

# RESUME WRITING

## A GUIDE FOR FIRST TIME AND EXPERIENCED JOB SEEKERS



- The Chronological Resume ▪ The Functional Resume ▪ The Mixed Resume ▪
  - The Scannable Resume ▪ General Do's and Don'ts ▪ Action Words ▪
- Systems Terminology ▪ Guidelines for Obtaining References ▪ Sample Resumes ▪

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## THE CHRONOLOGICAL RESUME

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The chronological resume highlights a good work history that relates directly to the targeted job. Be cautious of major time gaps and multiple employer changes within your work history. Although employers are beginning to be more understanding of candidates with multiple job changes, it is best to limit your experience on your resume to the past work positions that are most relevant to your targeted job, in which you spent the greatest period of time.

1. Start with your present or most recent position and work backward in time, devoting the most space to your most recent employment.
2. Detail only the last eight to ten years or three or four positions you held. Summarize previous positions simply and briefly, even if they are relevant to your present targeted work. One-line descriptions are sufficient and could be put under a heading "Other or Relevant Experience."
3. For experience with different employers, cite years, not months and days, of your job history. You can provide exact detail on an application.
4. It's not necessary to list every change of position within a given employer. List those that are relevant to your next targeted job. Be sure to list your most recent positions.
5. Do not repeat details common to several positions.
6. For each position, include the major results that demonstrate your competency on that job. Secondary results and achievements can be omitted if you have already been clear about your major accomplishments.
7. Always keep your targeted work in mind, emphasizing only those jobs that are most closely related and relevant.
8. If you have earned a formal degree within the past two years and have less than two years of work history, list your degree at the top of your resume. Otherwise, education should be the last item on your resume.
9. Keep the language clear and crisp. Keep it short.

# CHRONOLOGICAL RESUME FORMAT

*(For First-time and Experienced Job Seekers)*

## **Name**

Street Address

City, State, Zip Code

Telephone #, email

## **EDUCATION**

University [bolded], City, State

School

Degree Awarded or to be awarded, Month and Year of Graduation

Concentration (if any)

Academic Awards, Scholarships, etc.

## **PROJECT EXPERIENCE**

Company, City, State, Dates Employed

Job Title, Dates

- Scope of Responsibilities
- Accomplishments

## **WORK EXPERIENCE**

2.) Company, City, State, Dates Employed

Job Title, Dates

- Scope of Responsibilities
- Accomplishments

3.) Company, City, State, Dates Employed

Job Title, Dates

- Scope of Responsibilities
- Accomplishments

4.) Company, City, State, Dates Employed

Job Title, Dates

- Scope of Responsibilities
- Accomplishments

## **OTHER**

Skills (Technology, Foreign Languages, Professional Certificates)

Special Awards

Professional Membership

Community Leaderships

# CHRONOLOGICAL RESUME SAMPLE

## *Master of Science in Public Management*

### NAME

321 W. 7<sup>th</sup> Street  
San Francisco, CA 94102

415-321-7890  
[abc@andrew.cmu.edu](mailto:abc@andrew.cmu.edu)

### EDUCATION

**Carnegie Mellon University**, Pittsburgh, PA  
H. John Heinz III School of Public Policy and Management  
Master of Science in Public Policy and Management, May 2001

**New York University**, New York, NY  
Bachelor of Arts, Political Science, Cum Laude 1998

### WORK EXPERIENCE

**Urban Redevelopment Authority**, Pittsburgh, PA  
Evaluation Team Researcher, 8/00 – 5/01

- Member of team developing a systematic model addressing barriers to employment among “hard- to- employ” welfare-to- work population in Pittsburgh region. Project team reports to client, a local employment agency that serves welfare-to –work clients.

**Department of Information Systems**, Pittsburgh, PA  
Systems Analyst, 1/00 – 5/00

- Designed and implemented databases and web page for local Workforce Training Program. Database facilitated communication and sharing of resources across community development organizations.

**Parent and Child Violence**, Pittsburgh, PA  
Project Manager, 8/99 – 12/99

- Analyzed decrease in crime activity among specified groups in Pittsburgh for the Policy Response to Family Violence project. Projected and compared statistics to other mid-size cities that reported a decline in crime activity.

### SKILLS

**Languages:** Java, HTML, Visual Basic, SQL, C  
**Databases:** SAS, Oracle Power Objects, Developer 2000  
**Software:** Microsoft Office 2003, Quattro Pro

### HONORS/ACTIVITIES

Carnegie Mellon University, Student Activities Committee Coordinator, 2000 – 2001  
Carnegie Mellon University, Graduate Women’s Organization, 1999 – 2000  
New York University, Phi Beta Kappa, 1996 – 1998

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## THE FUNCTIONAL RESUME

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The functional resume features skill areas grouped together according to their relationship to your targeted job. In a functional resume, you can focus the reader's attention on selected functional or skill areas while minimizing any gaps or inconsistencies in your work history. If you're changing jobs or work directions, or newly entering or reentering the job market, the functional resume will allow you to include non-paid work experiences, like school, community, or volunteer activities. Employers generally favor chronological resumes as they are easier to follow.

1. Use two to four separate categories or sections, each one highlighting a particular area of skill or results, such as: Management, Analysis, Finance, Research.
2. List these functional categories in order of importance to your targeted job, with the most relevant category at the top. This first paragraph usually contains the most information as well.
3. Within each category, stress those results that most directly relate to your targeted work. These need not necessarily relate to a previous employment situation.
4. Again, formal education is listed at the bottom of the resume, unless you have earned a formal degree within the past two years and you have fewer than two years of work history. If your degree is in a field completely unrelated to your targeted job, list it at the very end, no matter how recently it was received.
5. List your job history in the last third of the resume, giving dates, employers, and job titles.
6. Keep the resume length to one page whenever possible.

# FUNCTIONAL RESUME FORMAT

*(For First Time and Experienced Job Seekers)*

## **Name**

Street Address

City, State, Zip Code

Telephone #, email

## **EDUCATION**

Name and Location of Academic Institutions

Degree and Major, Year Graduated

Specialization (Adding QPA is optional, favorable if 3.50/4.00 and above.)

## **FUNCTIONAL SKILLS**

- Create two to four sections summarizing specific skills that you will to market.
- Describe skills in short phrases and place under the appropriate functional skill categories.
- Example skill sections could include: Organization/Planning, Communication Skills, Leadership/Management Skills, Analytical Skills, Administrative Skills

## **EMPLOYMENT HISTORY**

- This section focuses on listing the employers in chronological order in which you experienced the aforementioned skills.
- Include Job Title, Name of Company, Location, and Dates.

## **SKILLS**

- List all applicable skills that would be in addition to the experience mentioned in the functional skills categories.
- Computer/Technical/Foreign Language, etc.

## **OTHER**

- List other qualifications that your employer would see as relevant.
- Honors/Awards/Publications/Languages/etc.

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# FUNCTIONAL RESUME EXAMPLE

## *Master of Public Management*

### NAME

76 Baum Boulevard  
Pittsburgh, PA 15219  
(412) 502-9999

[myname@andrew.cmu.edu](mailto:myname@andrew.cmu.edu)

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### EDUCATION

**Carnegie Mellon University**, Pittsburgh, PA  
H. John Heinz III School of Public Policy and Management  
Master of Science in Public Policy and Management, May 2001  
Concentration in Economic Development

**University of Pittsburgh**, Pittsburgh, PA  
Bachelor of Science in Business Administration, May 1999

### SALES/MARKETING

- Developed and implemented marketing and advertising strategies for hotel services.
- Created avenue for penetrating overseas market that increased profitability by 15 percent.
- Recognized for impressive sales record and received quarterly awards for outstanding performance.

### ORGANIZATION/PLANNING

- Designed and implemented customer service database documenting and tracking customer interest flow.
- Developed effective in-store and window displays.

### FINANCIAL MANAGEMENT

- Reviewed and determined loan compliance on loans greater than \$30 million.
- Analyzed financials and Y2K progress for borrowing banks.
- Prepared all necessary documentation for annual bank reviews.

### ACADEMIC PROJECTS

- Accessible Transportation, Carnegie Mellon University, Pittsburgh, PA, 5/00 – Present
- Determined availability of transportation for individuals using wheelchairs.
- Proposing functional and realistic solutions to increase accessibility.

### WORK RELATED HISTORY

- **The Empire Hotel**, Pittsburgh, PA 1/00 – 5/00
- **The Ritz Hotel**, New York, NY, 9/99 – 12/99
- **Big Money Bank**, Pittsburgh, PA 5/99 – 8/99

### SKILLS

- **Software:** Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Minitab
- **Operating Systems:** Unix, Windows XP

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## THE MIXED RESUME

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The Mixed Resume is a combination of the Functional and Chronological resume formats. The Mixed Resume is ideal for job seekers with both recent educational experiences as well as past and present work history. This allows the writer to emphasize both skills and experience in an order that makes sense to the reader. The Mixed Resume is particularly useful if you have a long work history because it highlights aspects that are most relevant.

## **MIXED RESUME FORMAT** *(For First-time and Experienced Job Seekers)*

### **Name**

Phone number  
Email

Address  
City, State, Zip

### **EDUCATION**

Name and Location of Academic Institution  
Degree and Major, Year Graduated  
Specialization

- Education should be the first category if you have attended within the last two years.

### **WORK & RELATED EXPERIENCE**

Company, City, State  
Job Titles, Dates (List most recent first)

- Brief descriptions of responsibilities
- Use chronological order beginning with your most recent job to list your work experiences

### **SKILLS**

List all applicable skills  
Computer/Technical/Foreign Language, etc.

### **OTHER**

List other qualifications which your employer would see as relevant.

- Honors/Awards/Publications/Languages/etc.

**\*Use headings and categories as they apply to your individual experiences:**

- Project Experience
- Employment History

**\*The heading “Education” could appear at the bottom of the resume if you have had several working years since graduation.**

## **MIXED RESUME EXAMPLE** *Master of Arts Management*

**Name**

## **EDUCATION**

**Carnegie Mellon University**, Pittsburgh, PA  
H. John Heinz III School of Public Policy and Management/  
College of Fine Arts  
Master of Arts Management, May 2001

**The Julliard School**, New York, NY  
Bachelor of Fine Arts  
Concentration in Vocal Performance, May 1998

## **EXPERIENCE**

**New York City Opera**, New York, NY  
**Opera Center Intern**, 9/00 – 12/00

- Wrote press releases and assisted with other Public Relations duties.
- Designed Opera Center posters and mailings.
- Assisted with application processing and coordination of Opera Center auditions.

**San Francisco Opera**, San Francisco, CA  
**Audience Development Intern**, 1/99 – 5/99

- Coordinated backstage tour program, including scheduling of docents, productions staff, and patrons.
- Organized Community Centers, including venue arrangements, advertising, ticketing, and programs.
- Assisted in facilitation of lecture and interview series.

**Toronto Performing Arts Center**, Toronto, Ontario  
**Public Relations Assistant/Festival Staff**, 9/98 – 12/98

- Wrote and designed programs and press releases for Salon Recitals and Youth Performances.
- Designed and distributed dress rehearsal tickets.
- Coordinated interviews and photo shoots.

## **PROJECTS**

**Pittsburgh Alliance for Musical Theatre**, 1/01 – 5/01  
Evaluated member services of Pittsburgh Musical Theatre and made recommendations to board based on surveys of members and similar service organizations.

**Arts Marketing**, 9/00 – 12/00  
Researched growing United States city and created hypothetical arts organization and marketing plan for that organization based on community's needs.

## **SKILLS**

Microsoft Excel, Microsoft Office, Microsoft Visual Studio 5.0

# TIPS ON HOW TO WRITE A SCANNABLE RESUME

## ***PREPARING THE RESUME.....***

### **FONT**

- Use sans serif fonts. If one is not available, use a popular serif font.
- Although most high-end systems can read almost all non-decorative typefaces with the original version of the text, your resume will still lose clarity as a result of being faxed or scanned. Good typefaces include:

Helvetica♦Times New Roman♦Futura♦Univers♦Optima♦New Century Schoolbook  
Palatine♦Courier♦ITC Avante Garde Gothic♦Arial

- Use a font size of 11 to 14 points. Anything smaller tends to look squeezed together to scanners and optical character readers, while a type that is too big tends to run together and blur.
- Boldface may not be accepted by all systems, but unless an employer tells you to avoid the use of boldface, it is accepted by most systems.
- Avoid script, italic, and underlined text.

### **LAYOUT**

- Avoid graphics or shading.
- Horizontal and vertical lines should be used sparingly. Computers have difficulty trying to read the lines. If you do use lines, it requires white space around it. Do not use parentheses or brackets around any telephone area codes. Most systems have no trouble reading the parentheses or brackets but some think it is best to leave them off.
- Avoid compressing space between letters. When you scrunch up your text, it becomes unreadable.
- Be careful when using a dot matrix printer for printed or FAXed resumes that you think might be scanned. A 24- point letter-quality dot matrix printer is passable. For best results, use a laser printer.
- Minimize the use of abbreviations. Many resume scanning systems are programmed to understand basic abbreviations. You can logically assume that recruiters will instruct the search-engine dictionary to look for all the industry terms that buzz in your career: ICU (Intensive Care Unit,) JAVA (programming language,) CCU (Coronary Care Unit,) to name a few.
- Use a traditional resume structure. Avoid complex layouts such as double columns or a newspaper page. They don't scan well with some systems.
- Your name should be the first text on a resume.
- If you have a strange or unfamiliar job title, explain it rather than change it for simplicity.

## ***SENDING THE RESUME....***

- Always send originals. Copies are often forwarded for review so it's best to start out clean and crisp.
- Use light-colored, standard-size 8-1/2" x 11" paper, printed on one side only. Aim for high contrast between the ink and the paper. You may want to use white, eggshell, beige or light gray. Avoid vibrant colors.
- When faxing your resume; put the fax machine setting on "detailed mode" rather than on "standard mode." This takes a little longer and may cost a little more but your resume will be easier to read.
- Do not staple your resume.
- Do not fold your resume. Send your resume in a flat envelope, preferably with a light sheet of cardboard to keep it from becoming wrinkled. If for some reason you must fold your resume, be careful not to have creases occur along a line of text.

# SCANNABLE RESUME EXAMPLE

## *Maser of Science in Public Policy and Management*

Name

[unknown@andrew.cmu.edu](mailto:unknown@andrew.cmu.edu)

8765 Morewood Avenue, Pittsburgh, PA 15217 (412) 989-1234

### EDUCATION

Carnegie Mellon University, Pittsburgh, PA

H. John Heinz III School of Public Policy and Management

Master of Science in Public Policy and Management, May 2001

QPA: 3.75/4.0

University of Colorado, Denver, CO

Bachelor of Science in Ethics, History and Public Policy, May 1997

Minor: Technology and Policy

### WORK EXPERIENCE

Center for Bioethics and Health Law, University of Colorado

Research Associate, June 1998 – May 1999

- Assisted in creation of computer-based tool to aid in teaching of case based ethical reasoning in Graduate Bioengineering Ethics.

- Analyzed student protocols in response to case studies to create a process learning model.

Student Life Office, University of Colorado

Head Advising Counselor of Staff Training and Coordination

- Designed the application and selection process for a staff of 100 Orientation Counselors.

- Created and implemented training program on diversity, decision making, and group leadership skills.

- Participated in professional development seminars that emphasized communication and group leadership skills.

### LEADERSHIP/VOLUNTEER

Carnegie Mellon University, Pittsburgh, PA

House Manager, Vice President of Public Relations, Greek Sing Fundraising Chairperson,

- Delta Delta Delta National Women's Fraternity, 1998 – 1999

Chairperson of Piece of the Pie Alumni Seminar, Denver, CO

- Student Alumni Relations Council, 1996 – 1997

### TECHNICAL SKILLS

Operating Systems: Windows XP, NT 2000, MacOS

Language: Proficient in C++, HTML, Visual Basic

Applications: Word, Excel, Access, PowerPoint, Filmaker Pro

# GENERAL DO'S AND DON'TS

## *Content Do's*

- ❑ Present yourself accurately and positively.
- ❑ Include only enough information to encourage an employer to find out more.
- ❑ List your most recent (past ten years) positions or areas of expertise first, and work backwards. Work from strengths.
- ❑ Include brief descriptions, when appropriate, of the companies where you worked: size, sales, volume, products, etc.
- ❑ Stress accomplishments. Include figures to substantiate claims.
- ❑ Leave out data that might result in discrimination (e.g., age, race, marital status, religion, etc.) Omit your photograph.
- ❑ Put education at the end unless there is a special reason to put it up front (e.g., applicant for a college teaching position.)

## *Style & Format Do's*

- ❑ Use strong action words (e.g., “designed” not “worked” on formulation of...)”)
- ❑ Make the resume attractive to the eye.
- ❑ Use a format appropriate for the kind of job you are seeking.
- ❑ Have two others proofread and critique your resume for accuracy and impact.

## *Content Don'ts*

- ❑ Don't include salary requirements. You don't want to over or under-price yourself before the job is yours. (However, have an acceptable range in mind to discuss during the interview.)
- ❑ Don't include references, unless requested. Reference requests generally are made when there is actual hiring interest, not before.
- ❑ Don't lie or exaggerate.
- ❑ Don't use pronouns, abbreviations, conjunctions, jargon or buzzwords unless terms are widely known and accepted as in the case of AFL-CIO, UNICEF.
- ❑ Don't be repetitive with your action words.
- ❑ Don't have someone else write your resume. (You can ask for advice, but you know yourself best and will have to defend the contents.)

## *Style & Format Don'ts*

- ❑ Don't crowd the margins or use excessively small type.
- ❑ Don't overdo the use of capitals, bold type, or underlined.

## ACTION WORDS FOR RESUME DEVELOPMENT

Ability	Efficient	Invented	Prompted
Accompanied	Eliminated	Judgment	Proposed
Accelerated	Enacted	Justified	Proved
Achieved	Encouraged	Keyed	Provided
Acquired	Engineered	Keynoted	Recognition
Active	Enhanced	Lasting	Recommended
Administered	Enthusiasm	Launched	Reconciled
Ambition	Established	Led	Reduced
Analyzed	Evaluated	Licensed	Regulated
Appreciate	Exceeded	Located	Reinforced
Approval	Excellence	Maintained	Reorganized
Aspired	Exceptional	Managed	Researched
Arranged	Exclusive	Manufactured	Responsible
Assembled	Executed	Marketed	Revamped
Assisted	Exhibited	Mastered	Reviewed
Budgeted	Expanded	Mediated	Revised
Build	Expedite	Merit	Satisfied
Capable	Experienced	Monitored	Scheduled
Clarified	Facilitated	Motivated	Secured
Commanded	Formed	Negotiated	Served
Completed	Finalized	Nominated	Serviced
Composed	Financed	Normalized	Simplified
Comprehensive	Formalized	Notable	Sincerity
Conceived	Formulated	Obtained	Solved
Conducted	Founded	Officiated	Sparked
Confidence	Generated	Operated	Stability
Conscientious	Governed	Opportunity	Stimulated
Constructed	Handled	Ordered	Streamlined
Controlled	Headed	Organized	Structured
Converted	Helped	Oriented	Substantial
Cooperated	Hired	Originated	Succeeded
Coordinated	Honest	Overcome	Success
Created	Honor	Participated	Superior
Decided	Humor	Perceived	Supervised
Delegated	Imagination	Perfected	Supported
Demonstrated	Implemented	Performed	Taught
Dependable	Improved	Permanent	Thorough
Designed	Improvised	Piloted	Thoughtful
Detailed	Increased	Pinpointed	Trained
Determined	Induced	Pioneered	Transferred
Developed	Influenced	Placed	Transformed
Devised	Ingenuity	Planned	Trebled
Discovered	Integrity	Pleased	Unified
Displayed	Initiated	Popular	Used
Directed	Innovated	Practical	Utilized
Distinctive	Inspired	Praise	Verified
Doubled	Installed	Prepared	Vivid
Earned	Instructed	Presided	Won
Economy	Insured	Procured	
Educated	Integrated	Produced	
Effected	Intensified	Proficient	
Effective	Interpreted	Promoted	

# SYSTEMS TERMINOLOGY FOR RESUMES

## HARDWARE

Compaq Pentium III/IV  
Dell Dimension  
IBM PC  
IBM PS/2  
IBM ThinkPad  
IMac  
Sun Spare  
VAX 7800

## LANGUAGES

ASP  
JSP  
C  
C++  
CGI  
COBOL  
DCD (specify which one)  
HTML 4  
DHTML  
Java  
Java Bean  
Javascript  
Java Servlet  
Lisp  
Perl  
PL/SQL  
SQL  
UML (Rational Rose)  
Visual Basic  
Visual C++  
XML  
C Sharp

## OPERATING SYSTEMS

Linux  
MacOS  
Solaris  
SunOS  
Unix  
VAX/VMS  
Windows NT/2000  
Windows XP

## NETWORKS

CORBA  
DCOM  
Novell Netware  
RMI  
TCP/IP

## SOFTWARE

Apache  
ArcInfo  
ArcView  
Atlas Graphics  
Charmaster  
Codewarrior  
Criterium  
Excelerator  
FreeLance Plus  
Lindo  
Lotus 1-2-3  
Macromedia Dreamweaver  
Microsoft Excel  
Microsoft Front Page  
Microsoft IIS 5.0  
Microsoft Power Point  
Microsoft Word  
Minitab  
Microsoft Office  
Microsoft Visual Studio 5.0  
Quattro Pro  
SAS  
SQL Server 2000  
Stata  
System Architect  
WordPerfect  
Visio

## DATABASES

Developer 2000  
Microsoft Access 2000  
Oracle Power Objects  
Paradox  
Personal Oracle9i

## GUIDELINES FOR OBTAINING REFERENCES

An important component of your job hunt is having good references. While that may seem obvious, some students neglect to follow the steps necessary to obtain them. When asked for references, they may reel off the names of professors or former employers without considering the importance of what they are being asked to provide. Observe the following guidelines and the reference check will never undo all the work you have done in your job search.

- OBTAIN PERMISSION – **Never** give the name of someone whose permission you do not have!
- KNOW WHAT THE REFERENCE WILL SAY ABOUT YOU – It is perfectly acceptable to ask a potential reference if he/she can give you a strong recommendation. If he/she cannot, he/she will tell you so and you are free to find someone who can recommend you highly. Identify people who are **enthusiastic** and **easy to talk to** since most reference checking is done by phone.
- PROVIDE YOUR REFERENCES WITH ADEQUATE INFORMATION – Whenever possible, give your references a description of the job for which you are applying. If a complete job description is not available, tell your references the kind of positions for which you are applying and using their name. If asking for a written reference, give the person adequate time to prepare a letter, **do not** ask the day before you need it.
- REMIND YOUR REFERENCES OCCASIONALLY – Someone may give you permission to use his name, and not intend it as a perpetual bequest. Periodically ask your references if it is still all right to use their names. This is especially true when using former professors as references. As memorable as you are, you may fade in professorial recollection. **You do not** want a potential employer to hear: “...well, I think I remember her.”
- TAILOR YOUR REFERENCES TO THE JOB SOUGHT – Develop separate lists of references for each type of position you are seeking. A systems professor may be best in one instance, and accounting professor in another. **Your reference lists should not be static.**
- MAKE SURE YOUR REFERENCES ARE PROFESSIONAL – References **should be** supervisors or faculty members who know you in a professional context. (Some organization, especially governments, will ask you for personal references, in addition to your professional references. So make sure you do have a friendly next-door neighbor, just in case.)
- PREPARE A LIST OF REFERENCES – Using a style and paper to match your resume; prepare a list of references that includes: name, position title, business address, business phone number. Having contacted your references and prepared your list of references; you will be in a position to respond immediately to an employer’s request for references.
- TIMING AND FOLLOW-UP – **Do not** offer your list of references until asked. It may change as you proceed through the interview process. **Remember** to thank your references after each call and try to get feedback. When you get a job, inform your references and thank them again for their assistance.



## **SAMPLE RESUMES**

## *MS3 – Int'l NONP Chronological*

### **JOE SOUTHIE**

1234 Forbes Avenue, Pittsburgh, PA 15213  
412-268-2166 cs77@andrew.cmu.edu

#### **EDUCATION**

**Carnegie Mellon University, H. J. Heinz III School of Public Policy and Management** May 2005 – May 2006  
Master of Science in Public Policy and Management Pittsburgh, PA

**Rhodes College** Aug 1992 – May 1996  
Bachelor of Arts in Economics and Business Administration Memphis, TN

#### **CARNEGIE MELLON UNIVERSITY PROJECTS**

**Heinz School Career Services** May 2005 – Sep 2005  
*Strategy Consultant* Pittsburgh, PA

- Served as Project Manager to coordinate the development of a three-year strategic plan to position policy school among leaders in the US.

**TechBridgeWorld** Dec. 2005 – May 2006  
*Technology and Development Consultant* Pittsburgh, PA

- Created a community model, in cooperation with Hôpital Albert Schweitzer, to implement “best practices” in healthcare delivery for their clinics and hospital in Deschapelles, Haiti.

#### **PROFESSIONAL EXPERIENCE**

**Child Aid** Apr 2008 – present  
*Strategy Consultant* Portland, Oregon

- Coordinate the merger of two health organizations in Mexico to capitalize on their specialized programmatic capacities, while eliminating the duplication of administrative duties and reducing operating costs.

**Democracy Without Borders Foundation (DWBF)** May 2006 – Mar 2008  
*Deputy Director* Tegucigalpa, Honduras

- Responsible for development and integration of financial, administrative, and operational systems at DWBF, an organization founded by the Center for International Policy (Washington, DC) in 2006.
- Coordinated with a programmer to develop an on-line version of an international award-winning Honduran Congressional Directory to monitor the legislative production of 128 Congressmen and women.
- Presented the Directory initiative for the 2007 IBM Innovations Award in Transforming Government competition administered by the Ash Institute at the Harvard John F. Kennedy School. The project was chosen as a “Top 20” International program.

**Oaxaca Center for the Deaf (CORAL)** Feb 2002 – April 2005  
*Director* Oaxaca, Mexico

- Launched and managed capital development plan to construct a \$1 million dollar hearing loss treatment center and raise an additional \$500,000 in local and international grants to fund capacity building programs.
- Created and deployed a clinical program to serve more than 750 hard-of-hearing and deaf children and adults each year.
- Worked with Board of Directors to design and adopt a three-year organizational plan focused on expansion and sustainability.

**Cooperative Housing Foundation (CHF)** May 2001 – Dec 2001  
*Logistics Manager & Social Promoter* Usulután, El Salvador

- Implemented inventory control and supply invoices for USAID project to construct 750 houses in 90 days in earthquake-damaged regions.

**United States Peace Corps** Sept 1998 – Jan 2001  
*Micro-enterprise Developer* Zacapa, Guatemala

- Developed, administered and directed, in coordination with Plan International, a business development course in thirty rural communities to support the creation of revenue-generating cooperatives by program participants.

#### **SKILLS**

Spanish fluency: written and spoken. MS Office, ArcGIS, QuickBooks, Web Site Design/Development

**Gladys R. Berchem**

5437 Ellsworth Ave., #214  
Pittsburgh, PA 15232

585-303-8875  
grb@cmu.edu

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**Education:**

**Carnegie Mellon University**

**Pittsburgh, PA**

**H. John Heinz III School of Public Policy and Management**

Master of Science in Public Policy and Management, May 2006, GPA of 4.02/4.00.

Concentration in Health and Welfare Policy and Management.

*Scholarship:* W. W. Cooper Scholarship.

*Software:* Statistical Software (Minitab and SAS), Website Design Software (Dreamweaver), GIS Software (ArcMap/ArcViewer), Internet Software, and Microsoft Office.

*Coursework:* Advanced Statistics, Geographic Information Systems (GIS), Health Policy, Management Science, Project Management, Program Evaluation, and Financial Analysis.

*Research Experience:* Independent Study for Pittsburgh's chapter of *Race for the Cure*, Jan. – May 2005.

- Evaluated funding and program effectiveness of the Mammogram Voucher Program.
- Reviewed program summaries, financial documents and grant proposals.
- Proposed recommendations to improve grant advertisement, allotment standards, and organization coordination following grant dispersion to improve program effectiveness.

*Fellowship Experience:* Patient Safety Fellowship, Jewish Health Foundation, May – July 2005.

- Studied the Perfecting Patient Care Model (PPC, a derivative of the Toyota Production System).
- Visited PPC units in 12 Pittsburgh hospitals to examine implementation and benefits of PPC.

**University of Rochester**

**Rochester, NY**

**College of Arts and Sciences**

Bachelors of Arts in Women's Studies, May 2004, GPA of 3.38/4.00.

Received High Distinction from the Susan B. Anthony Institute of Gender and Women's Studies.

Minors in Chemistry and Legal Studies.

**Internship Experience:**

5/05 – 8/05 **Consumer Health Coalition, Summer Intern**

**Pittsburgh, PA**

- Worked with Medicaid eligible and disabled Pennsylvanians and a network of non-profit organizations to enhance consumer advocacy.
- Researched the possibility of a smokeless tobacco tax to ensure the funding of Pennsylvania's Medical Assistance (Medicaid).
- Lobbied the leadership of Pennsylvania State Legislature against cuts to Medical Assistance.
- Developed methodology of a feasibility study on universal health care in Pennsylvania.
- Participated in strategic planning for this non-profit organization.

1/04 – 5/04 **Division of Human Rights, State of New York, Spring Intern**

**Rochester, NY**

- Learned New York State Human Rights Law, complaint process, and administrative legal system.
- Responsible for intake work; reviewing and analyzing case investigation records; preparing recommended rulings and justifications of those rulings; interviewing of witnesses; and other office assistance.

5/03 – 8/03 **Women In Government, Summer Intern**

**Washington, DC**

- Studied the organization of this small bi-partisan, non-for-profit, educational organization.
- Coordinated conferences for female state legislators on a wide range of public policy topics, including welfare, alternative fuels, and community education on HIV and Hepatitis C.
- Attended Midwestern Regional Conference in Chicago, IL, and the Welfare to Work Conference in Washington, DC, as a staff member.

**Gladys R. Berchem**

***Work Experience:***

1/06 – 5/06 **Professors George Duncan and Rema Padman, Heinz School, Teaching Assistant Pittsburgh, PA**

- Management Science core course.
- Graded homework assignments and exams; held office hours and conducted review sessions.

8/05 – 12/05 **Professor George Duncan, Heinz School, Teaching Assistant Pittsburgh, PA**

- Advanced Empirical Methods core course.
- Graded homework assignments and exams; held office hours and independently conducted review sessions.

8/05 – 12/05 **Professor Laura Synnott, Heinz School, Teaching Assistant Pittsburgh, PA**

- Principles of Health Care Management course.
- Graded quizzes and exams.

8/04 – 5/06 **Professor Martin Gaynor, Heinz School, Research Assistant Pittsburgh, PA**

- Responsible for library and internet research on health economics, antitrust law and health policies.
- Redesigned Professor Gaynor's academic website.

1/02 – 5/04 **Chemistry Department, University of Rochester, Teaching Assistant Rochester, NY**

- Supervised general chemistry, organic chemistry, and honors organic chemistry laboratories.
- Graded laboratory reports, quizzes, exams, and essays.

5/02 – 8/02 **Dalnekoff & Mason, P.A., Receptionist Annapolis, MD**

- Gained knowledge of legal proceedings and office management of two law firms practicing family, criminal and workers compensation law.
- Responsible for office management, drafting attorney/client correspondences, and proofing court orders.

***Other Experiences:***

**Carnegie Mellon University:**

- Internship Opportunity Fund, an organization to raise money for summer internship stipends awarded to Heinz School students through the planning and hosting of social events for the Heinz community and fund development through direct community and corporate donations.
  - President (Aug. 2004 – May 2005)
  - Second Year Advisor (Aug. 2005 – May 2006)

**University of Rochester:**

- Four-Year Varsity Athlete and Four-Year Academic All American, Swimming and Diving.
- Susan B. Anthony Institute for Gender and Women's Studies Undergraduate Council member.
  - Founder (Sept 2003)
  - President (Sept 2003 – May 2004)
- Alpha Phi Omega, co-ed community service fraternity, member (Jan. 2001 – May 2004).
  - Treasurer (Jan. 2002 – Dec. 2003)
  - Parliamentarian (Dec. 2003 – May 2004)

# Sylvia Showers

## Project Manager/Senior Business Analyst

5555 E. 55th Street, #555, Amnot, PA 15555 (555) 555-5555 sylvia555@oohay.mil

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### Career Profile

Project Manager/Senior Business Analyst with extensive experience and versatile skills in designing and implementing innovative solutions to accomplish client needs in fast-paced and challenging environments. Direct experience includes providing excellent business and financial analysis services spanning across the SDLC stages, designing and implementing ERP systems, and managing multiple project activities while playing diverse project roles. Particularly interested in requirement gathering, business process modeling, functional system design, testing and quality assurance, project management, and change management. Consistently acknowledged for outstanding responsiveness to client needs, and the ability to effectively manage and deliver a diverse work program with precision and skill.

### Career Highlights & Professional Accomplishments

- Contributed to generating project work worth \$250,000 in the first year of operation for the Business Analyst Group in the World Bank's Information Solutions Group (ISG).
- Delivered outstanding business analysis services to the World Bank's loan systems renewal project (LAP), leading to business process optimization and an approximate 35% decrease in loan processing time with related cost savings; while surveys demonstrated high client satisfaction with the re-engineered loan processes and enhanced system functionality.
- Created business process models of all the World Bank business processes supported by IT solutions, which were used as inputs to major systems and business process re-engineering and design efforts aimed at achieving cost and time efficiencies.
- Presented business process modeling and analysis best practices to the United Nations Economic Commission on Africa (UNECA), as part of the World Bank's collaboration with other UN agencies. These efforts resulted in providing valuable best practice models and support for the enterprise-wide UNECA business and systems re-engineering initiatives.
- Assembled and documented business and system requirements for the Security & Storage Company of Washington's new system, aimed at increasing the efficiency of their moving and storage operations. These efforts surfaced many opportunities to enhance the efficiency of the company's critical information retrieval and management processes, while decreasing the turn-around time of client information requests from 48 hours to 12 hours.

### Technology Tools & Methodologies

**Enterprise Tools:** SAP (Financial Module), IBM Rational Suite (Rose, TestManager, ClearCase, RequisitePro, & ClearQuest), Microsoft Office Suite (Word, Excel, PowerPoint, Access, Project, & Visio), Lotus Notes, DOORS, Star UML, and xWiki Open Source Web Tool

**Business Process Modeling Tools:** All Fusion Process Modeler (BPwin from Computer Associates), Rational Rose (IBM), SigmaFlow, and ARIS (from IDS Scheer)

**Methodologies:** Integration Definition Function Modeling (IDEF0) for Enterprise Business Process Modeling and Analysis, Zachman Framework for Enterprise Architecture, Unified Modeling Language (UML) for object modeling, and Rational Unified Process (RUP)

# Sylvia Showers

## Project Manager/Senior Business Analyst

5555 E. 55th Street, #555, Amnot, PA 15555 (555) 555-5555 sylvia555@oohay.mil

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### Professional Experience

**Freddie Mac**, Washington, DC  
Senior Business Analyst

Oct 2007-Jan 2008

Provided business analysis services to a Freddie Mac project that created an automated tool to document and maintain required Generally Accepted Accounting Principles (GAAP) Traceability artifacts for applications and processes that produce financial results. The tool was designed and implemented by customizing the DOORS requirement management tool.

#### Accomplishments:

- Collaborated with the business users to gather and document business requirements for the tool, and contributed to the tool functional and technical design and implementation.
- Created a GAAP Traceability Report Portfolio to identify and design all the reports required to ensure GAAP traceability and compliance, spanning across Freddie Mac's corporate processes and systems.
- Created a Testing Strategy, Test Plan, Test Cases, and Test Scripts to test the complete tool functionality; and performed extensive Functional and User Acceptance Testing (UAT) utilizing Rational TestManager to confirm that the tool delivered all the functionality required for GAAP traceability and compliance.

**Security & Storage Company of Washington**, Washington, DC  
Senior Business Analyst

Jan 2007-Aug 2007

The Security & Storage Company of Washington needed to replace the legacy system that administered their moving and storage operations with a new system, aimed at increasing operational efficiency and financial profitability. Played a key role in designing the new system, through gathering and documenting business and system requirements by interfacing with the business users and analyzing the existing system functionality.

#### Accomplishments:

- Gathered and documented business and system requirements for the new system and conducted in-depth analysis of the legacy system, in order to capture "As Is" functionality and design "To Be" functionality.
- Interfaced with the user community and captured their business and system requirements via functional use cases, and utilized the xWiki Open Source collaboration web tool to publish and communicate project and new system information.
- Created a new Enterprise Knowledge Management and Reporting Model for the company, in order to facilitate efficient enterprise information management and establish best practices.
- Interviewed senior management and identified the key informational needs of the company, along with analyzing and re-organizing the existing report portfolio according to a new role and function-based reporting tree; ultimately leading to a 50 % reduction of the report portfolio by eliminating report duplication and combining similar reporting requirements.
- Distilled the findings of the analysis into a Reporting Strategy, including recommendations for new reporting standards and report management processes. Enhanced the efficiency of the company's critical information retrieval and management processes, leading to improved turn-around time of client information requests from 48 hours to 12 hours.

# Sylvia Showers

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**World Bank Group, Information Solutions Group (ISG),** Washington, DC Jul 2002-Jan 2007  
Business Analysis Specialist

Provided business analysis services to a diverse portfolio of projects at the World Bank, specifically interfacing with business users and gathering business requirements for new system projects, analyzing and documenting business processes, and conducting quality assurance activities. Also contributed to IT governance and investment planning initiatives and created business cases for initiating new projects.

### **Accomplishments:**

- Designed business modules for the World Bank's new financial loan system (iLAP) that processes approximately \$20 billion annually, using SAP as the platform and Consumer and Mortgage Loans (CML) components.
- Created new loan processing functionalities and streamlined old processes, including the Debt Relief delivery processes and improved loan disbursement facilities. These efforts resulted in streamlined system functionality that decreased loan processing time by approximately 35% with associated cost savings, while surveys demonstrated high client satisfaction with the enhanced Loan Accounting, Disbursement, Prepayment, Billing, and Reporting processes and features.
- Organized and facilitated Joint Application Development (JAD) workshops by bringing together business user groups, Subject Matter Experts (SMEs), and IT counterparts to define and design specific system functionality related to multiple loan processing areas, such as Disbursements, Prepayments, and Billing.
- Performed testing of the new loan system functionality, specifically testing SAP interfaces with the World Bank's Treasury Systems to ensure accurate end-to-end processing of Disbursements. These testing scenarios resulted in fine-tuning the system hand-off or integration points and SAP-XI messaging capabilities, which contributed to high system performance.
- Created business process models, capturing for the first time all the World Bank enterprise-wide business processes supported by IT solutions, to promote process optimization and reusability.
- Analyzed each business process and identified areas for improvement, in close collaboration with the business owners. This effort resulted in business owners utilizing the models as inputs to new business and systems design and re-engineering efforts, significantly decreasing the time spent on business requirement gathering and system design for these individual projects.
- Documented the IT Governance and Investment Planning processes of ISG, as part of an effort to standardize ad hoc governance processes and institute industry governance best practices.
- Synchronized the work programs of several governance bodies and created a new annual IT governance calendar. This report is used annually to create operational IT investment proposals, and conduct financial and business impact analyses on how ISG contributes to the operational and development work of the World Bank.
- Managed the documentation, evaluation, and testing requirements of the World Bank/ISG Sarbanes Oxley (SOX) implementation, as part of completing the enterprise compliance requirements.
- Created process flow diagrams of the business processes, controls, and risks in 10 primary business areas by collaborating with business owners and SMEs.
- Evaluated risks and controls by validating the process design and operating effectiveness of controls, ensuring reduced operational, financial, and security risks to the World Bank.
- Developed a strategic report and presentation for executive management outlining how business value can be achieved by aligning IT services with diverse business areas, as part of a specialized task force formed to present recommendations for increasing IT business value.

# Sylvia Showers

## Project Manager/Senior Business Analyst

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- Designed and conducted a client survey aimed at exploring the performance of IT solutions and services. Synthesized the client survey results into specific recommendations and “quick win” action items. A Business Analyst Group was formed in the World Bank’s IT Department as part of implementing the recommendations presented by the task force.
- Produced a Business Case to collectively provide the services managed by the World Bank’s General Services Department (GSD), IT Department, and large country offices through a common e-Services Portal, based on a Service Oriented Architecture (SOA).
- Collaborated with multiple stakeholders to incorporate their specific business needs, and conducted Cost-Benefit Analyses for project financial justification. These efforts resulted in end-user clients benefiting from a personalized and one-stop-shopping experience, and service providers benefiting from streamlined order handling and the ability to adapt service provisioning to changing supply and demand.

### Education

**Carnegie Mellon University**, Pittsburgh, PA May 2002

H. John Heinz III School of Public Policy and Management

Master of Science in Public Policy and Management

Concentrations: Information Systems & General Management

**University of Wisconsin-Superior**, Superior, WI May 2000

Bachelor of Science in Business Administration

Dual Major in International Business & Marketing, with a Minor in Western Art and Culture



PAUL TARTANS

0100 ARTS STREET • PITTSBURGH, PA 15206 • PHONE (412) 000-0001

[ptartans@andrew.cmu.edu](mailto:ptartans@andrew.cmu.edu)

EDUCATION

- 8/05-Present **Carnegie Mellon University** Pittsburgh, PA  
**H. John Heinz III School of Public Policy and Management**  
*Master of Arts Management, Concentrations in Social Entrepreneurship and Economic Development*
- Expected graduation: May 2006
  - Coursework: Financial Analysis, Entrepreneurship, Negotiations, Marketing, Fundraising, Public Speaking, Professional Writing, Statistics, Management Science: Optimization and Decision/Risk Modeling, Macro and Microeconomics, and Internet/Database Programming
- 8/96-8/02 **Brigham Young University** Provo, UT  
**School of Music, Marriott School of Management**  
*Bachelor of Arts in Music, Minor in Business Management*
- National Dean's List, 2002
  - University Dean's List, 2001-2002
  - Full-tuition scholarship, 1996-2000
  - Major GPA: 3.83
  - Minor GPA: 3.71
  - GPA: 3.61

EXPERIENCE

- 6/06-8/06 **Deloitte Consulting LLP** Washington, DC  
*Summer Consulting Associate*
- DEVELOP operational strategies of federal government agencies
  - MODEL the air cargo supply chain to increase security from warehouses to aircrafts
  - CREATE policy analysis on mitigating credit card abuse and increasing revenue for the armed forces
- 9/05-6/06 **Arts and Culture Observatory** Pittsburgh, PA  
*Assistant Financial Analyst*
- ANALYZE finances of arts organizations in Southwest Pennsylvania and create industry benchmarks
  - PREPARE economic publications for government, foundations, and individual donors
  - RESEARCH trends in arts organizations' financing structures and expenditures
- 10/02-6/05 **Art City Music Academy** Springville, UT  
*Music Educator*
- MANAGE a private piano studio of over 30 students; also teach 15 group music classes per week
  - DESIGN training programs for all teachers including making DVD recordings of over 100 activities
  - INCREASE customer retention rate by incorporating student and parent feedback quarterly
- 2/01-6/01 **Performing Arts Management** Provo, UT  
*Public Relations/Marketing Associate*
- PROMOTE over 17 university performing arts groups to present in the 2002 Winter Olympics
  - CONSULT with executive-level Olympics management, corporate sponsors, and government and community leaders about their entertainment programming needs
  - PRODUCE a total of 151 performances at 21 venues for an estimated live audience of 689,000

AWARDS AND SKILLS

Eagle Scout Award: Planned and directed a year-long service project employing over 60 volunteers.  
German Language: Speak and write advanced German. Resided in Germany for two years.  
Advanced Piano Study: Won 2nd place in the U.S. at age 16 for MTNA's composition competition.  
Placed in California's state and local piano competitions multiple times. 17 years of private study

## Joe Media

123 Entertainment Street, Hollywood, CA 91606

123-456-7890 [jmedia@andrew.cmu.edu](mailto:jmedia@andrew.cmu.edu)

### EXPERIENCE

#### **Marketing Coordinator, California Pictures, Beverly Hills, CA — 2007-Present**

- Developing online marketing strategy with the Vice President of Marketing, including the implementation and execution of online initiatives.
- Coordinate cross-disciplinary communication to improve the efficiency and effectiveness of the marketing department.
- Execute promotional initiatives for Overture releases.

#### **Apprentice to Joe Smith, World Films, Universal City, CA— 2007**

- Responsible for running Los Angeles office of SVP, Worldwide Acquisitions, while acquisitions team attended major international film festivals, including management of the phone log and schedule and keeping the team updated on all pertinent information.
- Increased acquisition team’s external focus and identified new acquisition opportunities through media research and peer networking.

#### **Apprentice to Jane Carnegie, William Morris Agency, Beverly Hills, CA — 2006**

- Handled high-pressure, high-volume desk activities for multiple agents, including rolling calls, scheduling meetings, and submitting and receiving scripts.
- Managed Project Tracking Grids for the Independent and International Film department’s sales projects.
- Solved problem of continual assistant and intern turnover by developing “Standard Work for The Desk of Hal Sadoff” training manual which outlines all day to day tasks for the desk.

#### **Producer, *To Tell The Whole Story*, Pittsburgh, PA — In Production**

- Accepted to the 2006 Sundance Institute’s Independent Producer’s Conference.
- Secured \$70,000 in funding and production support.
- Generated cross-promotional opportunities with prominent galleries and publishing companies.

#### **Founder and Special Consultant, Heinz Entertainment, Pittsburgh, PA — 2005 to Present**

- Capitalized on passion for music by establishing entertainment promotions organization focused on independent and alternative entertainment.
- Used expertise in customer service to create the energizing “2-Band Bill” marketing plan, increasing customer satisfaction and client revenues.
- Built relationships with mutually beneficial relationships with clients that include multi-platinum recording engineer Steve Albini, Flower Booking Agency, and numerous up-and-coming independent bands.

#### **Multimedia Developer, Andrew University, Evanston, IL — 2003**

- Produced the imaginative *El Flamenco: Su historia y significado cultural*, a web-based, multimedia learning application combining the passion of flamenco with historical aspects of Spanish culture to teach college level students Spanish.

#### **Publicist, Pump Records, Chicago, IL — 2000 - 2002**

- Developed and managed national publicity campaigns for album releases and live-performance tours.
- Managed extensive library containing every media clip of a Drag City artist.
- Redesigned direct-to-customer sales process, increasing higher-profit direct-to-customer sales.

#### **Founder and Owner, Rocket Video, Chicago, IL — 1997 - 2000**

- Received New City newspaper’s Reader’s Choice Award for Best Video Store.
- Featured on television’s Wild Chicago and in The Chicago Reader.
- Managed retail video store to earned revenues of over \$100,000 annually.

### EDUCATION

#### **Carnegie Mellon University, H. John Heinz III School of Public Policy and Management**

Master of Entertainment Industry Management, Graduated with Highest Honors, 2007

Southern University, Sutton College of Arts and Sciences

Bachelor of Arts, Digital Media Arts, 2003

### SKILLS

- Proficient with Mac OS X, iLife and iWork suite
- Experienced iPod/iTunes user
- Proficient with Adobe Photoshop, Premiere, Illustrator, and Flash
- Proficient in HTML, XML, CSS, PHP, JavaScript, and Action Script
- Accomplished musician and recording artist

# JANE MEDIA

5000 Forbes Ave, Pittsburgh, PA 15213  
(412) 555-1212 media.pittsburgh@andrew.cmu.edu

## EDUCATION

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**Carnegie Mellon University, H. John Heinz III School of Public Policy and Management** Pittsburgh, PA  
*Master of Entertainment Industry Management* May 2009  
GPA: 3.93/4.00; Deans List (fall 2007)

**Hello University of America (SUA)** Aliso Viejo, CA  
*Bachelor of Liberal Arts: Concentrated in International Studies* May 2007  
Magna Cum Laude GPA: 3.77/4.00; Deans List (fall 2003 – spring 2005, fall 2006)

**Paris University** Paris, France  
*Study Abroad with Course Work in Chinese Language* September 2005 – December 2005

## RELEVANT EXPERIENCE

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**Heinz Festival Musical Production** Pittsburgh, PA  
*Producer, Director, Writer, Actor* January 2008 - Present

- Produced, directed, wrote, and starred in a 70-minute musical entitled *Divine Comedy 2.0*, co-writing a script with a professional writer
- Gathered professional and amateur musicians and actors from all over Pennsylvania (including Carnegie Mellon School of Drama students) to be a part of this production
- The event hosted more than 220 audiences

**Pittsburgh Film Festival** Pittsburgh, PA  
*Program Researcher / Marketing* September 2007 - Present

- Research Asian Films and select which films will be shown at the film festival
- Write emails/letters and make calls to Japanese/Chinese/Korean film directors/producers/studios for the screening / rental fee negotiations
- Brought 70+ famous films from all over Asia as candidates for the film festival
- Currently directing on-campus and local Asian community marketing

**Digital Site Corporation, Film Production & DVD Marketing Division** Philadelphia, PA  
*Intern* May 2006 – June 2006

- Developed reports on DVD market trends
- Wrote reviews for foreign films and other DVD media for possible release in Japanese market
- Proofread Japanese-English subtitles/screenplays
- Translated English film business contracts into Japanese

**Heinz University of America** Los Angeles, CA  
*Co-Chair of Production Team* January 2006 – May 2006

- Co-produced *Currents of Hope*, SUA-sponsored musical with three other individuals
- Directed more than 150 cast members and artists
- Worked under \$500 budget and organized the schedule for the entire production
- Wrote a script for the entire production

*Film Director* March 2004 – March 2006

- Created 3-minute promotional streaming broadcast for Business Club event featuring chief designer of Toyota Motors' Prius (Hybrid Car), contributing to event attendance of more than 200
- Directed 20-minute documentary film on significance of Chinese culture in San Francisco; led production team of 5 with \$400 budget
- Directed and wrote 20-minute film on SUA's educational philosophy, shown at Student Festival; led production team of 10 with \$150 budget

# JANE MEDIA

5000 Forbes Ave, Pittsburgh, PA 15213  
(412) 555-1212 media.pittsburgh@andrew.cmu.edu

## Beijing Sanyou Intellectual Property Corporation

*Intellectual Property Intern*

Beijing, China

*June 2005 – August 2005*

- Paid intern at the largest intellectual property company in China
- Proofread English and Japanese documents and writing English and Japanese newsletters about Intellectual Property issues for international customers

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## LEADERSHIP EXPERIENCE

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### Business Club

*President*

Aliso Viejo, CA

*January 2006 – May 2007*

- Led more than 12 members in coordinated discussion, presentation, and events about business procedures and issues around the world
- Spearheaded promotion for the annual Haunted House that gathered 1100 people and earned over 5000 dollars
- Organized a field trip to Google Headquarters in San Francisco and a Q and A session with top executives

### SUA Orchestra Club

*Vice-President*

Aliso Viejo, CA

*August 2006 – May 2007*

- Led more than 30 musicians and coordinated music events throughout academic year (a member since August 2003)
- Violin concert master

### Harvard Project for Asian and International Relations

*Performing Arts Delegate*

Singapore

*August 2006*

- Selected to represent Soka University of America and received full financial support for participation in week-long intensive Asian Literature and Film workshop
- Discussed relationship between film/literature and international relations

### SUA Student Government Outreach Department

*Co-Chair*

Aliso Viejo, CA

*September 2004 – May 2005*

- Directed Global Awareness Network events, engaging students in discussion of current international political events
- Organized aid events for tsunami victims in Southeast Asia, including music performances and academic discussions; successfully raised \$1000

### SUA International Festival Student Project Committee

*Co-Chair*

Aliso Viejo, CA

*February 2005 – May 2005*

- Coordinated student-led academic events, with 40 participants and 2000 attendees

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## ADDITIONAL

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- Extensive international experience, including 11 years in Japan, 3 years in England, 8 months in China and 6 months in Saudi Arabia; extensive travels in Europe, Africa, and Asia
- Intermediate speaker of Mandarin Chinese; achieved HSK Level 6 (December 2005)
- Accomplished classical and jazz violinist with more than 16 years experience
- Proficient in Microsoft Word, Excel, PowerPoint, Windows Movie Maker, and Adobe Premiere

**JOE HEALTHCARE**

2112 Bridge Street , Apt. 501, Pittsburgh, PA 15213

Ph: 412-555-1212 Email: healthcare11@cmu.edu

<b>Profile</b>	Solid background in fiscal operations and financial analysis, with strong emphasis in the integration of information technology within corporate systems. Skilled in developing and implementing standardized policies and procedures in research and development organizations. Newly developed specialized knowledge in healthcare delivery systems.	
<b>Education</b>	<b>Carnegie Mellon University</b> , H. John Heinz III School of Public Policy & Management M.S. in Healthcare Policy and Management	Pittsburgh Aug 2008
	<b>University of Pittsburgh</b> , College of Business Administration B.S. Business Administration; concentration in Finance and MIS	Pittsburgh May 2002
<b>Related Experience</b>	<b>Grants Administrator/Budget Analyst</b> , Pittsburgh, PA <b>The Learning Research &amp; Development Center</b> <i>The University of Pittsburgh</i>	June 2005 – Oct 2007
	<p>Fiscally managed extramural research programs annually exceeding \$16 million</p> <p>Developed and oversaw preparation of all new research grant applications within research center</p> <p>Planned and applied fiscal controls and government regulations to the research center’s financial operations to encourage efficiency</p> <p>Participated in the negotiation and execution of corporate and foundation research contracts</p> <p>Managed verbal and written communication with 45 faculty members across various disciplines and two central University offices to direct pre- and post-award accounting for all current and pending research accounts</p> <p>Shared supervision of one secretary and towards the end of my term sole supervision of one grant assistant</p>	
	<b>Senior Research Accountant, Pittsburgh, PA</b> <b>The Office of Research/Cost Accounting</b> <i>The University of Pittsburgh</i>	Oct 2002 – June 2005
	<p>Established grants in University’s Oracle financial system for 6 major research departments</p> <p>Operated as central administration between external clients and internal staff to supply customer service</p> <p>Provided daily post-award monitoring and management for 350 grants and contracts (over \$30 million)</p> <p>Supplied all financial data and reporting to external clients ranging from local to federal agencies</p> <p>Ensured compliance of each project to Federal Guidelines and University policies, A-133 and A-110</p>	
	<b>Finance Intern, Pittsburgh, PA</b> <b>University of Pittsburgh Physicians</b> <i>UPMC Health System</i>	June 2001 – Aug 2001 June 2000 – Aug 2000
	<p>Prepared journal entries in PeopleSoft and reports for use in Bad Debt analysis</p> <p>Assisted in fiscal year close by creating reports for analysis</p>	
<b>Academic Projects</b>	<p><b>Systems Synthesis Project</b>, process improvement venture within a team of 12 for West Penn Allegheny Health System specifically targeting patient-flow through the Emergency Department and at the point of hospital discharge.</p> <p><b>ROI Analysis of Health IT</b>, conducted in a team of four an ROI analysis of a recently implemented EMR system at UPMC’s Ophthalmology Department to test for cost effectiveness.</p> <p><b>Presentations</b>, PowerPoint presentations for classmates and clients on various subjects.</p>	2008

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<b>Honors / Leadership</b>	Graduated <i>Cum Laude</i> from the University of Pittsburgh	
	Omicron Delta Kappa, Leadership Honor Society	<i>Current</i>
	Freedom Honor and Leadership Society	<i>Current</i>
	Participated in Carnegie Mellon University's Community Success Task Force	<i>Jan 2008 – Feb 2008</i>
	Judicial Board Member, University of Pittsburgh Office of Judicial Affairs	<i>Oct 2000 – May 2002</i>
	Board Member, Business Student Council	<i>Sept 2000 – Sept 2001</i>
	University of Pittsburgh Student Government Board, various chair positions	<i>Oct 1999 – Sept 2001</i>

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**SALLY SEARS**

<b>Education</b>	<p><b>H. John Heinz III School of Public Policy and Management</b>  <b>Carnegie Mellon University</b>, Pittsburgh, PA  M.S., Health Care Policy and Management August 2008  <b>Carnegie Mellon University</b>, Pittsburgh, PA  B.S., Biological Sciences and Psychology May 2007</p>
<b>Relevant Coursework</b>	Information and Communication Technologies ▪ Introduction to Database Management ▪ Organizational Design and Implementation ▪ Principles of Health Care Management ▪ Project Management ▪ Organic Chemistry ▪ Developmental Biology ▪ Genetics ▪ Experimental Techniques in Molecular Biology
<b>Skills</b>	Proficient in MS Word, MS Excel, MS Powerpoint, and MS Project
<b>Relevant Experience</b>	<p><b>Advanced Ophthalmology East</b> Summer 2007  <i>Summer intern under Joe Doctor, M.D.</i></p> <ul style="list-style-type: none"> <li>▪ Recorded patient history and updated patient's files after appointments</li> <li>▪ Observed comprehensive eye examinations</li> <li>▪ Learned of Glaucoma, Macular Degeneration, and Cataract management</li> <li>▪ Studied Fundus Photos, Visual Fields, and Optic Nerve Scans</li> </ul>
	<p><b>Undergraduate Research</b> May 2005 – August 2006  <i>Howard Hughes Medical Institute Researcher - Carnegie Mellon University under Dr. Jane Smith.</i></p> <ul style="list-style-type: none"> <li>▪ Observed and researched the inhibition of micromere formation in developing sea urchin embryos</li> <li>▪ Attempted to examine Orthopedia expression in <i>Lytechinus variegates</i></li> </ul>
	<p><b>Undergraduate Research</b> Spring 2006  <i>Carnegie Mellon University</i></p> <ul style="list-style-type: none"> <li>▪ Studied the development of mental rotation in three and four-year old children at Carnegie Mellon's Children's School</li> </ul>
<b>Other Experience</b>	<p><b>Varsity Swim Team Manager</b> Present  <i>Carnegie Mellon University.</i></p> <ul style="list-style-type: none"> <li>▪ Assist the Varsity Swim Coach and Assistant Coaches</li> <li>▪ Present at all swim meets to run Meet Manager</li> </ul>
	<p><b>Student Activities Committee, Marketing and Promotion</b> Present  <i>H. John Heinz III School of Public Policy and Management</i></p> <ul style="list-style-type: none"> <li>▪ Plan cultural, intramural sports, community service, and TGIF events for all Graduate Students</li> </ul>
	<p><b>Saint Xavier Medical Center</b> (free clinic) January 2007</p> <ul style="list-style-type: none"> <li>▪ Entered data of patient's records into the clinic's new computerized system</li> </ul>
	<p><b>Clarehouse</b> (Hospice) January 2004</p> <ul style="list-style-type: none"> <li>▪ Worked to provide a comfortable environment for terminally-ill patients</li> </ul>
	<p><b>Hilman Cancer Center</b> August 2006 – May 2007</p> <ul style="list-style-type: none"> <li>▪ Worked alongside nurses to make patients as comfortable as possible</li> </ul>
<b>Activities</b>	<ul style="list-style-type: none"> <li>▪ Kappa Alpha Theta National Sorority, Service Deputy and Vice Present Pan-Hellenic Council</li> <li>▪ Rho Lambda Greek Women's Honor Society, Vice President</li> <li>▪ Carnegie Mellon Varsity Swim Team, four year letter winner</li> <li>▪ Greek Council, Treasurer</li> <li>▪ Student Athlete Leadership Academy Counselor</li> </ul>
<b>Honors</b>	<ul style="list-style-type: none"> <li>▪ USA Swimming Scholastic All – American Team</li> <li>▪ Carnegie Mellon University Senior Leader Award 2007</li> <li>▪ Outstanding Greek Female Varsity Athlete Award</li> </ul>

