and appreciation but don't accept the offer immediately. Ask the employer if and when you will receive an offer letter that contains the specific details for your consideration.

Once an offer is extended, the employer will often identify a preferred timeline for your decision. Timelines range from one to two weeks. If you feel pressured to make a decision, contact an NCA team member. If you need more time to make your decision, be sure to ask in advance of the initial deadline and be prepared to share your reasons.

As you consider your decision, you will likely have additional questions. Most employers encourage these and will connect you with people who can answer them. Prepare for these exchanges by determining exactly what you need to know to thoroughly evaluate the offer.

It's easy to focus only on the salary in your offer. Consider the additional components below in conjunction with how you see yourself in the role as it aligns with your skills, values, and interests.

Position

- Nature and variety of work
- Client/customer engagement
- Level of responsibility
- Access to leadership

Employer

- Organizational culture
- Location
- Management style
- Advancement opportunities
- Professional development and training opportunities
- Stability of organization

Lifestyle

- Work hours
- Travel
- Commute
- Remote work options

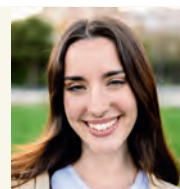
Compensation

- Benefits (healthcare, retirement, etc.)
- Time off
- Tuition reimbursement
- Stock options

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, the average salary range for similar positions in this area is between \$45,000 and \$57,000 for someone with my level of education and experience. I would feel more comfortable moving forward if we could discuss bringing the salary offer into this range."

Steps for responding to an offer

1. If you receive an offer over the phone, request to have the offer confirmed in writing.
2. Work with the employer to identify a decision deadline.
3. Evaluate all components of the offer (you can only do so once you receive the formal offer containing all the details, including the job title, salary, and benefits).
4. Follow up with the employer for more information or to negotiate.
5. Accept or reject the offer.

Compensation and salary negotiation

Compensation is undoubtedly an important consideration, and it often makes sense to negotiate it. Keep in mind, however, that not all components of compensation are negotiable. Benefits and tuition reimbursement are normally dictated by organizational policy and not adaptable to an employee's specific request.

People are often uncomfortable when it comes to negotiating salaries. If you feel the offer is fair and competitive, you aren't required to negotiate. Some 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, when 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. 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 similar positions and the cost of living for the location (resources include Glassdoor and the Bureau of Labor Statistics).
- Develop a budget to understand your minimum requirements to live comfortably.
- Identify tangible reasons why the offer should be higher.
- Practice so you'll be comfortable presenting the information in a friendly and confident way.

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 your acceptance formal.
- Find out your start date.
- If the conversation is by phone, follow up with a formal written message reiterating your acceptance and complete any further steps indicated.
- Communicate your decision to your network and extend appreciation for their support.

REJECTING THE OFFER

Rejecting an offer should always be done in a professional and timely manner. When turning down an offer, reach out by email or 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 potential questions (why you're declining the offer, for example).
- 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 people you connected with during the recruitment process.

JOB OFFER ETHICS

Once you accept a job offer, you should formally withdraw from other hiring processes and stop your job search completely. You should not continue interviewing or accept another offer once you have committed to an employer. Doing so could put you in the unethical situation of renegeing on an offer you have already accepted.

Thank-You Notes

Sending thank-you notes after interviews and networking meetings leaves a positive impression, creates opportunity for ongoing communication, and strengthens your candidacy.

Follow up after interviews and networking

Thank-you notes may be handwritten or emailed—consider the organization's culture and your contact's timeline. An email, received quickly, is a better choice after an interview with a quick decision turnaround. After an informational interview, a handwritten thank-you note is a strong choice that will leave a positive impression. If you choose to handwrite your note, use good-quality paper and make sure your writing is legible.

Proofread your note to ensure there are no errors. Both handwritten and emailed thank-you notes should be sent within 48 hours of an exchange.

A thank-you note should contain two or three of these elements:

- 1 Show your appreciation.
- 2 Highlight an aspect of the conversation that captured your interest.
- 3 Reiterate your relevant qualifications.
- 4 Communicate your continued interest in the opportunity.

AFTER A NETWORKING MEETING

Dear Hope,

1 Thank you for taking the time out of your workday to meet with me and for your willingness to share your story. So much of what you said had an impression that will shape my career pursuits.

2 Specifically, I valued what you said about getting involved and growing within a student organization during my college years. It was fun to hear you reminisce about Dance Marathon. I also appreciated the recounting of your job search experience. I have already started to incorporate your advice about looking at the role and its opportunity for growth potential into my search strategy.

4 I look forward to getting to know you better and seeking your guidance. Thank you for the impact you have made already.

All the best,
Isaac Rolyat
847-555-1234
IsaacRolyat2027@u.northwestern.edu

Thank-you notes are a professional courtesy, not a call to action—keep in mind that employers often do not reply to them.

AFTER AN INTERVIEW

Dear Adam Samuels,

1 Thank you for taking the time to interview me yesterday for a position as a corps member of Teach For America. I enjoyed learning more about the organization's positive impact and left the interview with a heightened enthusiasm for contributing to the movement.

3 I am passionate about educational reform, and I am committed to ensuring a strong education for all students. My leadership experiences at Northwestern have prepared me to motivate students and instill a love of learning within my classroom. Education is paramount to our future, and I am eager to make an impact as a TFA corps member.

4 Thank you for providing me with the opportunity to interview for this transformative role. I look forward to hearing from you.

Sincerely,
Elizabeth Locke

AFTER AN INTERVIEW

Dear Maria Hernandez,

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

2 I am even more interested in this role after hearing you share details about the position and the cross-collaborative team structure. Specifically, I am eager to use the skills I have developed in my role as vice president of finance for Alpha Beta Gamma, combined with the knowledge I gained from my internship at Sure Realty, to deliver the exceptional service that your clients expect and deserve.

4 I would like to reiterate my strong interest in both the position and joining your team. Thank you in advance for your consideration.

Sincerely,
Jamie Nassar
847-555-9876
jamienassar@northwestern.edu

AI AND THANK-YOU NOTES



Although generative AI tools are useful in many ways, we recommend you write thank-you notes without AI influence. Your note should reflect a more genuine and personal reaction to your interviews or networking conversations. At the very least, do not use AI to generate an entirely new message. Thank-you notes should be in your authentic voice and specific to the conversations you had with the employer.

Key consideration: Generative AI tools work best as an editing aid when you provide them with your content and ask for feedback. That way, you keep the integrity of your writing.

For more information, visit
northwestern.edu/careers/jobs-internships/using-generative-ai.html.

NCA is here to support you! Connect with us through appointments or drop-in hours virtually, in person, or over the phone. Undergraduate students, graduate students, and recent alumni are eligible to schedule appointments with a member of our team through Handshake.

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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/civil-rights-office/about/statements/non-discrimination-statement.html, and for crime and safety data, see northwestern.edu/up/safety/annual-report.

The image features a white background with two large, diagonal, triangular sections. The top-right triangle is a light purple color, and the bottom-left triangle is a darker purple color. The word "Northwestern" is written in a white, serif font, positioned in the bottom-left corner within the darker purple triangle.

Northwestern