



# CAREER GUIDE

Northwestern | CAREER ADVANCEMENT

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### NCA TEAM MEMBERS CAN HELP WITH

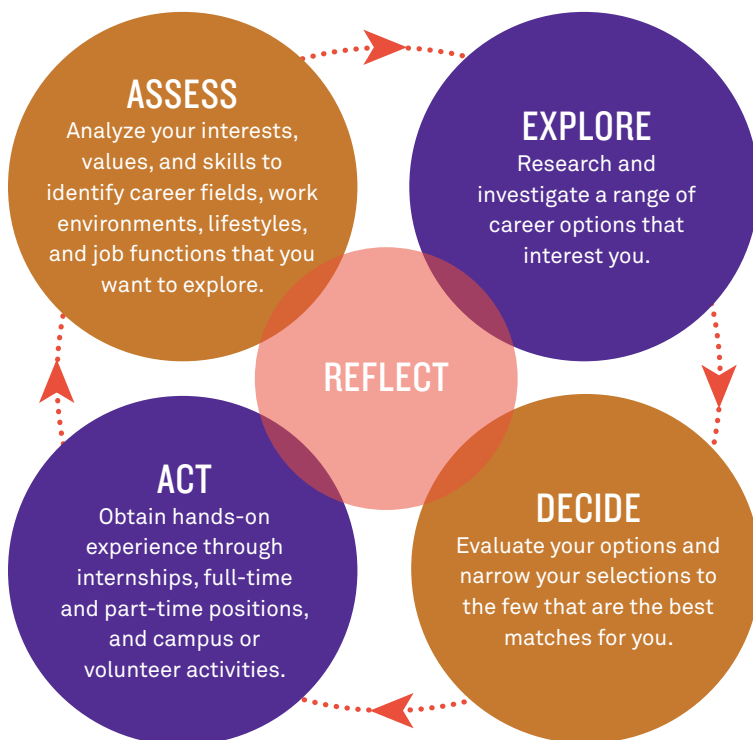
- deciding on a major
- exploring career paths and taking career assessments
- developing a career plan
- networking and job and internship search strategies
- interview preparation, including mock interviews
- résumé and cover letter reviews
- negotiating an offer
- applying to graduate or professional school



# 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, not just at graduation. Beginning early allows you to build a wide range of experiences and explore a variety of industries—and gives you time to change your mind along the way.

#### **Know yourself.**

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

#### **Remember that your major does not dictate your career.**

► All fields of study foster a broad range of skills that will equip you for a number of occupations.

#### **Plan ahead, but not too far.**

► You might become overwhelmed when considering your long-term career prospects. Think instead about what knowledge or skills you want to gain in the next year or two, and be open to new experiences that may pop up along the way.

#### **Don't be afraid to change your path.**

► Career development is a continual and flexible process that adapts to inevitable changes in your interests and the workplace. No career decision is irreversible.

# Career-planning strategy for undergraduates

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.

## First year

### ASSESS

- Reflect on which activities and experiences you've enjoyed in the past and why.
- Identify your interests, values, and skills by taking the career and personality assessments offered at NCA.
- Learn about the many opportunities, programs, and organizations Northwestern has to offer.

### EXPLORE

- Explore your interests by getting involved in student organizations or volunteer opportunities.
- Enroll in classes that allow you to learn about fields that interest you.
- Research multiple careers and industries using resources on the NCA website, including Vault and the *Occupational Outlook Handbook*.
- Attend programs and events sponsored by NCA, academic departments, and student organizations.
- Prioritize your goals, time, and commitments as you adjust to life as a first-year student.

### DECIDE

- Meet with an NCA team member to create a personalized career plan.
- Complete the NCA Career Competencies Assessment to determine what skills you have to offer and which skills you want to develop.
- Consider opportunities to gain experience, such as research, study abroad, internships, part-time jobs, and volunteer work.
- **International students:** Attend international office walk-in hours to understand Curricular Practical Training (CPT) procedures.

### ACT

- Convert your high school résumé into a professional document and enhance it using VMock.
- Activate your Handshake account and choose your profile preferences.
- Create a LinkedIn profile and begin to build your network by connecting with academic and personal contacts and joining groups.
- Request informational interviews with people you know whose careers interest you.
- Pursue summer opportunities that align with your skills and with experiences you want to explore.
- Talk with family and friends and keep them informed of your experiences.

## Sophomore year

### ASSESS

- Reflect on your first year of college, specifically on what you learned about yourself.
- Meet with an NCA team member to clarify your career interests.
- Think about how your skills, values, interests, and experiences intersect to shape your professional narrative—the story you want others to know about your career pursuits.

### EXPLORE

- Use LinkedIn and Our Northwestern to view alumni in your major or who work in an industry of interest.
- Conduct informational interviews with alumni, industry professionals, and personal contacts.
- Create a profile in the Northwestern Network Mentorship Program and cultivate a relationship with an alumni mentor.
- Enhance your leadership experience in student organizations by chairing a committee, initiating a project, or running for a position.

### DECIDE

- Narrow the range of opportunities you want to pursue.
- Research industries and learn about their recruitment processes and timelines.
- Develop a search strategy with an NCA team member and explore opportunities (internships, jobs, volunteering).
- Declare a major and meet with your academic adviser if you're considering changing your major or school.

### ACT

- Update your résumé, LinkedIn profile, and Handshake account to include first- and second-year experiences.
- Establish new contacts using LinkedIn and Our Northwestern.
- Participate in career fairs, career treks, and employer/alumni events to learn about different industries, jobs, and internships.
- Apply for opportunities using targeted résumés and cover letters.
- Seek guidance from family and friends as you navigate the search process.
- Connect with your professors to establish strong relationships, especially if you're considering graduate school.

## Junior year

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### ASSESS

- Identify what you've learned from each internship, job, and student experience thus far.
- Enhance your awareness of your skills and values by completing a Motivated Skills or Values Card Sort with an NCA team member.
- Reflect on your strengths and weaknesses and how they impact your career goals.

### EXPLORE

- Research industries, positions, and employers of interest using Vault, LinkedIn, and company websites.
- Identify the skills you want to develop and use in your upcoming internships and jobs.
- Connect with an NCA team member to evaluate opportunities for gaining experience.
- Talk with alumni and other contacts to learn about their career experiences.

### DECIDE

- Determine "must-haves" and "must-not-haves" as they relate to opportunities you're exploring.
- Select an experience that will provide relevant skill development for your desired career path.
- Identify two or three industries to consider for full-time employment after graduation and learn about their recruiting timelines and processes.
- *International students:* Meet with an international office adviser to understand Optional Practical Training (OPT), the STEM extension, and H-1B visa considerations.

### ACT

- Continue to network with alumni via LinkedIn, Our Northwestern, and the Northwestern Network Mentorship Program.
- Contact the Office of Fellowships for information about career-related fellowships.
- Polish the professional introduction you plan to use during events with employers and alumni.
- Practice interviewing skills in a mock interview with an NCA team member.

## Senior year

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### ASSESS

- Reflect on how your values and interests might determine your choice of work setting.
- Think about your college experience—both the defining moments you've had and the additional experiences you want to have before graduation.
- If you don't have a clear career focus, meet with an NCA team member.

### EXPLORE

- Research positions and employers of interest in your target industries.
- Network at employer information sessions, alumni events, coffee chats, and career fairs to expand your knowledge of job opportunities.
- Talk with peers about how they are balancing their search process with academics and extracurricular activities.
- Learn about and implement search techniques for your industry by meeting with an NCA team member.

### DECIDE

- Give yourself permission to pursue what most interests you.
- Narrow your employment pursuits to one or two industries.
- Reach out to alumni and your contacts to inform them of your search, even if they work outside your target industries.
- Develop a list of alternatives should you need to consider options other than your top-choice career field or graduate program.

### ACT

- Tailor your résumé and LinkedIn profile to the industries and employers you're considering.
- If you're considering graduate school, complete required admissions tests and begin preparing applications.
- Apply for positions before their deadlines, and be prepared for rejection—a common occurrence in the search process.
- Strengthen your interviewing skills through a mock interview with an NCA team member.
- Identify references and request permission to use them in applications for jobs or graduate programs.
- Accept an offer for full-time employment or graduate school.
- Provide updates to your network contacts.

# Career-planning strategy for graduate students

This three-phase career-planning guide is tailored for master’s and doctoral students to develop capacities through their research, teaching, and leadership and program-specific internships.

Master’s	Knowledge	Engagement	Strategy
<b>Beginning of your program</b>	<ul style="list-style-type: none"> <li>• Learn about career resources at Northwestern</li> <li>• Explore job and industry options for your degree</li> <li>• Determine whether an internship works for your program and schedule</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule a meeting with an NCA team member or at the career center aligned with your program</li> <li>• Attend graduate-student-focused career workshops and events on such topics as networking, interviewing, and job searching</li> </ul>	<ul style="list-style-type: none"> <li>• Identify career paths to pursue</li> <li>• Understand recruiting timelines based on your experience and industries of interest</li> </ul>
<b>Midway through your program</b>	<ul style="list-style-type: none"> <li>• Explore alumni and networking resources (e.g., NAA, NEXT, Northwestern Network Mentorship Platform)</li> <li>• Review job descriptions of positions that interest you</li> </ul>	<ul style="list-style-type: none"> <li>• Attend recruiting events, employer information sessions, and career programs</li> </ul>	<ul style="list-style-type: none"> <li>• Seek an internship opportunity (depending on your program duration)</li> <li>• Determine the gaps in your skill set and pursue opportunities to build the skills needed for your industry</li> </ul>
<b>Conclusion of your program</b>	<ul style="list-style-type: none"> <li>• Explore and research employers in your industry and consider how they align with your career goals and values</li> </ul>	<ul style="list-style-type: none"> <li>• Connect with professionals and alumni in your fields of interest to better position yourself for the job search</li> </ul>	<ul style="list-style-type: none"> <li>• With an NCA team member, develop a plan to apply for jobs or postdegree opportunities</li> <li>• Revise and tailor your résumé</li> </ul>

Doctoral	Knowledge	Engagement	Strategy
<b>Beginning of your program</b>	<ul style="list-style-type: none"> <li>• Develop a foundation in discipline-specific research skills and conventions through your graduate curriculum</li> </ul>	<ul style="list-style-type: none"> <li>• Attend discipline-specific panel discussions with faculty and visiting experts</li> </ul>	<ul style="list-style-type: none"> <li>• Identify potential mentors and research collaborators</li> </ul>
<b>Midway through your program</b>	<ul style="list-style-type: none"> <li>• Master oral and written genres of your discipline through seminar, group, and conference presentations and written media</li> <li>• Develop knowledge of career fields by engaging with faculty, alumni, and NCA programming and team members</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and maintain relationships with mentors and peers</li> <li>• Explore leadership and engagement opportunities on campus, including graduate student organizations and fellowships</li> </ul>	<ul style="list-style-type: none"> <li>• Take advantage of professional development certifications and graduate assistantships</li> <li>• Pursue outside funding options for the second through fifth year in order to have flexibility to bank a sixth year if necessary</li> </ul>
<b>Conclusion of your program</b>	<ul style="list-style-type: none"> <li>• Gain in-depth, hands-on knowledge about specific careers of interest through on-campus opportunities or internships</li> <li>• Begin reviewing job postings to help you articulate how your research experiences align with positions of interest</li> </ul>	<ul style="list-style-type: none"> <li>• Connect with alumni from Northwestern and previous institutions to learn more about the job search process and opportunities for advanced-degree candidates</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure your professional online presence is up to date</li> <li>• Prepare field-specific application materials (e.g., CVs, résumés, cover letters, research statements, teaching philosophy, and sample syllabi)</li> </ul>

# Résumés

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



## Setting up your document

**DESIGN** Avoid templates, as they are overused and hard to customize; 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 inches on all sides; ideal margin width is 0.75 inches

**SPACING** Single-spaced lines are acceptable, but use double-spaced lines 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 bullets 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*)

### SHOULD I USE A CV INSTEAD?

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

**Myth:** Employers won't consider me if my GPA is below 3.0.

**Truth:** Employers look at the whole student, not just the numbers. Employers care about your experiences, involvement, and interests as well as academic success.

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


## Putting it together

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

- 1 **Contact information** includes your full name, permanent and/or school address, telephone number, and email address, usually in boldface, larger type. Include only one phone number and one email address. Don't include personal information such as Social Security number, physical traits, race, ethnicity, or citizenship.
- 2 The **education** section includes your school's name, location, degree type, anticipated graduation date, major(s), minor(s), and 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, Research Experience, or Industry Specific (e.g., Marketing Experience). List experiences in reverse chronological order, providing the organization name and location, your position title, and dates employed. For each, include three to five bullet points about how you applied your skills to a task or project.
- 4 A **leadership** section is increasingly important to recruiters of undergraduates. Include organization names, positions held, dates, projects, significant contributions, and skills and abilities demonstrated. Keep in mind 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 contribution to the on- and off-campus communities, 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 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—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  vmock 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 the NCA website.

# MADÉLINE WENDLE

66 Emerson St | Evanston, IL 60201  
m-wendle2021@u.northwestern.edu | (812) 555-7164

## EDUCATION

**Northwestern University** Evanston, IL; Expected June 2021  
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 2020

## RELEVANT EXPERIENCE

**US State Department Critical Language Arabic Immersion Program, Participant** Salalah, Oman; June - August 2020  
• Studied Arabic through immersion and intensive coursework, including 4 hours of daily formal instruction  
• Mentored by Omani student at Dhofar University; practiced speaking for 1½ hours a day  
• Learned about local customs and religion; traveled throughout Oman  
• Received highest grade in class of 34 students  
**Cook County Juvenile Courts Public Defenders Office, Legal Intern** Chicago, IL; June - August 2019  
• 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 inquires, fielded calls, and maintained database of 350 contacts

## LEADERSHIP EXPERIENCE

**Pi Beta Phi Sorority, Vice President of Finance** Northwestern University; January 2019 - 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  
• Reevaluate and revise budget, leading to 20% reduction in membership fees in 2017-18, the largest in chapter history  
**Model Arab League, Member** Northwestern University; September 2018 - Present  
• Strengthen collaboration and ensure strategic goal alignment as a liaison between the Northwestern University league and other regional universities  
• Represent Saudi Arabia on Palestinian Affairs Council at regional conferences to simulate Arab League debate and problem-solving

## ACTIVITIES

**Institute for Student Business Education (ISBE), Analytics Team Member** April 2018 - Present  
**Dance Marathon, Sponsorship Committee** September 2017 - Present  
**Northwestern University Athletic Department, Volunteer** September 2017 - June 2019

## ADDITIONAL INFORMATION

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

1

2

3

4

5

6

Including **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 junior year of college

**William Carter**

700 South Blvd.  
Evanston, IL 60202

**EDUCATION**

Northwestern University: Weinberg College of Arts and Sciences, Evanston  
Bachelor of Arts, June 2023

Major: Economics | Minor: Business Institutions | GPA: 3.24/4.0

Relevant Courses: Microeconomics, Macroeconomics, Statistics for Social Sciences, Introduction to Integrated Marketing Communication

**ACADEMIC PROJECTS**

Accounting & Finance: Amazon Analysis Project

- Critically analyzed 100-page annual report for Amazon to identify areas for investment in order to increase 2018 profit margin by 87%
- Compared quarterly reports with the competitor and isolated areas for improvement
- Gained strong understanding of quarterly balance sheets and income statements

Introduction to Applied Econometrics: Regression Analysis using STATA

- Utilized online resources to learn STATA programming language in 8 weeks
- Analyzed demographic data and created a regression chart correlating demographic data to wages

**LEADERSHIP EXPERIENCE**

Basketball Representative, Student Athletic Advisory Committee (SAAC), Evanston, IL Fall 2019-Present

- Selected by coaches and academic advisers as representative for men's basketball team
- Present issues and opportunities around campus and Evanston community to Athletic Department
- Develop community service events for 150+ local youth
- Relay ideas, questions, and concerns from teammates and other student athletes to campus administrators
- Create promotional videos and e-mails to attract peers to SAAC events

Member, Northwestern University Basketball Team, Evanston, IL Fall 2019-Present

- Demonstrate the importance of teamwork and clear communication in a highly competitive environment
- Balance academics with 20+ hours of athletic commitment each week
- Critically analyze 350 offensive/defensive plays during the course of a season
- Assess opponent schemes and provide counter plays in a fast-paced manner
- Practice conflict resolution skills to ensure healthy team atmosphere and focus on yearly team goals
- Earned Academic All Big Ten Honors in 2018-2019

Mentor, Peers Urging Responsible Practice through Leadership & Education, Evanston, IL Fall 2019-Present

- Provide an equal-opportunity environment for student athletes to share issues and opportunities in the community
- Implement new campus resources designed to enhance student athlete life at Northwestern University
- Chosen by athletic administrators to make influential decisions benefitting student athletes

**WORK EXPERIENCE**

Counselor, Northwestern Men's Basketball Camp, Evanston, IL Summer 2020

- Taught basketball skills and encouraged campers to achieve goals through strong work ethic and dedication
- Assessed 25 campers' skill levels and developed personalized training modules to increase them

**SKILLS & INTERESTS**

Language: Basic knowledge of French and Spanish

Technical: Proficient in Microsoft Word, Excel, and PowerPoint; working knowledge of STATA

Interests: Sports Statistics, Woodworking, and World Religions

**Caleb Jones**

[CalebJones8@northwestern.edu](mailto:CalebJones8@northwestern.edu)  
(654) 555-4321

Permanent Address:  
4295 West 8<sup>th</sup> Street  
Canton, MA 02021

Campus Address:  
1871 Chicago Avenue  
Evanston, IL 60201

**EDUCATION**

Northwestern University, Evanston, Illinois  
Bachelor of Arts in **Psychology**, Anticipated June 2023  
Cumulative GPA: 3.14/4.00

Honors: Alpha Lambda Delta National Honor Society, Dean's List 2 of 3 quarters

Relevant Coursework: Macroeconomics, Public Speaking, Complex Organizations, Organizational Effectiveness

North Canton High School, Canton, Massachusetts, May 2019

**LEADERSHIP EXPERIENCE**

Northwestern University Office of Admissions, Evanston, Illinois

Tour Guide, June 2020 – Present

- Represent Northwestern University to groups of 15+ prospective students and families.
- Address inquiries and concerns from families and prospective students.

Canton Middle School, Canton, Massachusetts

Tutor, March 2020 – June 2020

- 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 share student concerns.

North Canton High School Swim Team, Canton, Massachusetts

Captain, Sept. 2018 – March 2019

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

**WORK EXPERIENCE**

Bridgeview Day Camp, Milwaukee, Wisconsin

Lifeguard and Swim Instructor, June 2018 – Aug. 2018; June 2019 – Aug. 2019

- Supervised 8 lifeguards to ensure the safety of approximately 200 children.
- Designed and implemented swimming program for children with developmental disabilities.
- Coordinated staff training program to ensure high level of swim instruction for students.

Paddington Family Restaurant, Milwaukee, Wisconsin

Host, June 2016 – Aug. 2016; June 2017 – Aug. 2017

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

**ACTIVITIES**

Dance Marathon, Participant, Evanston, Illinois, March 2020

Lutheran General Hospital, Volunteer, Canton, Massachusetts, Sept. 2016 – May 2019

**SKILLS**

Computer: Proficient in Microsoft Word, Excel, and PowerPoint

Language: Proficient in Spanish

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 LEVINE

1590 Chicago Avenue #1812, Evanston, IL, 60201  
wendylevine2022@u.northwestern.edu | (630) 893-6538

EDUCATION

Northwestern University Evanston, IL  
Bachelor of Arts in *Mathematical Methods in the Social Sciences and Economics* | Minor in *Mathematics* June 2022  
Kellogg Certificate Program for Undergraduates in *Managerial Analytics*  
GPA: 3.76/4.00 | Dean's List: 5 of 6 quarters  
Relevant Courses: Operations and Supply Chain Strategy, Corporate Finance, Econometrics, Consumer Analytics, Deterministic Models and Optimization, Competitive Strategy and Industrial Structure

PROFESSIONAL EXPERIENCE

Bates White LLC Washington, DC  
Summer Consultant June 2020 – August 2020

- Analyzed over 15 million Medicaid claims and sales data entries by a large generic drug company using STATA
- Summarized and presented data analysis results for team meetings and client calls, using PowerPoint and Excel
- Devised negotiation strategies in a 4-person team that can lead to over \$40m in potential savings for the client
- Researched analyst reports and databases; created multiple charts and drafted over 3,000 words for white paper on economic considerations of plasma donation

CampusCATALYST

Student Consultant Evanston, IL  
April 2020 – June 2020

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

Northwestern University School of Communication

Research Assistant Evanston, IL  
September 2019 – April 2020

- 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 on 5 different continents; achieved 66% response rate
- Constructed over 50 interview questions on behalf of CEOs and project managers representing 7 local nonprofits

Where Rainbows Meet Training and Development Foundation

Business Facilitator and Consultant Cape Town, South Africa  
June 2019 – August 2019

- Established online profile for local sewing products including 200 photos and over 5,000 words of description
- Formed partnership with sewing product retailers and increased monthly revenue of the project by 70%
- Assessed local entrepreneurs' business plans and balance sheets; provided tailored business strategy recommendations

LEADERSHIP EXPERIENCE

Rhythm Dance Troupe Evanston, IL  
Secretary February 2019 – Present

- Managed day-to-day intergroup communications and facilitated personalized outreach to 40+ students
- Choreographed Chinese ethnic dance trio and coordinated rehearsals over 3 months
- Cooperated with more than 20 dancers and planned annual spring show with audience
- Enhanced weekly newsletter content, contributing to 20% increase in event attendance

Asian Pacific American Coalition

Programming Chair

- Led weekly meetings with 12 junior executive members and monthly general meetings within the Asian American community
- Reorganized executive board member responsibilities and restructured meetings, in
- Exchanged programming ideas and developed programming partnerships with lead

ACTIVITIES

Delta Gamma Fraternity, Member  
AIESEC, Treasurer

SKILLS & INTERESTS

Computer: Proficient in Excel, PowerPoint, Word, and Stata  
Language: Fluent in Spanish  
Interests: Visiting museums; cooking French food

• DEAN'S LIST can be shown by number of quarters earned

• Provide SPECIFIC numbers, percentages, and monetary values when possible

• RESEARCH EXPERIENCE can demonstrate transferable skills

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) WEI

Liuwei2021@u.northwestern.edu • (925) 555-0946  
2440 Green Bay Road, Rm. 621, Evanston, IL 60201

EDUCATION

Northwestern University, Evanston, Illinois  
Master of Science in *Mechanical Engineering* | Bachelor of Science in *Mechanical Engineering* Anticipated 6/21  
Cumulative GPA: 3.39/4.00  
Relevant Courses: Thermodynamics, Mechanics of Materials, Fluid Mechanics, Managerial Analytics for Strategy, Engineering Analysis, Electronics Design, Deterministic Models and Optimization, Public Speaking

RELEVANT EXPERIENCE

Northwestern University, Evanston, Illinois  
Laboratory for Intelligent Mechanical Systems Research Assistant 6/20 – 9/20

- Conducted research with a PhD student on the haptic interaction between an electrostatic surface and a human finger
- Assisted in the application of design-model comparison and iterative improvement of a device to cause a rigid surface to actively force a human finger by using electrostatic forces triggered with lateral vibrations
- Developed an artificial fingertip with electric and mechanical properties similar to a real human fingertip using semiconducting carbon-black-loaded elastomers, resistivity measurements, and dynamic mechanical analysis
- Designed and assembled a miniature lightweight accelerometer circuit board using EAGLE and flexible circuit boards

Alimentos S.A., Beijing, China

Engineering Project Management Intern 7/19 – 9/19

- Led the design and development of an innovative and cost-efficient product display method (patent pending) by coordinating materials acquisition and machine shop staff to produce prototypes in the shortest time possible
- Minimized project implementation costs using raw material market research, iterative simplification of design, and dimension optimization to achieve a potential 6-digit annual savings figure for the company
- Performed experiments to assess the performance of three 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 using PowerPoint; successfully convinced them of the profitability of its execution

Design Thinking and Communication Course, Northwestern University, Evanston, Illinois

Client: Hospital Sisters Mission Outreach, Chicago, Illinois 4/18 – 6/18

- 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 10/19 – 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 intake and exhaust system with a redesign to give the car a 10% boost in power

Phi Kappa Psi Fraternity, Illinois Alpha Chapter Member

4/18 – Present

- Promote and facilitate multiple philanthropy activities, fundraising events, and new member recruitment
- Applied parliamentary procedure to engage in discussions about chapter governance

SKILLS

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

LIST ONLY PHONE and EMAIL if privacy is a concern

STUDY ABROAD can be included in the education section

PRODUCTION EXPERIENCE for films or plays can be listed in multiple ways

### Kim S. Gordon

618 Clark St., Evanston, Ill. 60201 • k-gordon@u.northwestern.edu • 212-555-12  
www.kimgordon.com

#### EDUCATION

Northwestern University, Medill School of Journalism, Media, Integrated Marketing  
Bachelor of Science in Journalism, double major in Gender and Sexuality Studies, June

#### JOURNALISM AND MEDIA EXPERIENCE

Eric Lund Global Reporting and Research Grant, Tamale, Ghana

Grant Recipient, July 2020-present  
 • Chosen as one of 15 recipients to author a 12-page project proposal  
 • Oversee content acquisition, including scheduling interviews, filming 40+ hours of footage  
 • Edit material to create a documentary about women living as accused witches in isolation

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

Mobile Journalist-Environmental Beat, January 2019-March 2019

• 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

Northwestern University Press, Evanston, Ill.

Editorial Assistant, September 2019-June 2020; Intern, June 2018-August 2018

• Promoted from intern to editorial assistant in September 2018 for excellent and thorough work  
 • Edited 20+ manuscripts, including short story anthologies, drama, novels and educational and scholarly works  
 • Prepared files for copy editing by entering typesetting codes, fact-checking references and ensuring consistency of style  
 • Input author and copy editor changes to files, reviewed page proofs and queried authors about discrepancies in manuscripts  
 • Revised introductions, chronologies, photo galleries, notes, bibliographies and indices

#### PROJECT

Interactive Reporting, Northwestern University, Medill; January 2019-March 2019

• 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 Latinx audiences that have been affected by deportation  
 • Created a fully functioning website using Bootstrap and a Google Fusion interactive map in 90 minutes as technical editor on breaking news story about sting operations on suspected drug houses in Chicago

#### LEADERSHIP AND AWARDS

Medill Media Teens, Mentor, Northwestern University; December 2020-present

The Best of Medill Award, Winner for International Reporting in Panama, Northwestern University; June 2019

#### SKILLS

Publishing: Proficient with AP Style  
 Computer: Proficient in HTML, CSS, JavaScript, Microsoft Office (Word, Excel, PowerPoint), Adobe (Photoshop, Illustrator). Working knowledge in Premiere Pro CS5, Soundbooth, Dreamweaver CS3, InDesign, Flash CS5, NewsBoss

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

Language: Fluent in Spanish (11 years of coursework)

### NATALIE PATEL

npatel@u.northwestern.edu • (555) 123-4567

#### EDUCATION

Northwestern University | Evanston, IL  
 Bachelor of Arts in Communication, expected June 2021  
 Major: Radio/TV/Film (RTVF)

Prague Film School, Prague, Czechia, August 2019 - March 2020

#### RELEVANT EXPERIENCE

Carousel Productions | Los Angeles, CA

Intern, June 2020 - August 2020

• Wrote summaries of 55+ screenplay submissions for production evaluation  
 • Analyzed content to determine which submissions should be approved for development  
 • Composed project reviews, planned team meetings, and addressed phone inquiries

MGMT. Entertainment | Los Angeles, CA

Development Intern, June 2019 - August 2019

• Covered desks of assistants to the CEO and talent manager, mastering phone and client etiquette  
 • Reviewed a Michael Diamond project, giving notes for project improvement during post-production  
 • Read 15 feature scripts and 2 books, writing concise and insightful coverage for assistants and clients

Radio/TV/Film Department, Northwestern University | Evanston, IL

Student Office Assistant, September 2018 - June 2019

• Implemented daily to-do list and weekly inventory and streamlined emails, lessening administrative workload  
 • Created a reference document to make course registration more efficient for administrators  
 • Addressed questions of students and faculty through email and phone in a professional manner

#### LEADERSHIP EXPERIENCE

Studio 22 Productions | Evanston, IL

Co-Executive Chair, September 2019 - Present

• Chaired 10-member board for 2 terms to greenlight and produce 13 shorts  
 • Created 3 positions to address diversity and inclusion, pre-production needs, and film festivals  
 • Chaired 2 Studio 22 Premiere planning committees (budgets \$3500) to premiere the final films  
 • Collaborated with RTVF faculty to innovate film financing methods after department restructuring

Northwestern University | Evanston, IL

Producer (6 short films), March 2019 - Present

• Headed logistics of casting, location scouting and contracting, equipment rentals, transportation, crew, craft services, catering, and fundraising while solving last-minute issues on set  
 • Developed scripts to ensure complex characters, clear messages, and engaging plots

#### SELECT PRODUCTION EXPERIENCE

Those Who Move Mountains (2020)

Woman by Vesper (2020)

Feet (2019)

Janek to the River (2019)

Noodles & Incense (2019)

Niteskool Sessions: Episode 5 (2018)

Writer, Director, Editor

Director, Choreographer

Writer, Director, Editor

Director, Co-Writer

Co-Producer

Assistant Director

NU Media Arts Grant

New Movement Project

Studio 22 Productions Grant

Film & TV School at AMU, Prague

Studio 22 Productions Bindley Grant

Niteskool Productions

#### SKILLS

Technical: Basic sound and light board, spotlight operating

Computer: Proficient in Microsoft Outlook, Word, PowerPoint, Excel

HEADINGS can be tailored to your target industry

ACADEMIC PROJECTS can be an independent category

**JAMES MORRIS**

29 Brookstone Way, Evanston, IL 60201 . 847-555-2929 . jamesmorris2022@u.northwestern.edu

**EDUCATION**

**Northwestern University:** Weinberg College of Arts and Sciences, Evanston, IL Expected June 2022  
Bachelor of Arts in **English**, Concentration: **Literary Criticism and Theory**  
Certification: **Undergraduate Leadership Program**  
GPA: **3.62/4.00**

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

**ACADEMIC PROJECT**

**Modern Rhetorical Theory: Effective Communication in Business Project** Sept. 2020 – Present  
• Critically analyze contemporary theory of management and its direct effects on 3 consulting firms  
• Perform extensive research on each consulting firm’s mission, projects, and obstacles  
• Interview 7 business analyst managers to understand the flow of communication  
• Provide recommendations to improve communication practices, leading to a 32% increase in productivity at one firm

**INTERNATIONAL EXPERIENCE**

**Study Abroad Participant, Universidad de Buenos Aires**, Buenos Aires, Argentina June 2019 – Aug. 2019  
• Analyzed local government and policies surrounding education and contrasted findings against U.S. policies  
• Interacted with native residents including Gaucho Patagonian grasslands inhabitants  
• Gained exposure to the endangered and extinct languages of Argentina  
• Developed fluency in Spanish language by living with a Spanish-speaking host family

**LEADERSHIP EXPERIENCE**

**Vice President, Minority Business Association**, Evanston, IL Sept. 2019 – Present  
• Support president in operations of student-run group focused on minority students interested in business  
• Increase student membership by 70% during tenure as *marketing advocate* (Fall 2019 – Spring 2020)  
• Foster healthy working relationships with student-run groups, administrators, faculty, and alumni  
• Facilitate bimonthly meetings to ensure efficiency and to create an equal learning forum for all members  
• Research and analyze current organizational plans and propose new mission-specific direction

**Nominated Participant, Undergraduate Leadership Program**, Evanston, IL March 2019 – June 2020

• Acquired and improved leadership skills and experience through a 4-course certificate program  
• Participated in leadership challenges designed to help identify and build strengths  
• Received personal coaching sessions to identify and sharpen personal leadership style  
• Directed team problem solving assignments designed to simulate a business work-group environment

**WORK EXPERIENCE**

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

**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, Publisher, PowerPoint

• Relevant **COURSE TITLES** can be included to align with the industry  
• Use **SPECIFIC HEADINGS** to best highlight your experiences

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

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

**Leticia Domingo**

Leticia.domingo@gmail.com  
303-555-6765

*Campus Address:*  
2100 Orrington Ave, Evanston, IL 60201

*Permanent Address:*  
436 Genoa Ct, Boulder, CO 80051

**Education**

**Northwestern University**, Evanston, IL June 2022  
Bachelor of Science in *Education and Social Policy*  
Concentration in *Social Policy* | Minor in *Psychology*  
GPA: 3.48/4.00

**Work Experience**

**BRick LLC, Project Manager Intern**, Chicago, IL June 2021-Aug. 2021  
• 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 Jan. 2021-March 2021  
• Designed and created the content for the volunteer section of the organization’s new website (www.nush.org)  
• Produced 3 newsletters for donors and board members, reaching 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. 2020-Dec. 2020  
• 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 crowdsourced map of the living conditions of refugees across the world

**Illinois Public Health Institute, Intern at Illinois Alliance to Prevent Obesity**, Chicago, IL June 2020-Sept. 2020  
• Published policy briefs to stakeholders on issues central to the obesity problem  
• 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, Day of World Social Justice Chair**, Evanston, IL Jan. 2020-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 inequity  
• Manage meetings each week to maintain order and productivity in the group

**Sheil Catholic Center, Treasurer, Student Advisory Board**, Evanston, IL Jan. 2020-Present  
• Create and monitor \$9000 budget for club programs including fundraising, mission trips and community gatherings  
• Oversee Sheil Student Organization Finance Office account, including maintaining the ledger  
• Organize and budget for major events such as Alternate Student Break trip to Nicaragua with Fabretto Children’s Organization (December 2019), Sheil Formal (Spring 2020), and Spring Retreat (Spring 2020)

**Center for Civic Engagement, Outreach and AMPED Fellow**, Evanston, IL Sept. 2018-Dec. 2019  
• 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 8-10 other mentors about the juvenile justice system and civic engagement

**Volunteer Experience**

**Christopher House, Student Assistant**, Chicago, IL Jan. 2020-Present  
• Engage children in physical activities during recess to promote healthy habits  
• Tutor 3-4 children in reading 2 books a day

**Community Servings, Alternative Student Break Participant**, Boston, MA Jan. 2019-March 2019  
• Prepared 400+ tailored meals and delivered 5 meals a day to the critically ill

**Refugee Family Services, Alternative Student Break Participant**, Atlanta, GA Jan. 2018-March 2018  
• Tutored in a 3-hour after-school program for 50 refugee children in subjects such as writing and science  
• Strengthened the children’s life skills, such as discipline and open-mindedness, through lessons and social activities

**FUTURE SECURED**  
**INTERNSHIPS** demonstrate  
 your qualifications and  
 interest in the industry

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

**Meera Ganesh**  
 2650 Foster Ave. Unit 2, Evanston, IL 60201 • (847) 555-6145 • mg2021@u.northwestern.edu

**EDUCATION**  
 Northwestern University, Evanston, IL Expected June 2021  
 Bachelor of Arts in **Economics; Kellogg Undergraduate Certificate in Managerial Analytics**  
 GPA: **3.84/4.00**; SAT Writing: 750, Verbal: 740, Math: 800  
**Relevant Coursework:** Econometrics, Principles of Finance, Corporate Finance

Universidade do Sul de Santa Catarina, Dehon, Tubarão, Brazil: Undergraduate Language Grant Recipient June 2018-Aug 2018

**WORK EXPERIENCE**

**J.P. Morgan** New York, NY  
*Incoming Investment Banking Summer Analyst* June 2021-August 2021

**Ernst & Young Commercial Advisory Services** New York, NY  
*Summer Associate* June 2020-Aug 2020

- Assessed growth opportunities of relevant retail grocery formats by conducting primary and secondary research to determine external market drivers and forecasted growth
- Conducted a strategic assessment of existing store formats by analyzing key performance and financial metrics for each entity within a client's business, allowing clients 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 2022

**First Chicago Advisors, Inc.** Chicago, IL  
*Investment Banking Intern* Sept 2019-Dec 2019

- Engaged in a sell-side transaction starting at the earliest stage and conducted potential buyer screening, contributing to successful deal origination with a major food company
- Completed first phase of due diligence on domestic food industry and detailed the characteristics of potential buyers
- Compiled profiles for prospective buyers, addressing recent developments, financial viability, core strategies, and potential synergies

**Walgreen Co.** Deerfield, IL  
*Market Strategy Intern* June 2019-Aug 2019

- Analyzed the impact of past pharmacy scripts (RX) acquisitions on Walgreens stores' non-RX sales, allowing Walgreens to account for the average 5% added benefit on revenue when setting future bids for buyout targets
- Performed due diligence on 80+ individual sites and transactions by conducting interviews with market managers, reviewing established site analyses, and participating in weekly market strategy team's site reviews
- Identified key drivers for non-RX sales increase by utilizing GIS and multi-variable regression analysis in order to improve accuracy in estimating potential sales benefit for future acquisitions

**LEADERSHIP EXPERIENCE**

**Associated Student Government** Evanston, IL  
*Account Executive, Student Activities Finance Board* Sept 2019-Present

- Allocate \$1.3 million to 40 student groups using qualitative and quantitative data
- oversee their finances and serve as advocate in senate funding procedures

**FRANCIS HARPER**  
 1500 Chicago Avenue, Apartment 5C, Evanston, IL 60201 • (630) 555-7473 • francisharper2021@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 2021  
 GPA: **3.89/4.00**

**RELEVANT EXPERIENCE**

**Alumni Relations and Development, Northwestern University, Evanston, IL**  
*Clerical Aide*, Oct. 2017 – Present

- Enhance office productivity by completing extensive donor mailings, data entry, and prospect research
- Edit 800 handwritten thank-you notes for quarterly Thank-a-Thon program and Thank-a-Donor Week
- Generate reports and lists, uploaded Contact Reports and Mass Updates to *CATracks*
- Analyze data for Parent and Family Giving and Direct Mail teams
- Organize *CATracks* IDs, student and parent names, and sports into a report for 19 Athletics programs

**Bienen School of Music, Northwestern University, Evanston, IL**  
*Flute Player*, Sept. 2017 – Present

- Balance 16+ hours of practice each week with coursework and extracurricular activities
- Collaborate with colleagues to improve chamber, ensemble, and solo music
- Lead sections to make consistent progress towards tangible goals

**The Atlanta Opera, Atlanta, GA**  
*Arts Administration Intern*, June 2018 – Aug. 2018

- Drafted press releases for each of the Opera's 3 mainstage performances for the 2018 – 2019 season
- Utilized Tessitura to complete ticket exchanges and create call lists
- Identified and researched prospective group sales patrons, resulting in a 10% increase in group sales

**Auditorium Theatre of Roosevelt University (ATRU), Chicago, IL**  
*Development Intern*, Sept. 2017 – Dec. 2017

- Oversaw 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. 2017 – Present

**Northwestern University Bienen School of Music Student Recital, Evanston, IL**  
 May 2017, May 2018

**LEADERSHIP EXPERIENCE**

**Zeta Tau Alpha, Northwestern University, Evanston, IL**  
*Vice President – New Member Coordinator*, Sept. 2018 – Present

- Facilitate 8-week educational curriculum to develop new members, focusing on leadership, chapter history, and the membership experience
- Lead a 5-person committee to execute weekly programs, meetings, and events for new members

*Sisterhood Chair*, Jan. 2018 – May 2018

- Planned and coordinated bi-weekly events for 120 chapter members based upon member input and expressed need, increasing participation by 20%
- Developed and implemented new ideas for big-little sister program to foster relationships between 40 new members and active members

**Bienen School of Music Student Advisory Board, Evanston, IL**  
*Member*, Sept. 2017 – Present

- 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

ment-run storage and shipping company with \$150,000+ in revenue and deliver the items of 700+ students, resulting in a 70% faster completion rate

keting strategy creating a 300% increase in organic reach and a 10% increase in engaged

Evanston, IL  
 Oct 2018-Sept 2020

Evanston, IL  
 March 2018-March 2019

ademic activities that benefited 100 residents and enhanced their living experience  
 comprehensive and individualized handbook for all officers

rg, Datastream, WRDS, AMPL, HTML/CCS, Salesforce, Excel, PowerPoint

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

• **PROGRESSION OF TITLES** demonstrates your dedication to an organization



# Résumé and CV 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. If your background is not an exact match, identify the skills you've acquired that are transferable to that particular position.

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

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

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

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

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

Include **STANDARDIZED TEST SCORES** for the consulting industry

Highlight **TRANSFERABLE SKILLS** from your research, including analysis, modeling, and project management

Mentioning **“SELECTED” PUBLICATIONS AND PRESENTATIONS** saves space and indicates there are more

**OMAR J. AMARI**  
 (847) 555-6988  
 oamari@u.northwestern.edu

1234 Main Pkwy Apt 01, Evanston, IL

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**EDUCATION**

**Northwestern University – The Graduate School | Evanston, IL**  
*MS/PhD, Civil and Environmental Engineering* September 2022  
 GPA: 3.75/4.00; GRE: 166Q, 154V, 4.0W; TOEFL:109/120  
 Presidential Fellow nominee

**Northwestern University – Kellogg School of Management | Evanston, IL**  
*Management for Scientists and Engineers Certificate* August 2020

**University of Jordan | Amman, Jordan**  
*BS, Civil Engineering* September 2014  
 GPA: 3.70/4.00; Highest Honors (Excellent); rank: 3/74

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**RELEVANT EXPERIENCE**

**Northwestern University Transportation Center | Evanston, IL**  
*Lead Graduate Student Researcher (1 Project)* December 2019 – Present

- Lead a national research project for the United States Department of Transportation to develop a modeling framework for evaluating the safety, mobility, and sustainability impacts of connected and automated vehicles

*Graduate Student Researcher (2 Projects)* March 2018 – November 2019

- Developed statistical tools for the Chicago Department of Transportation to continuously monitor and evaluate the safety impacts of 150+ installed red light cameras in the city of Chicago
- Co-built an integrated optimization-simulation platform for the Saudi Ministry of Hajj and Umra to support the management of 1.5 million pilgrims/day during the 4-day Hajj season in Mecca, Saudi Arabia
- Organized 9+ interactive workshops and webinars to discuss the center's analysis and recommendations with 15–50 participants from sponsoring agencies and stakeholders

**Consolidated Contractors Company LLC | Seeb, Oman**  
*Control Engineer (1 Project; \$90 million value)* October 2016 – August 2017

- Initiated and led price negotiations for a new construction item that increased project revenues by \$10.7 million
- Trained two junior engineers, two quantity surveyors, and two interns on project progress monitoring and forecasting

*Junior Civil Engineer (2 Projects; \$30–\$50 million value)* November 2015 – September 2016

- Managed multiple teams of 60–100 workers to complete a variety of scheduled construction projects

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**LEADERSHIP EXPERIENCE**

**Northwestern University | Evanston, IL**

*Co-president – Advanced Degrees Consulting Alliance (\$10k annual budget; 350+ active members)* February 2021 – Present

- Lead a board of 7 executives to develop and implement a program of workshops and networking socials for Northwestern graduate students to explore and prepare for careers in consulting and to connect with consulting firms
- Restructure the roles of board executives to balance collaboration and work ownership among members

*Fellow – Center for Leadership* September 2020 – Present

- Mentor 7 undergraduate students on developing their personal leadership models using Gallup's strength-based approach
- Facilitate group and individual discussions for undergraduate students to deepen their understanding of leadership

*Professional Development Co-chair – McCormick Graduate Leadership Council (300+ active members)* September 2019 – Present

- Partner with 12 council members to plan and implement social, academic, outreach, and professional activities for students
- Organize 6 interactive workshops to help graduate students plan and prepare for their careers beyond Northwestern

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**SELECTED PUBLICATIONS (of 6 publications, 11 presentations)**

**Amari, O., Johnston, A., and Akesb, R.S., 2021.** Machine Learning Approach to Traffic Prediction in a Linked Highway. Accepted for publication in *Transportation Research Record: Journal of the Transportation Research Board*

**Amari, O., Lin, K., Johnston, A., and Akesb, R.S., 2021.** Traffic Detection in a Linked Environment using Individual Distribution Principles. Accepted for publication in *Transportation Research Record: Journal of the Transportation Research Board*

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**SKILLS AND INTERESTS**

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 (like Petra, Jordan), scenic road trips, and squash

Show **PREVIOUS EXPERIENCE** in terms of skills that relate to the role

IDENTIFY **TECHNICAL SKILLS** related to the job description

**AVERY P. MATTHEWS**  
 112 Smithson Drive, Chesapeake, VA 23322 • (847) 555-4410 • matth

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**EDUCATION**

**Northwestern University, Evanston, IL**  
 Ph.D., Materials Science and Engineering, GPA: 3.56/4.00

**Pennsylvania State University, State College, PA**  
 Bachelor of Science, Materials Science and Engineering, Physics Minor  
 Honors: Cum Laude, Schreyer Honors College, Keramos Honorary Frate

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**RESEARCH & TEACHING EXPERIENCE**

**Northwestern University, Evanston, IL**  
*Graduate Research Assistant, Department of Materials Science and Engineering*

- Collaborated in an interdisciplinary center spanning 8 research groups at advances in transparent electronic semiconductors
- Coordinated grant review presentation development and served as a liaison
- Developed novel technique to characterize point defects in amorphous thin electrical property measurement

**Science and Engineering Research and Teaching Synthesis, Evanston, IL**  
*Workshop Organizer, Spring 2020*

- Developed immersive, hands-on experiments to demonstrate process and importance of university-level research
- Supervised 18 students in group activities and taught basic research methods and techniques

*Student Coordinator, Spring 2018*

- Rapidly ascertained the essentials of workshop organizers' research areas to devise custom teaching methods and demos
- Utilized online forms enhancing the scheduling of 85 students into 15 workshop sessions over 3 weeks

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**LEADERSHIP EXPERIENCE**

**Ready, Set, Go: A Course in Scientific Communication, Evanston, IL** January 2020–Present  
*Co-Founder, Program Administrator*

- Authored grant for \$10,000 to pilot a yearlong workshop for graduate student researchers
- Coordinated professionals in theater, journalism, and communication to design intensive 10-week workshop
- Designed and maintained a course website to promote the achievements of workshop fellows
- Analyzed program feedback using web-based forms and presented to a board of graduate school deans

**Engelhart Hall, Evanston, IL** August 2016–June 2020  
 Resident Assistant, 2016–2018; Senior Resident Assistant, 2018–2020

- Facilitated weekly meetings for a staff of 4 graduate students to plan events and enhance community development
- Reviewed, selected, and trained candidates for a community assistant position
- Planned 30 events over 4 years for a diverse community of 300 residents on budget of \$8,000 per year
- Implemented online duty log to track staff efforts, improving consistency of response and scheduling decisions
- Enhanced Engelhart's social network presence, contributed to improving event awareness and attendance by 50%

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**PREVIOUS EXPERIENCE**

**Apple Retail, Norfolk, VA** June 2013–August 2015  
*Apple Specialist*

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

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**HONORS & AWARDS**

MGLC Art Fair Winner, Photography 2018, 2020  
 Walter P. Murphy Fellowship (awarded to outstanding first-year Ph.D. students) 2015

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**MATERIALS SYNTHESIS & CHARACTERIZATION TECHNIQUES**

SEM, XRD, ToF-SIMS, XPS, Profilometry, Ellipsometry, Hall Probe, UV-VIS Spectrophotometry, Solid state synthesis, PLD

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**COMPUTER SKILLS**

*Proficient*  
 Apple Keynote, Adobe Illustrator, Adobe InDesign, Adobe Photoshop, Adobe Muse, MS Excel, MS Word, MS PowerPoint

*Intermediate*  
 Adobe Premiere, Adobe Dreamweaver, SketchUp, LabVIEW, Wolfram Mathematica 8

# Anthony Johnson

621 Lincoln Street, Evanston, IL 60208 • an-johnson@northwestern.edu • (847) 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. Seeking full-time data scientist positions.

## CLASS PROJECTS

### Advanced Modeling Techniques: Affordable Care Act Enrollment Bias, August 2020

- 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 2020

- Compared multiple classification algorithms in Weka including J4.8, JRip, Naive Bayes, Multilayer Perceptron, IBk, and Simple Logistic 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 2020 – 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 2014 – May 2020

- Promoted to manager overseeing the pricing and underwriting process for PBM client renewals.
- Analyzed client data, developed assumptions, created pricing strategy, and presented pricing details to executives.
- Developed a process using Microsoft Access that identified opportunities where clients' generic pricing could be adjusted to more closely meet a given benchmark, resulting in savings of \$8.5M to Walgreens.
- Assigned workload, monitored progress, provided guidance, and helped develop career paths for 15 analysts.
- Maintained group manager responsibilities while simultaneously onboarding

#### Group Manager – Client Analytics, February 2008 – September 2014

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

## TECHNICAL SKILLS

Advanced in SAS, R, SPSS, SQL, Microsoft Access, and Excel. Intermediate in Business

## EDUCATION

### Northwestern University, Evanston, IL

Master of Science in Data Science, June 2022

GPA: 4.0 / 4.0

### University of Minnesota, Minneapolis, MN

Bachelor of Science in Business Administration – Management Information Systems concentra

GPA: 4.0 / 4.0

PROFESSIONAL AFFILIATIONS AND MEMBERSHIPS convey a commitment to your field

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

# Roy Thompson

roy-thoms@u.northwestern.edu, (817) 555-3400  
19 Orrington Ave. #213, Evanston, IL 60208

## EDUCATION

### Northwestern University, Graduate School and Family Institute, Evanston, IL

Master of Arts in *Counseling*, GPA: 3.9/4.0

June 2022

Honors/Awards: Harris Scholar, Mental Health Human Rights Clinic Participant

### Boston College, College of Arts & Sciences, Boston, MA

Bachelor of Arts in *Psychology*, GPA: 3.8/4.0

May 2020

Honors/Awards: Cum Laude; Member of Psi Chi (International Honor Society in Psychology); Student Research Award-Undergraduate Research Opportunity Program Fall 2020/Spring 2021

## CLINICAL AND RESEARCH EXPERIENCE

### The Family Institute, Northwestern University, Evanston, IL

September 2020 – Present

#### Counseling Practicum Trainee

- Complete 80+ hours of face-to-face counseling and receive 100+ hours of group and individual supervision
- Provide direct clinical service to 15+ weekly clients aged 15-32 years
- Treat presenting issues of depression, anxiety, childhood trauma, interpersonal relationships, and body image

### Past 2 Present Project, Boston University School of Social Work, Boston, MA

October 2019 – May 2020

#### Research Assistant

- Collected data, developed recruitment strategies, and corresponded with 45+ participants to measure the effects of childhood experiences on adult development
- Received a \$2500 grant for research project entitled "Does impulsive personality lead to college binge drinking? Examining the relationship between impulsivity and binge drinking among college students"

## WORK EXPERIENCE

### Residential Services, Northwestern University, Evanston, IL

August 2020 – Present

#### Assistant Residence Director/Hall Government Officer

- Collaborate with faculty, staff and students to foster vibrant and inclusive residential environments
- Serve as primary advisor to 3 hall governments and offer guidance, training, and support to 15 lead members
- Coordinate and implement the election process, manage executive board meetings, and facilitate the revision of constitutions

### Tufts Summer English Language Programs, Tufts University, Medford, MA

June 2020 – August 2020

#### Resident Counselor

- Provided supervision and guidance to 19 international students and 3 student leaders
- Instructed residents on crisis response, identifying binge drinking behaviors, and active listening techniques
- Fostered immersion to life at Tufts University and the United States by creating educational presentations and leading cultural trips around the greater Boston area

### Boston University Orientation, College of Arts & Sciences, Boston, MA

March 2019 – January 2020

#### Student Adviser

- Served as a peer mentor and leader to a group of 15-18 incoming students at each orientation session
- Conducted small group meetings and discussions with students and families, explaining academic policies and requirements

### Billings Office of the Clinical Psychiatry Department, Boston Medical Center, Boston, MA

February 2018 – December 2019

#### Office Assistant

- Verified insurance claims of Boston Medical Center psychiatric patients and processed session billing
- Managed clinical documents and updated insurance provider information through online office system

## AFFILIATIONS AND SERVICE

### American Mental Health Counselors Association

2020 – Present

### Student Support Network, Boston College

April 2019

### UMOJA, Boston College Black Student Union

2016 – 2018

### Cultural Mentorship Program, Howard Thurman Center for Common Ground, Boston College

2016 – 2018

Include **ADDITIONAL TRAINING** such as teaching certifications, project management courses, and technical credentials

**Eleanor Kemper**  
 linkedin.com/in/ekemper22 | 773-867-5309 | kemper@u.northwestern.edu

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**EDUCATION**

**Northwestern University** Evanston, IL  
 Chemistry, Ph.D. Anticipated Graduation: September 2022

Chemistry of Life Processes Institute Graduate Training Program

- Selected as a trainee on NIH-funded institutional training grant for 2 years

Certificate in Management for Scientists and Engineers, Kellogg School of Management

- Selected (50/200) for an intensive 10-week program for doctoral students focused on management and frameworks

**University of Illinois at Urbana-Champaign** Urbana, IL  
 Chemistry, B.S. with Honors May 2017

- Honors College, Dean's List, National Merit and Alumni Distinguished Scholarships

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**RESEARCH**

**Northwestern University**, Evanston, IL  
**Doctoral Researcher, Prof. James Jones** 2017-Present

- Develop new strategies for non-invasive, quantitative analysis of multiple tumor markers using magnetic resonance spectroscopy (MRS) and bio-responsive chemistries pioneered in the Jones group
- Wrote proposal for and was awarded \$6000 research grant by the Alumnae of Northwestern for primary project
- Manage laboratory purchasing, receiving, and inventory
- Synthesized and evaluated a new generation of probes for non-invasive evaluation of hormone receptor status in female reproductive cancers
- Directed two multi-laboratory imaging studies to evaluate receptor detection in rodent models of breast cancer
- Mentored an undergraduate student in planning and executing a research project based on original work

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**LEADERSHIP & TEACHING**

**Northwestern University**, Evanston, IL  
**Coordinator, Mentorship Opportunities for Research Engagement** 2019-Present

- Partner and coordinate with local high school and community college teachers to connect students interested in science with an interdisciplinary group of Northwestern graduate students for career panels and mentorship
- Guide the production of follow-up digital content for awareness and information on opportunities in science, particularly for underrepresented minorities

**Teaching Assistant, Chemistry Department** 2019-Present

- Lead laboratory sections and recitations of 8-20 students for regular and advanced undergraduate chemistry students in general and organic chemistry
- Design and implement a new student sample submission system for organic chemistry labs

**Service Chair, Phi Lambda Upsilon, Alpha Gamma Chapter** 2018-2020

- Organized and executed two large-scale science shows for 100+ middle and elementary school students and fundraising efforts throughout the year including a clothing drive and

**Jessica Encarnacion**  
 linkedin.com/jencarnacion-nu | (847) 306-1987 | jencarnacion@u.northwestern.edu

**EDUCATION**

**Northwestern University**, Evanston, IL  
 Ph.D., Musicology (Anticipated) Sept 2022  
 M.A., Musicology Jun 2018

Graduate Certificate in Teaching from Searle Center for Advancing Learning & Teaching Jun 2020

**Indiana University Bloomington**, Bloomington, IN  
 B.A., Music; GPA: 3.87, magna cum laude May 2014

**RELEVANT EXPERIENCE**

**Chicago Symphony Orchestra, Rosenthal Archives Intern** Chicago, IL | Sep 2019 – March 2020

- 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 2016 – Jun 2017

- 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 EXPERIENCE**

**Northwestern University, PhD Researcher & Fulbright Fellow** Paris, France & Evanston, IL | Sept 2014 – Present

- Designed and conducted original, independent research on a broad range of subjects in music history.
- Translated 18th-century documents from their original French 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 | Jan 2018 – Sept 2020

- 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.

**PROFESSIONAL DEVELOPMENT**

**Northwestern University Chicago Humanities Initiative, Participant** Chicago, IL | July 2020 – Aug. 2020

- Selected for summer cohort to connect seminar content around the practices of public humanities models and methods to an 8-week virtual internship with Axis Lab.
- Supported Axis Lab public arts project with research on COVID-19 impacts on Indigenous, Asian American, Latinx, and African American communities.

**SKILLS**

Microsoft Office Suite (Word, Excel, PowerPoint)  
 Knowledgeable in *Chicago Manual of Style* practices  
 French (fluent), German (conversational)

MS (ESI, MALDI, ACPI), IR, UV-Vis, Fluorescence, Cell culture, Flow cytometry, ImageJ, MATLAB, RStudio, Origin, GraphPad Prism, MATLAB, Bash, Google Apps Script

Rati Akesh, Georgette Johnson, Riva Burden, and Thomas J. Kohl. *MR imaging of tumor and disease*. Imaging in 2020. Jackson Hole, WY September, 2016 (Poster)  
 Rati Akesh, Georgette Johnson, Riva Burden, Thomas J. Kohl. *Molecular probes for hormone receptor expression and activity in disease*. Vanderbilt Institute of Cancer Research Symposium. Nashville, TN August, 2015 (Poster)

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



## Anastasia McMillan

900 Chicago Avenue #404 / Evanston, IL 60202 / 847 555 9876 / amcmillan2021@u.northwestern.edu

### EDUCATION

- |   |                       |
|---|-----------------------|
| <b>Northwestern University</b> , Evanston, IL<br><i>Ph.D. Candidate</i> , Performance Studies           | August 2021           |
| <b>Pomona College</b> , Claremont, CA<br><i>Bachelor of Arts</i> , Theatre                              | June 2013             |
| <b>Royal Academy of Dramatic Art</b> , London, UK<br>Classical acting training program, semester abroad | January 2011-May 2011 |

### TEACHING EXPERIENCE

- |  |                        |
|--|------------------------|
| <b>Theatre Instructor</b><br><i>Department Performance Studies, Northwestern University, Evanston IL</i>   | September 2019-present |
| <ul style="list-style-type: none"> <li>Designed, wrote, and taught 5 original syllabi for history, theory, and practice courses</li> <li>Specialized in interdisciplinary course design, including a class on medicine and theatre and an integrated theory and practice course on major twentieth-century directors</li> <li>Rated 5.4/6 for overall quality of instruction in fall 2019 student evaluations</li> </ul>   |                        |
| <b>Founder and Coordinator</b><br><i>Performance Studies Graduate Teaching Summit, Northwestern University, Evanston IL</i>  | January 2018-June 2019 |
| <ul style="list-style-type: none"> <li>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</li> <li>Conceived and created a forum for theatre and drama Ph.D. students to improve teaching portfolios, syllabi, and sharing discipline-specific resources on teaching</li> <li>Redesigned curriculum for first year theatre course in collaboration with faculty and graduate students to better meet the department's learning objectives</li> </ul> |                        |

### Graduate Teaching Fellow

- Searle Center for Advancing Learning and Teaching, Northwestern University*
- Coached 25 graduate students to optimize their competitive edge in the job market
  - Connected students with resources on pedagogy to help them strategize their teaching
  - Developed and led 15 multidisciplinary workshops on teaching for graduate students
  - Consulted with teachers through one-on-one meetings, classroom observations, and evaluation letters
  - Organized and carried out an annual conference for 15 new teaching fellows, department employees and other teaching fellows

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

### RESEARCH & THEATRE PROJECTS

- |  |                       |
|--|-----------------------|
| <b>Research Assistant</b><br><i>Department of Performance Studies, Northwestern University, Evanston IL</i>  | March 2017-present    |
| <ul style="list-style-type: none"> <li>Interviewed an acclaimed director and transcribed interviews for publication in an online theatre journal</li> <li>Forged connections with key figures in the arts and social justice fields through interviews and research to acquire a richer qualitative data set</li> <li>Gained knowledge of career paths available to community-minded arts professionals</li> </ul> |                       |
| <b>Devising Team Member, Veterans' Voices</b><br><i>Erasing the Distance, Chicago IL</i>   | April 2018-March 2019 |
| <ul style="list-style-type: none"> <li>Collaborated on writing and research for a new play on veterans' mental health issues</li> <li>Fostered mutually beneficial relationships between psychology students, veterans, theatre professionals, and community members, raising awareness about the post-military experience</li> </ul>  |                       |
| <b>Performer</b><br><i>The Art Institute of Chicago, Chicago IL</i>  | January 2017-May 2018 |
| <ul style="list-style-type: none"> <li>Conceived, wrote, and recorded interactive audio tours for the Art Institute of Chicago with a team of performers</li> <li>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%</li> </ul>  |                       |

### 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 2019, 36:3-4, 190-202
- "Smith County, USA," *Prologue*, Chicago Repertory Theatre, March 2018
- "Bringing Susan Williams Home: An Interview with Robert and Nancy Williams," *Prologue*, Chicago Repertory Theatre, October 2017
- "The Women Playwrights Festival: A Review of Ten Years," *Prologue*, Chicago Repertory Theatre, December 2014

### PROFESSIONAL AFFILIATIONS

- |   |                       |
|---|-----------------------|
| Association for Theatre in Higher Education and Performance Studies International | June 2019-present     |
| American Society of Theater Consultants   | January 2017-present  |
| American Alliance for Theater and Education                                       | December 2016-present |

### SKILLS

- Computer:** Advanced in Microsoft Word, PowerPoint, and Excel; proficient in Mac and PC environments
- Learning Management Systems:** Advanced in Blackboard and Canvas
- Languages:** Fluent in Latin; conversational in Spanish

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

# Cover Letters

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

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

- 1 Use the same header on both your cover letter and résumé for a cohesive and polished look.
- 2 When available, include the name, title, company, and address of the person you're writing.
- 3 If you don't know the recruiter or hiring manager's name, address your letter to "Recruiting Team" or "Hiring Manager." Avoid using "To whom it may concern."
- 4 Use the **opening paragraph** to introduce yourself. State why you're writing and how you learned about the position. Demonstrate your level of interest and knowledge of the organization in two to three more sentences. These final sentences of the opening paragraph should grab the employer's attention and encourage them to read on.
- 5 If someone referred you or you've established a contact through networking, include the person's name and affiliation with the employer.
- 6 The **middle paragraphs** should emphasize and elaborate on your strongest qualifications and key relevant experiences. Address qualifications specified in the job description and give specific examples of when you've demonstrated the skills the employer is seeking. Don't repeat all the content from your résumé; instead, 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.



It's a good idea to solicit feedback on your cover letter by sharing drafts with NCA staff, professional contacts, and peers. Ask your reviewers, "What did you learn about my qualifications and interest in the position?" Make sure to proofread your letter carefully before sending it.

## Matthew Brown

1234 Chicago Avenue Apt. 2A, Evanston, IL 60201 · mbrown@u.northwestern.edu · 847-555-3211

September 29, 2020

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

Dear Jack Smith:

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

This past summer I worked at Target Corporation as a business analyst intern. My project was to develop a strategic plan to increase Target's sales and cut costs through better product transition processes, and the creation of a long-term plan to implement my recommendations. Along with my other teammates, I developed a plan to address the disconnect between the timing and the scope of product transitions compared with customer shopping trends and frequency—the plan led to a potential sales increase of \$10 million and receipt savings of \$9.3 million. While the core of the internship involved quantitative work and trend analysis, the knowledge that I gained through the positive relationships built with team members across the division was critical to my success.

Currently I am the chair of the Northwestern program team for campusCatalyst, a student-run organization that pairs students with a nonprofit to carry out a 10-week consulting project. I began my involvement with campusCatalyst as a sophomore, when I participated as a community analyst during my winter term. Last year, I was chosen to join the program team as a nonprofit liaison. My responsibilities included recruiting and managing nonprofit clients and the MBA mentors who worked with the students during their projects. This past spring, I was elected chair of the organization and will be managing the nine-person program team as well as serving as the student liaison to our board of directors.

I am excited to learn more about the Boston Consulting Group and look forward to the opportunity to discuss this position with you in person. Thank you for your time and consideration. I look forward to meeting with you soon.

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 person 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

892 Chicago Ave #4, Evanston, IL 60201 · (847) 555-2481 · jasmine2023@u.northwestern.edu

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February 1, 2022

Care Advisors  
375 Hudson Street  
New York, NY 10014

Dear Care Advisors Internship Coordinator:

I am excited to be applying for the technical product management internship at Care Advisors. Currently I am a junior at Northwestern University majoring in sociology with a minor in computer science. I feel a strong connection to Care Advisors' **mission to use automation to improve patient access to care for people** who may experience barriers when enrolling in benefits. **The opportunity to use my prior knowledge of software development to help improve access to healthcare is very intriguing to me.** In addition, the opportunity to help Care Advisors' CRM further connect people to the care they need only increases my enthusiasm for 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 recommended **steps for commercialization based on market analysis and best practices, as well as in-person interviews with customers to gain insights from those who had used the software.** With this information I was able to present my findings and **recommendations for further research to the entire company on how to best market their software moving forward.**

In addition to my internship experience, I have worked on health-related technical projects in the classroom at Northwestern. Just last year I **built an 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 was able to perform simple queries using SQL code to instantly answer questions** such as which hospitals in the city have the highest-rated overall nurse satisfaction rate and which have the lowest. I hope to build on these software skills to further help answer questions and solve problems about access to healthcare at Care Advisors.

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

Sincerely,  
Jasmine Smith

## Job posting

### Role Type

Technical Product Management Internship

### About Us

Care Advisors is a technology company helping patients get access to the healthcare and social service benefits **by automating the manual enrollment burden of hospitals.** Using a modern **technology stack focused on automation, we remove barriers to benefits so that patients can get 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 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

October 15, 2020

Benefit Cosmetics LLC  
Director of Human Resources  
225 Bush Street  
San Francisco, CA 94104

Dear Hiring Manager,

A passionate dancer since the age of eight, I have experimented with my fair share of false eyelashes and red lipsticks. Before every stage appearance, I always make sure to apply what I consider to be my “secret performance ingredient”: Benefit’s High Beam. After dabbing a couple drops onto my face, I felt my cheekbones and confidence brought to life. **While only High Beam can elicit my inner Shirley Temple**, I experience a similar rush of exhilaration when brainstorming creative marketing strategies and designing promotional materials. **Passionate about everything related to beauty and communications, I am eager to combine my knowledge of social media and strong communication and organizational skills through Benefit Cosmetic’s brand and digital marketing internship.** The opportunity to expand my knowledge of the industry by working at Benefit, a company that inspires an empowering ethos through its product branding, would be incredible.

I am a sophomore at Northwestern University pursuing a degree in communication studies and economics. I first discovered my interest for marketing while serving as the officer of public relations for Silicon Valley DECA, when I created an engaging new website and helped manage the organization’s Tumblr and Twitter accounts. **I learned how to harness social media to most effectively engage and connect with our organization’s members.** In my subsequent role as Silicon Valley DECA president, I enhanced my communications skills 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. **By expressing the value of these workshops in creative social media campaigns, we attracted over 1,000 members to our conference.** During the event planning process, I learned how to mass-market a large-scale event, and I realized the importance of leveraging community support and awareness when promoting a service or product.

As an intern for iCadenza, **I gained experience creating strategic social media and product expansion plans.** After analyzing the demographics and social media tendencies of the company’s customer base, I created Instagram and YouTube customer contests to increase market awareness and the company’s online presence. In addition, after conducting multiple market, competitive, and financial analyses, I discovered opportunities for the company to earn an additional profit of \$10,000 over three years 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 helping Benefit expand its presence among college students by organizing campus brand events and social media campaigns that **would increase customer interaction.** 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.

## Job posting

### Job Description

Benefit Cosmetics is looking for an enthusiastic Brand and Digital Marketing Intern for the US team who **is motivated to obtain real-world experience and exposure within a leading global beauty brand.** The intern will support both the Brand and US Digital Marketing teams in their day-to-day tasks. As a general overview, the Brand and Digital Marketing department communicates the brand experience through campaign activations, social media, strategic partnerships, and promotions and facilitates brand exposure to the customer. **In your cover letter, please address the goals you plan to achieve in 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, and in some circumstances your connection may lead to support in your search or knowledge of an opportunity. Keep in mind, however, networking does not mean asking someone for a job.

## 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 more formal and structured, such as

- an exchange at 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 regional sorority 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** friends, family, neighbors, coworkers, professors

**People you don't know but connect with through** alumni groups, honor societies, professional organizations, employer-hosted events, 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?
- preparing to apply or interview?
- building connections with an employer you would like to consider working for in the future?

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.

**Myth:** I can't network because I don't know anyone.

**Truth:** There are more than 150,000 Northwestern alumni on LinkedIn. You can easily see what alumni studied, where they live, and what they do. You can also reach out via a message through the OurNorthwestern alumni directory.

## ASKING QUESTIONS

Develop a list of 10 to 15 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

- What is your background? Can you describe your career path?
- 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/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, which you can search using name, industry, employer, location, major, and more
- LinkedIn—use the Northwestern University page to search for alumni
- 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)

#### INITIAL OUTREACH

To: Bennett Sanders

Subject: Northwestern Student Seeking Career Advice

Mr. Sanders,  
My name is Erika Liu and I am a first-year student at Northwestern University pursuing a degree in biology, with longer-term goals of a dual degree in law and medicine. After searching for Northwestern alumni on LinkedIn, I was excited to find your profile. It seems your career path mirrors my plan, and I was especially interested to see that you specialize in child-advocacy law. I am eager to learn from your story and experiences as I plan for life beyond Northwestern. Please let me know if you are willing to connect for 20 to 30 minutes in person at your convenience. Go 'Cats!

#### POSTINTRODUCTION OUTREACH

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.

#### OUTREACH AFTER REFERRAL

To: Joseph Goldberg

Subject: Contact Referral from William Allen

Dear Mr. Goldberg,  
My name is Grace Leonard and I am a sophomore at Northwestern University. I hope you were expecting my email, as my uncle William Allen had mentioned that he spoke with you regarding my engineering background. In my conversations with him, he suggested that you would be a great person to talk with about my interest in supply chain. I'd love to meet in person at your convenience to gain more insight into the career path and range of opportunities in the industry, as well as seek your advice for my career planning. Please let me know if you are available in the coming weeks. Thank you in advance.

**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 3

### Prepare for conversation

Good preparation will enhance your dialogue 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 your academic, extracurricular, and work experiences.
- Identify and be able to talk about your career interests and skills.
- Practice your introduction and talking about your experiences.

## STEP 4

### Engage

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

Start the conversation with your professional introduction and thank contacts for their willingness to talk with you. Use your prepared questions as a guide to let the dialogue progress naturally. Demonstrate a genuine interest in what your contacts say and ask relevant follow-up questions.

While the focus will be on learning about your contacts, 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.

It's important to respect your contacts' schedules and stay within the allotted time. As meetings near an end, express appreciation for contacts' time and contribution to your learning. It's also valuable to ask about staying connected and for referrals of other people to talk with.

## STEP 5

### After the meeting

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.

It's important to stay organized to manage your contacts. Create a spreadsheet with each contact's name, date of exchange, outcome, and important notes and action items. Review your log periodically to ensure you're maintaining your contacts and making progress on your 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. I am continuing to research the field and feel that I am making great progress in refining my understanding of business development's various contexts. 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.

## SAMPLE CONNECTION MESSAGES

When connecting with a new contact on LinkedIn, it’s best to write a personalized message rather than rely on LinkedIn’s suggestion. While many people are willing to connect with students even when 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, I’m a Northwestern student looking to learn more about careers in marketing and would love to add you to my network.
- ▶ 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 students connecting. I appreciated what you had to share about finding the path to your current role and would love to stay in touch.

## FIND POTENTIAL CONTACTS

Networking opportunities abound on LinkedIn, which has more than 500 million 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:*

- ▶ **See Alumni** Find this tool on the Northwestern University school page to unlock a database of more than 150,000 alumni that you can filter by location, industry, and major. When you see alumni you want to connect with, you can send an email through the OurNorthwestern alumni directory or send a connection request.

- ▶ **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 in the same group even if you’re not connected.

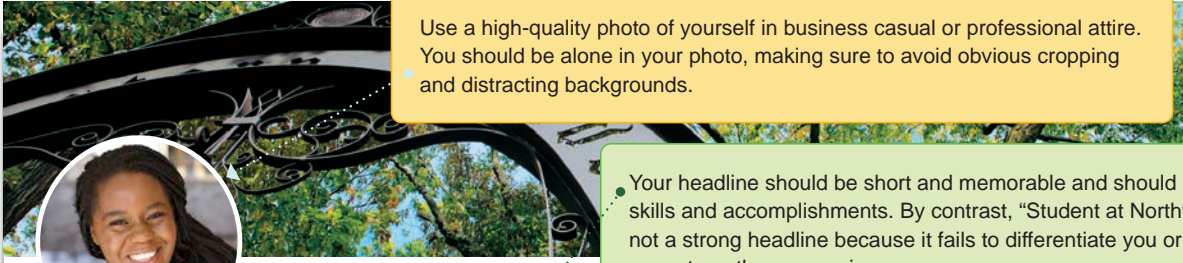
## PROFILE SETTINGS

As LinkedIn is always updating its functionality, stay on top of making sure others can view your profile. To help you optimize your online professional presence, consider these tips:

- Share your contact info in your “About” section, or be sure your settings allow your connections to view your email address.
- If you’re looking for internship or job opportunities, make sure your “Job Seeking Preferences” are set to allow recruiters to know 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 positive and may lead them to check out your profile.







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.

## 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>

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

### About

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.

I am a sophomore studying communications at Northwestern University. This major aligns with my passion for exploring the many facets of communication—social, cultural, and political—that affect arts organizations. I have worked as a development and fundraising intern at the Museum of Contemporary Art, and on campus I support development and community relations for the Dolphin Show (the largest student-produced musical in the country). My interpersonal skills, ability to conduct quantitative 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.

### 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 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 for volunteer experience and accomplishments, among others. But you don't need to limit the experience section to paid employment. If you have strong leadership or volunteer experiences, you can include them there.

# Finding Job and Internship Opportunities

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

As a first step, identify your search parameters, such as industry, job function, or geography, and find a balance between being too broad and too specific. When you focus too broadly, 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 available positions on a variety of job search sites in an effort to increase visibility and collect a large number of applications. While this allows you to see open positions and take action immediately, you may find your application receives no response, and automatic replies can be frustrating. 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, such as [Idealist.org](http://Idealist.org) (nonprofits), [AngelList.com](http://AngelList.com) (startups), and [AdAge.com](http://AdAge.com) (advertising). Use the industry pages on the NCA website to find resources recommended for your field.
- ▶ **Websites** such as [Indeed](http://Indeed.com), [Internships.com](http://Internships.com), and [LinkedIn](http://LinkedIn.com) 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 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

## Mobilize your network

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

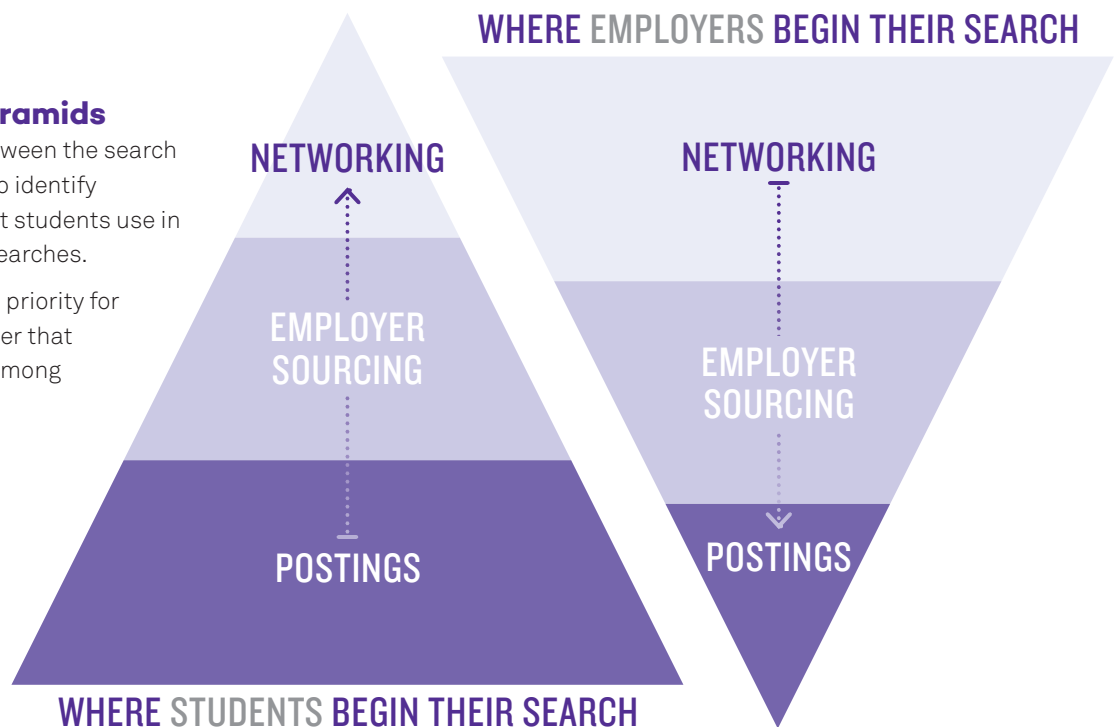
### How your network can support you

- When you find an opportunity of interest, reach out to your network contacts. Ask if they are aware of the opportunity and what advice or support they can provide if you pursue it.
- If you come across a position at an employer where you don't have a contact, reach out to well-established network contacts, such as extended family, close friends, or mentors. They likely have networks that extend across many positions, industries, and even locations. Be mindful not to ask contacts about the position if you are in the process of pursuing an opportunity at their own organizations.
- Keep your network informed of your search and seek their support. Provide quick updates and notes of appreciation to maintain and strengthen your connections.

### The job search pyramids

show the discrepancy between the search methods employers use to identify candidates and those that students use in their job and internship searches.

Although a job search is a priority for you, be patient—remember that recruiting is one priority among many for employers.



## 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 or Handshake). Online resources to help develop your target list include Hoover’s, Career Search, LinkedIn, Vault, and various business directories (such as local chambers of commerce).
2. **Visit the website of each employer** on your list to learn about current openings. Many sites allow you to save your search; this is a great time-saver, as you will need to visit these sites 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.

## SECURING EXPERIENCE PRIOR TO JUNIOR YEAR

### Experiential Learning: Internships and Beyond

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 or volunteering.

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.

Type of experience	Overview	Resources to consider
Academic/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"> <li>• Departmental websites</li> <li>• Faculty and academic advisers</li> <li>• Academic courses</li> </ul>
Informational interviewing	A method of conducting career research by acquiring information about a field, industry, or position (see page 25)	<ul style="list-style-type: none"> <li>• OurNorthwestern</li> <li>• Northwestern Network Mentorship Program</li> <li>• LinkedIn</li> <li>• Personal contacts</li> </ul>
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"> <li>• Handshake</li> <li>• Networking</li> <li>• Summer Internship Grant Program (SIGP)</li> <li>• LinkedIn</li> </ul>
Job shadowing/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"> <li>• Northwestern Externship Program (NEXT)</li> <li>• Arrange on your own</li> </ul>
Northwestern field studies/academic programs	Opportunities offered through Northwestern or other programs for academic internships and professional development	<ul style="list-style-type: none"> <li>• Chicago Field Studies (CFS)</li> <li>• Engage Chicago</li> <li>• Study abroad</li> <li>• Engineering co-op</li> <li>• Medill journalism residency</li> <li>• SESP practicum</li> </ul>
Part-time work/work-study	On- or off-campus employment that can be used to enhance academic or career goals	<ul style="list-style-type: none"> <li>• Work-study office</li> <li>• Handshake</li> <li>• Quadjobs</li> </ul>
Research/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"> <li>• Office of Undergraduate Research</li> <li>• Academic department websites</li> </ul>
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"> <li>• Office of Fellowships</li> <li>• Faculty</li> </ul>
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"> <li>• Wildcat Connection</li> <li>• Student Organizations and Activities Office</li> <li>• Student organization fairs</li> </ul>
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"> <li>• Handshake</li> <li>• Volunteer Match</li> <li>• Idealist</li> <li>• Catchafire</li> </ul>
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"> <li>• Professional conferences</li> <li>• Employer immersion programs</li> <li>• Case competitions</li> <li>• Hackathons</li> <li>• Music festivals</li> </ul>

## 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, my name is Monica Lee. I’m a senior in communication studies at Northwestern. This past quarter, I interned at a sports analytics company,*

*focusing on translating data into social media communications. I was excited to see that you’re attending the career fair and was hoping you could share more about how data intersects with communications, both internally and externally, at your firm.”*



*“Hello, I’m 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*

*servicing as a counselor to at-risk inner-city students in group and individual settings. After listening to you on this panel, I was hoping you could share more details about what prepared you to be effective in your role as a residential therapist.”*



*“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 a very diverse population to address community needs, which I really valued. I am interested in hearing more about how you’ve been able to engage with the community throughout your time at Family Co-op.”*

## 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.

### 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 copies.
- 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.



**Myth:** I'm the only person who hasn't already gotten a job or an internship.

**Truth:** Hiring varies by industry, which means offers are extended year-round for both internships and full-time jobs. Survey data shows that 65 percent of students secure their internships between March and May. Stay active and engaged in your search, and an offer will follow.



### 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—here are a few to consider:

- Exercise
- Activities just for fun (crafting, games, dancing, etc.)
- Spending time with friends
- Developing good sleep habits
- Reaching out to your support network
- Enjoying a favorite food
- Meditation or yoga
- Seeing a movie

## Evaluating the offer

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

An employer will typically reach out by phone to congratulate you, extend the offer, and share the terms of employment, though some employers may send an email. In the conversation, articulate your excitement and appreciation, but don't accept the 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 a day to more than three months; the most common is 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	<ul style="list-style-type: none"> <li>• Nature and variety of work</li> <li>• Client/customer engagement</li> <li>• Level of responsibility</li> <li>• Access to leadership</li> </ul>
Employer	<ul style="list-style-type: none"> <li>• Organizational culture</li> <li>• Location</li> <li>• Management style</li> <li>• Advancement opportunities</li> <li>• Professional development and training opportunities</li> <li>• Stability of organization</li> </ul>
Lifestyle	<ul style="list-style-type: none"> <li>• Work hours</li> <li>• Travel</li> <li>• Commute</li> </ul>
Compensation	<ul style="list-style-type: none"> <li>• Benefits (healthcare, retirement, etc.)</li> <li>• Time off</li> <li>• Tuition reimbursement</li> <li>• Stock options</li> </ul>

## COMPENSATION AND SALARY NEGOTIATION

Compensation is undoubtedly an important consideration. While it should be viewed holistically, not all components of compensation can be negotiated. Benefits, time off, and tuition reimbursement are normally dictated by organizational policy and not 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 why you're worth more than the initial offer.
- Practice so you'll be comfortable presenting the information in a friendly and confident way.

### STEPS FOR RESPONDING TO AN OFFER

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

### Conversation Starters

▶ **Thank you for the offer.**  
*I am very interested in your company. I would like to know if the salary is negotiable.*



▶ **I'd like to discuss the salary you've offered.**  
*Based on my research, it seems that the salary range is \$45,000–\$57,000 for someone with my degree. I was hoping, based on my degree and the two internships I've had in the field, to be compensated in a way that reflects my experiences.*

## ACCEPTING THE OFFER

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

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

## REJECTING THE OFFER

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

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

# Interviewing

*Employers use interviews to assess your qualifications, evaluate your fit, and promote their organizations. Your goals are to share more about your qualifications, 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 that 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 how to articulate your skills and accomplishments.

### **Research.**

► Learn everything you can about the organization (its mission, location, size, structure, products and services, culture, customers, and competitors) and the industry. This will help you respond to questions 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. Receiving feedback on your specific responses and nonverbal behaviors can help you improve your interviewing skills. Schedule a mock interview with an NCA team member—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 introductions of the participating employer representatives 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 your STAR stories (see page 37).

In addition to your words, your nonverbal actions make an impression. How you stand, sit, and listen can help or hinder the impression you give to interviewers. Make strong eye contact and engage in active listening throughout your exchanges.

### **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 the experiences of your interviewers 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 what further steps may be part of the process and when you should expect to hear from them. If they don't share this, you can ask.

Finally, express appreciation and restate your interest in the role, incorporating if possible a detail you learned during the interview. If you're not offered business cards, ask for them so you have the correct names and email addresses for sending thank-you notes.

## 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; the “action” area should always be 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 decide to address the challenge?
- RESULT 25%** . . . . Describe the positive outcome of your actions  
or, if it was negative, 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 donations were being tracked.

**ACTION:** By surveying regional offices, I found that only 78 percent had database tracking systems that were upgraded to the level of those at the national office. I used this information to recommend an upgrade to databases at all regional offices.

**RESULT:** Based on my recommendations, the CEO decided to upgrade all systems by the following summer.

*Mock interviews with an NCA team member are a great way to get specific feedback on your interview responses.*



### ★ 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 at-risk 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 identified 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 were able to implement a two-hour training session. While we don't yet know the impact on our students, as this was recently implemented, it has contributed to a smoother payment and scheduling process.

## Sample questions to ask the employer

- » What does success look like in this position, and how do you measure it?
- » What are the top priorities and accomplishments expected of this role over the next year?
- » What's different about working here compared to other places you've worked?
- » What are the challenges someone in this position will face?
- » How will my performance be evaluated?
- » According to the job description, you're looking for candidates with strong analytical abilities. Can you tell me how your employees use these skills in their work?
- » How would you describe the company's culture and work environment?
- » What does a typical day or week look like?
- » What are typical assignments for new employees?
- » How has {business trend or current event} affected your work?
- » Can you outline a typical career path in your organization?
- » How does the organization support professional development and ongoing training?
- » What qualities are most important in order 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?

## 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.

### 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?
- What is the most important lesson you've learned in or outside of school?
- 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 criticism 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?

### 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.

### 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?

### 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?

### Experience

- What are your team-player qualities? Give examples.
- What is your approach to handling conflict? Solving problems?



## “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 in communication studies. I was introduced to the influence of data in decision-making in one of my courses, and I was intrigued by how data was used to help a company position its product. I led a case study with a team of four other students that analyzed the data set to generate recommendations. I pursued this type of work further last summer at Invento, a local startup. After a presentation to clients, I was humbled when they opted to move forward with my recommendation. To date, the client has reported increased conversion of site traffic to establishing accounts. I’m excited to share more regarding my experiences and how they align with the needs of this position.”*

## AFTER THE INTERVIEW

Afterward, 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, adapt your notes to the respective 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.

**Myth:** I am the only one getting rejected after interviews.

**Truth:** After an interview, there are two possible outcomes. While one is more favorable, remember that rejection occurs more frequently and you are not alone in this experience. Use each interview as an opportunity to refine and strengthen your interview skills for the next one.

## INTERVIEW TIPS

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

## VIRTUAL INTERVIEWS

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

A **two-way 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. If you share the space, let people know ahead of time and post signs as a reminder so you won't be interrupted. Consider the room lighting; front lighting is best so you appear brighter on camera.
- ▶ **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 a lack thereof).
- ▶ **Technology** Test your connection, audio, and video in advance to avoid unnecessary stress. Ensure you have a strong internet connection and are near the router. 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. If possible, adjust your username to display your full name. Close other programs and turn off alert sounds before the interview.
- ▶ **Virtual experience** In an effort to make eye contact, be sure to 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. 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 formally to remind yourself of the professionalism expected.

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

You'll spend most of the interview responding to the employer's questions. It's common to have a 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.

## Attire

Standard interview attire for most industries is a professional, two-piece matching suit (recommended colors are 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 your NCA team member. The dress code for all noninterview employer events coordinated by NCA—including career fairs, information sessions, networking nights, 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.



**Hosiery** Always wear hosiery with a dress or skirt. Select a neutral shade or one that coordinates with your clothes.

**Shirts** When wearing a suit, wear a blouse, shirt, or knit shell under your jacket. Choose white, light blue, or conservative stripes. It's best not to wear tops that are revealing or high around the neck or that have many ruffles or frills.



**Ties** Wear patterns that are uniform and subtle, whether stripes or small dots. Deep reds, maroons, blues, grays, and blacks blend well with dark suits.

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

If access to professional or business casual attire is limiting your participation in NCA programs and events, please talk with an NCA staff member about ways our office can support you.



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



**Jewelry/accessories** Limit to five pieces so as not to distract from what you're saying.



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

### 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)

#### DO

- 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 wear or gym shoes
- wear open-toe shoes
- wear poorly fitting clothes (too tight or too loose)

# 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.

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

### 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  
IsaacRolyat2020@u.northwestern.edu

*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 AN INTERVIEW

Dear Mr. Samuels,

1

Thank you for taking the time to interview me yesterday for a position as a 2021 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 access to 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 Ms. 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.

3

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

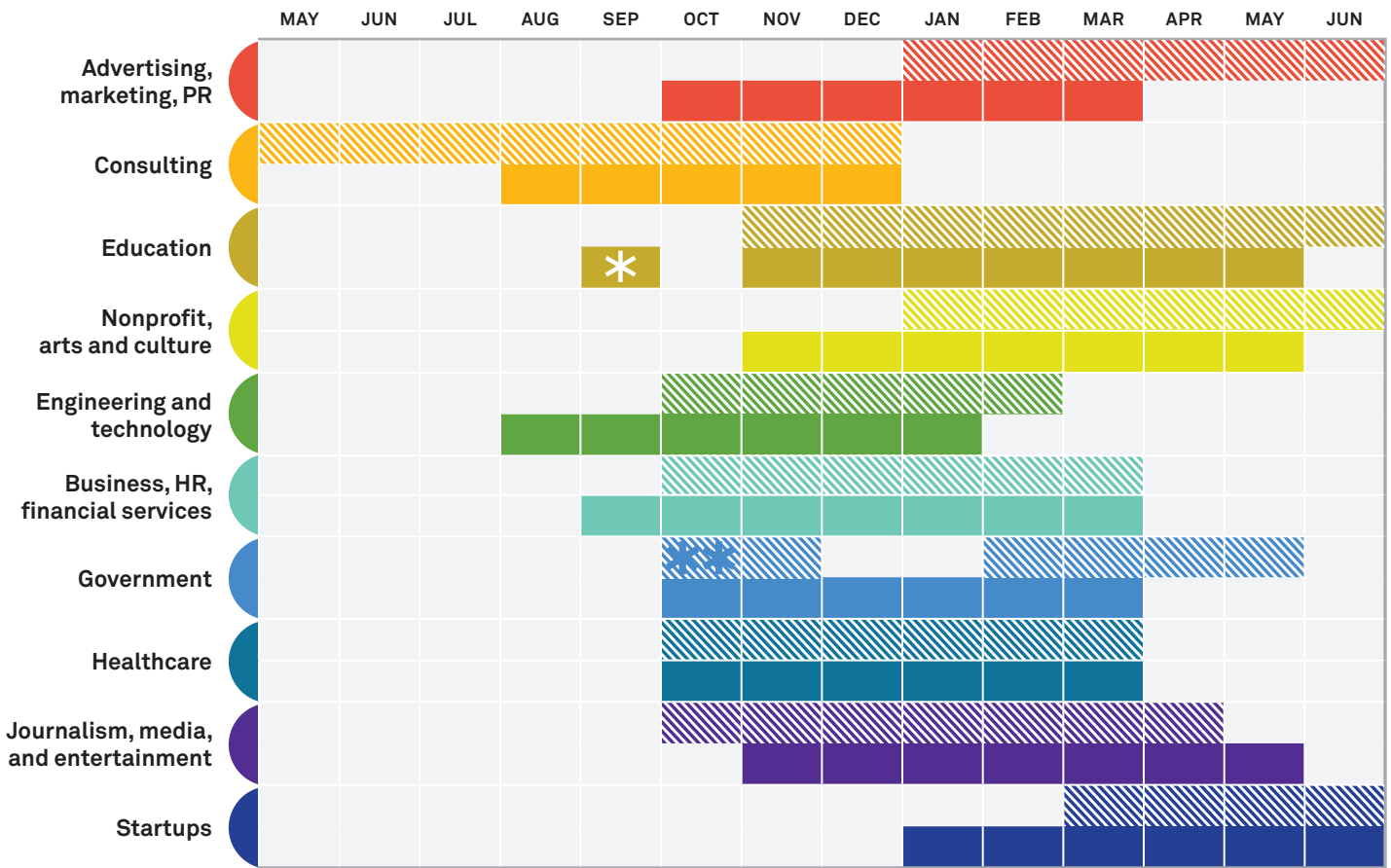


# Hiring Activity by Industry

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.



\*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

This industry is 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. Recruitment activity for full-time opportunities is rather limited, as nearly all full-time roles are filled by extending return offers to summer interns.

# Northwestern | CAREER ADVANCEMENT

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