

BRANDEIS UNIVERSITY

The Heller School
FOR SOCIAL POLICY AND MANAGEMENT

CAREER
Development Center

Career Guide

The Resume

Presenting Your Accomplishments

<http://heller.brandeis.edu/careers/>

The Resume

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Purpose of the Resume

What is a resume? A resume is a summarizing document that presents you in the best possible light. The essential first step to the resume process is creating a generic resume template that you can then customize as needed for future opportunities.

The universal purpose of a resume is to generate interest...**to create enough interest to make people want to ask more questions** i.e. to bring you in for an interview, network with you, or simply get to know you better. It is often the *first thing* the Hiring Manager will read about you and use to decide whether to invite you for an interview. Thus, the resume is extremely important!

A Strong Resume versus a Weak Resume

A resume is a one or two page summary of your accomplishments, skills, experience and education. It gives a foundation to your cover letter so that the Hiring Manager can understand what specific *contributions* you can make to meet the organization's needs based on your qualifications.

A **STRONG** Resume does the following:

- Clearly outlines relevant skills, abilities, work experience, education and accomplishments
- Is results oriented and shows the outcome of your achievements
- Is concise, consistent in format and has a clear narrative and direction
- Uses precise and correct grammar, spelling, punctuation (**proofread: MUST BE ERROR FREE!**)
- Effectively demonstrates transferable skills and shows a solid match with the job requirements
- Uses key words from the job description or that are commonly used in the field you are targeting
- Grabs the employer's attention making them want to learn more about you, via an interview
- Has a clear story or narrative: expresses who you are as a professional, what you offer? Why you are right for this type of work? Why they should want you for this job?
- Is confident and shows the hiring manager what you've got!
- Doesn't discuss every job and experience you have. Emphasizes the relevant ones as long as you don't leave large gaps in your work history
- Use formal conversational English rather than an academic style

A **WEAK** Resume does the following:

- Lacks creativity and individuality (hiring managers don't want a clone of the job description)
- Makes grammar and spelling mistakes
- Is longer than 1-2 page (typed, single-spaced)
- Is too basic, cliché, doesn't make you stand out
- Is repetitive: uses same action verbs multiple times

Remember: The average employer spends just 20-30 seconds reviewing a Resume ! Your resume must stand out to get an interview.

Before Writing Your Resume

Writing a resume is time consuming and can be a difficult process but the outcome is well worth it. Starting out with a simple generic format of your resume will save you a lot of time later on when you do find a job you want to apply to. The key is quality vs. quantity.

Before you delve into writing your resume, spend some time understanding the type of field, job or internship you wish to apply to and how your background and experience makes YOU the ideal fit.

Creating a generic format of your resume

- Having a template of your resume will make customizing the resume much quicker when you go to apply for jobs. A generic version is helpful to have for informational interviews.
- Start by pulling together all of your accomplishments, what have you done? Think about what the objectives are for your target field or type of work? How can you highlight your accomplishments, skills and abilities using the style and language of that field?

Tailoring the Generic Resume for a Specific Job

In order to effectively tailor your generic resume for a specific job you must have a clear understanding of what the organization you are applying to is looking for. This is gleaned from the content in the job description. It's crucial to take time to really analyze the description; read *between the lines* to find out precisely what qualities/skill-sets are required.

- 1) Create a profile of what the ideal candidate looks like for this role. What are the top 4-5 skills (interpersonal/technical), experience, education, expertise that they are seeking? Take a look at what is on their list of **Basic** and **Preferred Requirements**. Look at the **Job Responsibilities**.
- 2.) Based on this profile, are you the ideal candidate? Check off all requirements you already meet and put a question mark beside all the ones you're not sure about. Are you interested in these tasks? Have you done any similar work in the past? Are you over or under-qualified? Instead of just looking at how the jobs fits you, scrutinize how **YOU** fit the job.
- 3.) Are you clearly presenting to the hiring manager that you are the perfect candidate? Is there value added for each accomplishment? Are your unique skills appropriately highlighted? Is your educational history clear?
 - Is there something missing in your profile that they are looking for? What transferable skills and experience can you add to fill in those gaps?
 - What kind of language or key words do they use to describe the job role and responsibilities? Become familiar with their language so you can include some of these "buzz words"

Formatting Tips

There are a few guidelines we recommend for formatting your Resume . No matter what format you use, *you* should be comfortable with the way it looks and feels. Here are some tips that reflect strong formats:

- Generally Resumes are not more than **1-2 pages** unless you are a high level executive in which the hiring manager is expecting a lot of experience
- Use simple block font style such as **Arial, Times or Calibri** and a font size of at **least 11** (no more than 14 for headings)
- Chose a layout that is easy to skim for key information and not too crammed. Often resumes are scanned by programs for key words so you want your resume to be easy to read and optimized for search engines
- Bullet accomplishments, include impact statements, show results
- Avoid script, acronyms and abbreviations
- SPELL CHECK! Nothing is worse than looking unprofessional
- Don't include "references available upon request", this is something inferred by the employer
- Be consistent with the way that you present information throughout the entire Resume
- Normally, resumes and cover letters are sent electronically. Send them as an attachment to an email, not in the body of the email. In the body, write something simple like, "Please see attached my application for the Program Officer Position. I look forward to hearing from you. Sincerely, John Doe."
- If sending your Resume electronically, it is recommended that you save your file as a PDF. PDF will retain your particular formatting changes
- **Telegraphic Style Writing:** A telegraphic style is most commonly used throughout a resume . This style condenses writing by omitting articles, pronouns, conjunctions, and transitions. It forces the reader to supply the missing words, which creates the potential for ambiguity or misunderstanding. This style is used in order to begin statements with strong active verbs and to avoid passive writing. A telegraphic writing style uses **no personal pronouns**

Writing the Resume: Basic Structure

The Resume requires a fine balance between your *accomplishments* and your *skills*. Use professional language. Recommended, as follows (*please see appendix for examples*):

Header: Use the same style for your cover letter. Include your name, permanent or current address, one phone number, and one e-mail. You may include a website i.e. LinkedIn that presents you in a professional manner. This should be at the top of your resume.

Professional Profile/Summary: Consists of several concise statements that focus the reader's attention on the most important qualities, achievements and abilities you have to offer that are aligned with the type of work or field. These should be the *most compelling* reasons why someone should hire you over other candidates. It is the one chance you have to entice the reader to continue and get across what is most important about you. When applying for a job, tailor this to align with the specific job description.

Education: Include this in reverse chronological order with: name of school, degree of certification, year of graduation (anticipated if a current student). If the date was so long ago that you may seem overqualified for the job role, you may decide to omit it.

- ◆ Depending on when you graduated and the relevancy to the position, your education can be at the top of the end of your resume

Work Experience: No matter which resume style you choose, you will always need to give the employer an overview of your work experience. Make sure this is in reverse chronological order i.e. you put your most recent or current job first and work backwards.

Additional Section: These are optional but can be very helpful if applicable to the field or job. Examples include volunteer or community service work, language skills with fluency level included, professional trainings and certifications, consulting, research or relevant publications, travel or computer skills.

Resume Layout

Depending on the job to which you are applying and the experience you have, you can be more creative with your resume layout.

A chronological format is the most commonly used and ideal for an unbroken work record or if you are staying in the same field. It's a listing of employers and job titles, starting with the most recent and working backwards with a few bullets under each job highlighting accomplishments/transferable skills.

If you are a career changer, have gaps in your resume or want to highlight specific field/abilities, you can use a hybrid format that is organized to focus more on skills and accomplishments. A cluster chronological resume format is one example in which you can divide your experience into 2-3 broader categories to highlight relevant experience.

Deconstructing the Resume: Header

Headers allow potential employers to scan a resume and quickly see the information they need. You are providing your name and contact information in a clear, precise, and correct way. Headers that are highlighted in bold type or underlined are visually appealing and simplify reading the resume. Since most employers are interested in similar information, several standard headers should be used.

Whatever arrangement you decide, *remember the following*:

- Avoid nicknames
- Include an area code with your phone number (record a neutral voice message)
- Be sure to use an email address that sounds professional
- Include your LinkedIn website address only if it reflects your professional goals
- Use the same header on your cover letter and Resume

EXAMPLES:

Brian N. Schultz

49 Apple Street | Apartment #6 | Arlington, MA 01556

brian.n@gmail.com
c | 424.983.91111

CLAYTON WEST

30 Park Ave #1 • New York, NY 20009 • 1.222.222.2222 • clayton.west@aol.com

KARLA BLACK

11 Stone Street
Watertown, MA 02454

431-222-1212

kblack@yahoo.com
www.linkedin.com/in/karlablack

PAUL GARDNER

Porte 247, Rue 111, Hamdallaye ACI 2222, Bamako, Mali
| (+221) 99 99 99 99 | pgardner@oxfam.org |

Elyssa S. Kaplan

+2540705410000 * ekaplan@brandeis.edu
71111 22200 Nairobi, Kenya * 21 Charleston St., Apt. 104 Waltham, MA 02453

ALEXA BOWER, MBA 627.444.6377 | abower@gmail.com

4 Brook Avenue, Unit 5, Jamaica Plain, Massachusetts 02130

Deconstructing the Resume : Professional Profile/Summary

This section is the most critical part of the resume . It is the first and possibly only portion read by the hiring manager and should be very strong and convincing. This is the place to include characteristics which may be helpful in getting you the interview. Gear every word in this section to your targeted goal.

How to write a Professional Profile/summary?

To write the generic professional profile, start by thinking about what would make you the ideal candidate for this field or type of work in general. After that has been crafted, create a second version customized for a specific job and think about what would make you the ideal match for that specific job? Which qualities will employers care about most? Pick what best demonstrates why someone should hire you and assemble it into your generic and customized summary versions. The title of the summary can vary and may be used as a tool to further your candidacy.

The most common ingredients of a well-written Summary are as follows:

1. Start broad, sharing your role in the industry and making your role fit the field or type of work as closely as possible to the extent that your background supports it
2. 2-3 personal/professional character traits that make you a good fit for the job
3. 2-3 things you have a strong track record in accomplishing or expertise in
4. Relevant education, or special experience/expertise that other job candidates might not have (could include: professional or technical skills, computer, language proficiency)
5. 2-3 high value abilities you've demonstrated that are relevant to the position

The order in which you list these factors can vary based on your strengths and what the organization cares about most. Put your strongest areas forward. For example if you do not have experience working in the industry you are applying for, you might want to lead with the applicable skills you possess that are crucial to working in the industry instead. Whatever you do, keep it brief!

EXAMPLE:

PROFESSIONAL HEALTH CARE MANAGER

Experienced in management, program development and policy making in the United States as well as in several developing countries. Expertise in emergency medical services. A talent for analyzing problems, developing and simplifying procedures, and finding innovative solutions. Proven ability to motivate and work effectively with persons from other cultures and all walks of life. Skilled in working within a foreign environment with limited resources.

PROFESSIONAL SUMMARY

- **Highly skilled in social science research, program evaluation, and policy analysis.** Experienced analyst of national data sets. Led evaluations of prisoner re-entry, housing programs.
- **Demonstrated success in fund raising and capacity building.** Secured \$1.5 million capital grant and ongoing funding for youth and workforce development programming.
- **Entrepreneurial thinker and catalyst for community initiatives.** Spearheaded development of first youth-run teen center in Utica, New York.

Deconstructing the Resume : Professional Profile/Summary Cont.

SOCIAL ENTREPRENEUR

Leadership * Entrepreneurship * Research * Innovation

Trilingual graduate student leader with extraordinary interpersonal and analytical skills; highly adaptive to new situations. Results-driven project manager and experienced practitioner in sustainable international development, coexistence facilitation work and marketing campaign development. Collaborator, communicator, and coalition builder with all stakeholders from private and non-profit sectors.

Dual citizenship: Romania and United States

Program Management Policy Advocacy Community Engagement

Policy Researcher and Advocate with expertise in program management, policy development, Research, community engagement and strategy. 5 years experience planning, implementing, monitoring and evaluating social and economic development projects. Proven skills in policy analysis, leadership development, capacity building and communication. Master's in Sustainable International Development with a passion for effecting change in low income and marginalized communities.

– PROFESSIONAL PROFILE –

An entrepreneurial MBA candidate specializing in program implementation, project and production management, business consulting and marketing. Extensive experience leading and collaborating with diverse and international teams. Writing and editing for publication. Fieldwork in India.

- Social entrepreneurship. Social impact management.
- **Program, project, production management** for startups, nonprofits, small businesses, federal & state governments in the US and India.
- **Market research, business plans, consulting** for social mission startups/leading companies.
- Successful **grant writing & fundraising** totaling **\$410,000** for nonprofits scholarship funds.
- **Public-private partnership** management: forged new markets for small businesses, administered US Department of State pilot program, strengthened international entrepreneurship education programs.

DEVELOPMENT PLANNER AND ADVISOR

Training & Facilitating • Research • Project Management • Stakeholder Relations

- ◆ Team leadership experience, extraordinary interpersonal & analytical skills; highly adaptive to new situations
- ◆ Results-driven researcher, practitioner and educator in sustainable international development and coexistence
- ◆ Collaborator, communicator, coordinator, and coalition builder with organization and community stakeholders
- ◆ Dual citizenship: Afghanistan and United States and fluent in English, Dari and Pashto

Deconstructing the Resume: Education

Education should follow the reverse chronological order with most recent first. Keep in mind the 3 W's:

- 1) Where...Name of School
- 2) What...Degree of Certification
- 3) When...What year... Date (current students can put anticipated graduation)

You can also include additional information such as relevant coursework (*which can supplement in areas where you do not have much experience*) or academic research. A master thesis can be included but this section should be kept short. Certificates, trainings or “graduated with honors” can be added if relevant. If your GPA is extremely high it is ok to include it but only if it is 3.5/4.0 or above.

EXAMPLES:

EDUCATION

Brandeis University, The Heller School for Social Policy and Management Waltham, MA
MBA, Social Policy and Management Expected May 2014

EDUCATION

Brandeis University, The Heller School for Social Policy and Management Waltham, MA
MBA, Social Policy and Management Expected May 2014
MA, Sustainable International Development Expected May 2014

EDUCATION

Brandeis University, The Heller School for Social Policy and Management Waltham, MA
MBA, Social Policy and Management Expected May 2014

University of California, Riverside Riverside, CA
BS, English Literature May 2008

Deconstructing the Resume: Work Experience

No matter which format you choose, you will always give the employer a brief overview of your work experience. This should be done in reverse chronological order with the most recent work first. Be sure to always include the following:

- Name of company
- Job Title or Position
- Location - Town, State or possibly country
- Dates of employment (*months are normally not included unless you started and ended a second job within the same year*)
- Work responsibilities with emphasis on skills and accomplishments

When writing your bulleted responsibilities they should be framed as accomplishments with described skills. Each bullet should start with a **strong action verb** to describe the actions you took in short phrases that demonstrate your achievements.

- The goal is to detail what your actions were within the task or project and the end result
- Ask yourself: “Why did I include this accomplishment? What is this telling the reader?”

The **result** portion is the most important aspect because it describes to the potential employer the positive impact you’ve had. It often shows measurable impact – numbers, dollars, percentages – to demonstrate results.

The experience section can be broken up under different categories. Examples include: ***International Development Experience; Project Management Experience; Research Experience*** (*This is more of a hybrid format layout*) or you can have a separate accomplishments section.

EXAMPLES:

The Pacific Institute

Business Development Manager—Latin American Division

Seattle, WA

2008 - 2009

- Supervised Regional Directors and Project Managers in 9 countries, supporting business development, strategic planning and decision-making
- Supported the development and formalization of business partnerships and branch office operations in Latin American countries, including the establishment of a joint private venture between The Pacific Institute and Vicente Fox, the former President of Mexico
- Designed custom implementation plans for The Pacific Institute’s educational and consulting services

New World

Business Development Manager

New York, NY

2008 - 2009

- Co-developed country operational strategy plans and budgets for multiple donors which resulted in increased revenue of \$16 million dollars for the year
- Assisted in securing USAID funding for community development workshops which led to bringing association members from 7 communities together with local NGO partners.
- Performed intake with over 2,500 low-income individuals and families including assessing eligibility programs and locating an additional \$2 million dollars in community resources to provide needed supports to an additional 500 families.

Action Words to Improve your Resume

What's the fastest way to improve a Resume ? Action words! Below is a list of action words based on specific skill sets. Use these and keep in mind that variety adds spice to your resume.

Administrative Skills: Administered, Coordinated, Designed, Established, Evaluated, Interpreted, Interviewed, Managed, Mediated, Negotiated, Organized, Prepared, Planned, Purchased, Supervised

Communication Skills: Addressed, Advertised, Arbitrated, Arranged, Articulated, Attended, Authored, Collaborated, Committed, Convinced, Corresponded, Demonstrated, Described, Developed, Directed, Discussed, Diverted, Drafted, Drew, Edited, Elicited, Empathized, Enlisted, Entertained, Expressed, Facilitated, Formulated, Handled, Harmonized, Influenced, Informed, Inquired, Interacted, Interpreted, Interviewed, Invited, Justified, Lectured, Listened, Manipulated, Marketed, Mediated, Moderated, Motivated, Negotiated, Networked, Perceived, Persuaded, Presented, Promoted, Proposed, Publicized, Recommended, Reconciled, Recruited, Rated, Reported, Represented, Settled, Showed, Signaled, Solicited, Specified, Spoke, Talked, Telephoned, Testified, Translated, Wrote

Counseling/Helping Skills: Accompanied, Adopted, Advocated, Aided, Assessed, Assisted, Assumed, Clarified, Coached, Collaborated, Combined, Counseled, Demonstrated, Devoted, Diagnosed, Disclosed, Educated, Effected, Enlarged, Ensured, Executed, Expanded, Expedited, Facilitated, Familiarized, Fortified, Guided, Helped, Increased, Involved, Maintained, Modified, Motivated, Offered, Participated, Protected, Provided, Reduced, Refined, Rehabilitated, Reinforced, Represented, Retained, Reviewed, Revised, Sampled, Served, Set up, Shared, Suggested, Supplied

Creative Skills: Acted, Anticipated, Appeared, Conceptualized, Created, Customized, Decorated, Designed, Developed, Directed, Displayed, Drew, Edited, Entertained, Established, Fashioned, Filmed, Founded, Illustrated, Initiated, Innovated, Instituted, Integrated, Introduced, Invented, Originated, Performed, Planned, Revitalized

Financial Skills: Administered, Allocated, Analyzed, Appraised, Assessed, Audited, Balanced, Bargained, Bought, Budgeted, Calculated, Computed, Developed, Exchanged, Forecasted, Insured, Managed, Marketed, Planned, Prepared, Purchased, Researched, Sold, Spent

Management Skills: Administered, Allotted, Analyzed, Assigned, Attained, Broadened, Called for, Chaired, Changed, Consolidated, Contacted, Contracted, Consolidated, Coordinated, Decided, Defined, Delegated, Developed, Devised, Directed, Eliminated, Enforced, Established, Evaluated, Executed, Focused, Handled, Headed, Hired, Implemented, Improved, Incorporated, Increased, Instituted, Integrated, Judged, Led, Managed, Mediated, Mobilized, Motivated, Organized, Overhauled, Oversaw, Planned, Prioritized, Produced, Provided, Recommended, Regulated, Resolved, Restored, Reviewed, Scheduled, Screened, Scrutinized, Selected, Shaped, Solved, Sought Specialized, Strengthened, Structured, Supervised, Terminated, Verified

Organizational Skills: Analyzed, Applied, Approved, Arranged, Coordinated, Catalogued, Classified, Collected, Compiled, Dispatched, Developed, Expedited, Facilitated, Generated, Handled, Implemented, Initiated, Inspected, Monitored, Organized, Planned, Prepared, Processed, Purchased, Recorded, Retrieved, Screened, Specified, Systematized, Tabulated, Validated

Research Skills: Analyzed, Applied, Checked, Cited, Clarified, Collected, Compared, Critiqued, Deducted, Determined, Diagnosed, Discovered, Dissected, Estimated, Evaluated, Examined, Explored, Extracted, Forecasted, Formulated, Found, Gathered, Graphed, Identified, Inspected, Interpreted, Interviewed, Investigated, Isolated, Located, Observed, Predicted, Read, Researched, Reviewed, Studied, Summarized, Surveyed, Systematized

Action Words to Improve your Resume *cont.*

Technical Skills: Adjusted, Advanced, Altered, Amplified, Assembled, Built, Calculated, Computed, Designed, Devised, Developed, Engineered, Excavated, Extinguished, Fabricated, Installed, Made, Maintained, Mapped, Measured, Mediated, Moderated, Motivated, Negotiated, Obtained, Operated, Overhauled, Persuaded, Plotted, Produced, Programmed, Promoted, Publicized, Reconciled, Recruited, Remodeled, Renovated, Repaired, Restored, Rotated, Solved, Synthesized, Spoke, Translated, Upgraded, Wrote

Time Management Skills: Administered, Developed, Directed, Generated, Improved, Initiated, Increased, Promoted, Reduced

Training Skills: Adapted, Advised, Clarified, Coached, Communicated, Coordinated, Developed, Enabled, Encouraged, Evaluated, Explained, Facilitated, Guided, Informed, Initiated, Instructed, Motivated, Persuaded, Presented, Stimulated

Accomplishment: Achieved, Became, Elected To, Established, Expanded, Improved, Pioneered, Reduced (losses), Resolved, Restored, Transformed

Function/Task: Approved, Arranged, Catalogued, Charted, Classified, Collected, Compiled, Delivered, Dispatched, Distributed, Drafted, Edited, Executed, Filed, Generated, Hosted, Implemented, Inspected, Kept, Memorized, Monitored, Operated, Organized, Outlined, Prepared, Processed, Purchased, Recorded, Registered, Relayed, Reorganized, Reproduced, Retrieved, Scanned, Screened, Separated, Simplified, Specified, Systematized, Tabulated, Transferred, Typed, Updated

Type Of Experience: Broad, Complete, Comprehensive, Consistent, Diversified, Extensive, Intensive, Scope, Solid, Specific, Successful, Varied

Transferable Skills: Accurate, Ambitious, Artistic, Assertive, Attentive to detail, Calm, Capable, Cheerful, Clear Thinking, Clever, Competitive, Considerate, Cooperative, Creative, Dependable, Determined, Discreet, Easy Going, Efficient, Energetic, Enthusiastic, Fair, Flexible, Frank, Friendly, Generous, Hard Working, Helpful, Honest, Humorous, Imaginative, Leader, Likeable, Logical, Loyal, Mature, Open-minded, Optimistic, Organized, Outgoing, Patient, Persistent, Polite, Practical, Precise, Quiet, Realistic, Reliable, Resourceful, Responsible, Self Confidant, Sensible, Sincere, Sociable, Tactful, Thorough, Tolerant, Trustworthy, Understanding, Versatile

Appendix 1

Sample Resume : What Not to do



Bad example

ALI BUTTON, MBA
 23 Brook Street, Jamaica Plain, Massachusetts 02130
 611.300.6333 ✉ flowerpower@gmail.com

ENVIRONMENTAL DEFENSE FUND / Project Manager, Oceans Program / June 2007 to present / Boston, MA

- Collaborated with industry, state and federal government agencies, and political leaders
- Provided consulting and implementation support to government
- Managed over 100 relationships with industry partners, non-governmental organizations, and government officials
- Managed internal grant-making process as Environmental Justice Committee Co-Chair

CERES / Consultant, Corporate Accountability Program / April 2007 / Boston, MA

- Led consulting project to design business development strategy
- Conducted internal and external market assessment
- Researched, wrote and presented report on corporate risk posed by freshwater scarcity and climate change

BOSTON COLLEGE CENTER FOR CORPORATE CITIZENSHIP / Intern / September 2007 / Chestnut Hill, MA

- Supported development of *United Nations Principles for Responsible Investment Academic Network*
- Analyzed 10 corporate sustainability reports
- Edited content and designed marketing strategy for *Handbok on Responsible Investment*

ATTORNEY GENERAL OF MASSACHUSETTS / Media Liaison / January 2004 – April 2006 / Boston, MA

- Wrote press releases, facilitated reporter inquiries, and assisted in press conference planning and execution
- Strategically tracked and archived relevant news media
- Developed contact database to build organizational memory

TRAINING	EDUCATION	SPECIAL SKILLS/ TRAVEL/ AWARDS
<p>Facilitation / 2010 Interaction Institute for Social Change</p> <p>Negotiation / 2009 Program on Negotiation at Harvard Law School</p> <p>Management Consulting / 2007 Boston Consulting Group & New Sector Alliance Summer Consulting Program</p>	<p>MBA / Sustainable Development Brandeis University GPA 2.9 May 2012 Expected</p> <p>BA / Political Science & Sociology University of Massachusetts, Amherst GPA 3.2 May 2007</p> <p>Northfield Mount Hermon School Gill, Massachusetts May 2004</p>	<p>Microsoft Word, Stat View and research databases including PsychInfo.</p> <p>Travel throughout Europe and Asia.</p> <p>Captain of UMass and NMH Varsity softball teams.</p> <p>NMH Deans Award 2004.</p>

1 It is best to use a professional email address. Include a professional website if you have one. If you need more space, a header can be condensed into two lines.

2 Where is the summary/professional profile? Education should be at the top, right below the profile, if you're a recent grad or if you are expecting to graduate soon.

3 The month of employment does not need to be included unless the start and end years are the same. Having dates or other information hanging off a line looks sloppy.

4 Notice spelling and formatting mistakes throughout this document! It cannot be stressed enough: proof-read! Resumes must be error free.

7 Any special skills that are applicable to the position should be mentioned in the summary. High school awards and sports accomplishments are not needed unless directly related to the position.

6 Do not include poor GPAs. Course work may be included if it is applicable to the position you are applying for. High school information is not needed.

5 Include results of your actions as potential employers want to know why you'd be valuable to them. A good way to show that is to highlight the positive impact you've had at a previous position.



Brenda Kah

① bkah@brandeis.edu | 3 Charles Way, Apt 10, Newton, MA 02453 | (201) 433-1111

Professional Profile

- Advocacy and campaign experience in climate change, food security, and forestry
- Three years in US and African civil society capacity building & training
- ② • Gender Specialist Advisor for World Bank Group and Inter-American Development Bank to adopt and promote policies that reduce gaps in development programs
- Highly motivated, able to identify goals/ priorities, robust sense of humor, team player

Key Skills

- Computer Skills-Microsoft Office Suite, Outlook, Survey Design and Stata
- ③ • Languages - Fluent in English; Mandingo, Wolof, and Krio (West African languages); Conversational in French

Education

Brandeis University, Waltham, MA ④ Expected, May 2012
 Heller School for Social Policy and Management
MA Sustainable International Development
 Brandeis University Scholar/ Frieze Scholar 2010-2011

Michigan State University, East Lansing, Michigan January 2005
BA International Relations and Political Science
 Specialization: African Studies; International Development.
 Dean's List, Michigan State University 2002- 2005

Professional Experience ⑤

Bank Information Center (BIC)
Programs and Human Resources Associate April 2008- July 2010

- Led BIC's gender work to mainstream content & process, resulting in improved effectiveness of service within target , and Co-Authoring BIC's first gender policy and grievance framework
- Developed outreach tools to strengthen the capacity of CSO in regional programs working on transparency, climate change and extractive industries to understand and influence the role and operations of the World Bank in their region
- Facilitated staff orientations trainings for 20 staff on policies and procedures to maintain institutional memory

National Women Farmers Association, Senegambia, West Africa
Fellow July 2007- Dec. 2007

- Developed campaign material, curriculum, training and learning materials for management and literacy classes
- Wrote a report to reinforce the integration of Agriculture and Nutrition to increase food security for targeted groups.
- Managed and improved monitoring & evaluation practices of programs

Partnership to Cut Hunger and Poverty in Africa ("Partnership"), Washington DC
Program Associate Feb.2005- Apr. 2007

- Coordinated and facilitated national & international conferences on US food aid law and its impact
- Created highly efficient budget tracking system for accounts resulting in easy access of critical information
- Supervised three interns, and managed office calendar, tasks and scheduling all appointment
- Translated Partnership's newsletters and documents to/from French for Francophone community

① This is a very nice and clean letterhead. There is just one email address and just one phone number.

② She uses bullets in her summary to highlight her skills and the aspects of her work experience that are related to the position that she is applying for.

③ Her suitability for the position is emphasized by labeling the key skills that she possesses that are required for the position.

④ An expected date of graduation is used when the candidate has not yet completed their program.

⑤ The candidate clearly demonstrates the results of the actions she took while at various positions. Strong action words are used.

Appendix 3

Sample Resume : MPP (Public Policy)



Good example

Keira James

222 Tenth Street, Somerville, MA 02143; (617) 222-2222, Keira.James@hotmail.com

Skilled Writer and Researcher Committed to Equity and Empowerment of Underserved Communities

- 1 Compelling writing in a wide range of styles for diverse audiences. Research through data analysis, literature reviews, interviews, and forums. Effective presentations. Proficiency in SPSS, Stata, and Spanish language.

EDUCATION

- **Heller School for Social Policy and Management**, Brandeis University, Waltham, MA. Candidate for Master of Public Policy in Social Policy, May 2011. Concentration in Poverty Alleviation.
- **Swarthmore College**, Swarthmore, PA. Bachelor of Arts with High Honors, May 2004. Major in linguistics and minor in history. Thesis on language policy in Massachusetts. Phi Beta Kappa.

PROFESSIONAL EXPERIENCE IN SOCIAL POLICY

Council for Adult and Experiential Learning, Freelance Writer (2009-Present); Consultant (2007-2009); Program Coordinator (2004-2007), Philadelphia, PA, 2004-present

Workforce development intermediary connecting working adults with higher education.

- Wrote publications and reports for business and public sector audiences on issues related to workforce development, including case studies of companies with exemplary employee learning and development programs and a report on retention of nurses for the Pennsylvania Department of Labor and Industry.
- Wrote grant proposals and concept papers for foundations, government agencies, higher education, and corporate clients, including the winning submission to a \$75,000 request from Temple University for technical assistance on their strategy for recruiting adult learners.
- Consulted on lifelong learning initiatives to clients in corporate, public, and nonprofit sectors to help increase their effectiveness in serving adult learners, including leading a research effort to quantify the impact of a corporation's learning centers through statistical analysis of participant outcomes.
- Assisted with coordination of an initiative to bring regional business leaders and civic leaders together to build awareness of the role that employers can play in increasing educational attainment of a region.

Government Accountability Office (GAO), Analyst Intern, Washington, DC, Summer 2010

Legislative body that researches and evaluates policy effectiveness to inform Congress.

- Drafted sections of a GAO report titled "Highlights of a Forum: Participant-Identified Leading Practices That Could Increase the Employment of Individuals with Disabilities in the Federal Workforce."
- Collaborated with team members on qualitative analysis of stakeholder surveys to inform forum agenda.
- Developed a facilitation tool to guide discussion of experts at the GAO forum and managed forum logistics.

Solutions for Progress, Benefits Counselor, Philadelphia, PA, 2007

Software company seeking to reduce poverty through connecting eligible populations with public benefits.

- Conducted outreach to low-income clients and assisted them in applying for benefits and filing taxes to increase their resources through the Earned Income Tax Credit, refunds, and public benefits.
- Trained direct service providers to use software to help their clients enroll in benefits programs.

COMMUNITY INVOLVEMENT IN ADVOCACY AND DIRECT SERVICE

Massachusetts Transgender Political Coalition (MTPC), Boston, MA, 2009 - present

Grassroots organization advocating for the transgender population of Massachusetts.

- Research and develop recommendations for state-level policies as a member of the Policy Committee.

Crittenton Women's Union, Boston, MA, 2010

Nonprofit promoting economic security of women through direct service, advocacy, and research.

- Wrote the text for *Beyond Financial Aid: 2010 Guide to Extra Help for Low-Income Adult Students* and researched the section on education tax credits.

Boston Earned Income Tax Coalition, Boston, MA, 2010

Citywide coalition of nonprofits providing free financial services to low-income residents of the Boston area.

- Helped low-income residents file their taxes for free and maximize their refunds.

Liberty City LGBT Democratic Club, Philadelphia, PA, 2006 - 2009

Organization that builds the power of the lesbian, gay, bisexual, and transgender (LGBT) communities in Philadelphia through endorsing LGBT-friendly candidates and waging issue campaigns.

- Engaged members in activism as Co-Chair of the Issues Committee. Conducted outreach, planned agendas, facilitated meetings, coordinated initiatives, and conducted leadership development for committee members.

Summary statement is concise and calls attention to important qualities, achievements and abilities. Layout is neat, crisp with a nicely bolded top sentence. 1

Does a nice job of mentioning relevant additional facts such as "high honors" and an applicable thesis. 2

The candidate highlights different positions at the same company which shows career growth. 3

Great use of action words in order to clearly quantify candidates accomplishments. Shows impact without just listing duties & responsibilities. 4

Effectively uses impact statements to demonstrate key skills and contributions. This is a strong way to market strengths. 5

Details relevant additional work and direct experience making them a strong candidate for the job. Candidate should be able to speak to active involvement during an interview. 6



ALEXA BOWER, MBA

4 Brook Avenue, Unit 5, Jamaica Plain, Massachusetts 02130 **1**
 627.444.6377 + abower@gmail.com

↑ PROJECT MANAGER / CHANGE AGENT ↑
WITH PASSION FOR SOLVING COMPLEX SOCIAL AND ENVIRONMENTAL CHALLENGES THROUGH STRATEGIC FRAMEWORKS.

Design, implement, and champion solutions that align market incentives with social and environmental sustainability.

- 2** Demonstrated ability to build trust and work collaboratively with diverse and conflicting stakeholders. Approach applies systems analysis and focuses on results, process and relationships. Professional network spans demographics, industries, and countries.

↑ SKILLS / STRENGTHS ↑

3	Strategic Planning Project Management Systemic Problem Solving Team Building & Leadership	Relationship & Network Building Interpersonal & Virtual Communication Cross-Cultural & International Relations Policy Design & Implementation	Training & Meeting Facilitation Negotiation & Lobbying French (proficient) German (fluent)
----------	--	--	---

↑ RELEVANT PROFESSIONAL EXPERIENCE ↑

ENVIRONMENTAL DEFENSE FUND, *Project Manager, Oceans Program*
 2007 to present / Boston, MA

Transformed Fishery Management in New England

- Collaborated with industry, state and federal government agencies, and political leaders to convert New England's landmark fishing industry to a sustainable natural resource management system in order to end overfishing while protecting fishing jobs.
- Provided consulting and implementation support to government agencies in order to improve social justice implications of the public policy process, resulting in increased transparency, public participation and information flow among stakeholders.

Manage Issue Campaigns

- Continue to advance international marine policy campaign by managing strategy and execution of 2 high-profile projects with 6-person teams and combined budget of \$200,000 in order to provide proof of concept and regional capacity building.

Build Capacity to Institutionalize Change

- 4** Organize and facilitate 4 trainings per year in order to build the capacity of American, Latin American, and European industry and governmental leaders to design and implement sustainable natural resource management policies.

Support Organizational Development

- Manage internal grant-making process as Environmental Justice Committee Co-Chair by developing 5 start-up projects per year in order to help the organization diffuse environmental justice across mainstream programs.
- Provide strategic planning support as Diversity Committee Member to strengthen organization's ability to attract, retain, and leverage diverse talent in order to more effectively achieve results.

CERES, *Consultant, Corporate Accountability Program*
 2007 / Boston, MA

Designed Issue Engagement Strategy Adopted by Client

- Led consulting project to design business development and engagement strategy, which was subsequently adopted by client.
- Conducted internal and external market assessment to identify core capacities, mission alignment and growth opportunities.

1 Clean letterhead with a strong branding style format that commands the readers attention. Great use of bolding.

2 Powerful summary statement with four solid identified wow statements. Candidate does a nice job of pre-viewing what's to come and engaging the reader.

3 Aesthetically pleasing way of demonstrating valuable skills suitable for the position as well as relevant abilities.

4 Very impactful bolding to clearly highlight achievements and experience. This candidate identifies and clarifies behavioral traits and transferable skills in a quick and visually satisfying manner.

Please note: Page 2 of this resume continues on the following page

Appendix 4- Page 2 of 2

Sample Resume : MBA (Sustainable Development)



Good example

ALEXA BOWER, MBA

BOSTON COLLEGE CENTER FOR CORPORATE CITIZENSHIP, *Intern, Institute for Responsible Investment*
2007 / Chestnut Hill, MA

Advanced Socially and Environmentally Responsible Investment

- Analyzed 10 corporate sustainability reports in order to track compliance, trends, and impacts among participating companies.
- Edited content and designed marketing strategy for *Handbook on Responsible* in order to disseminate practical tools and guiding strategies for aspiring responsible investors (www.cof.org/files/images/ExecEd/bcrespinvesthndbk.pdf).

ATTORNEY GENERAL OF MASSACHUSETTS, *Media Liaison, Communications Division*
2004 – 2006 / Boston, MA

Promoted Consumer Protection and Justice

- Wrote press releases, facilitated reporter inquiries, and assisted in press conference planning and execution in order to raise public awareness and civic engagement on behalf of Consumer Protection and Criminal Divisions.
- Strategically tracked and archived relevant news media in order to improve political responsiveness.

UNIVERSITY OF THE MIDDLE EAST PROJECT, *Program Assistant*
2004 / Cambridge, MA

Supported International Capacity Building

- Recruited 25 teachers from a dozen countries across the Middle East and North Africa to participate in professional and intercultural development trainings.
- Developed new mission statement and website content as part of organizational branding initiative.

SENATOR MARK MONTIGNY, *Intern*
2003 / State House, Boston, MA

Assisted in Government Relations

- Developed and edited website content in order to improve communications between Senator and constituents.
- Served as liaison to Senate and House of Representatives meetings in order to report developments to staff.

O'NEILL & ASSOCIATES, *Intern*
2003 / Boston, MA

Supported Business Development

- Researched and developed target client lists in order to prioritize new account acquisition efforts.
- Developed a dozen case study presentations on past client projects for business development purposes.

† FELLOWSHIP / EDUCATION / PUBLICATION †

- **Donella Meadows Fellowship** / Sustainability Institute / 2009 – 2010
- **MBA** in Sustainable Development, Brandeis University, Waltham, MA / Net Impact Chapter Co-Chair / 2007
- **BA** in Political Science and Sociology, University of Massachusetts, Amherst, MA / 2004
- **Mainstreaming Environmental Consciousness** / United Nations Environment Program / 2005 (http://www.grida.no/_res/site/file/publications/impact2-occasional-paper1-2005.pdf, pages 35-50)

† TRAINING †

- **Facilitation** / Interaction Institute for Social Change / 2010
- **Negotiations** / Program on Negotiation at Harvard Law School / 2009
- **Management Consulting** / Boston Consulting Group & New Sector Alliance Summer Consulting Program / 2007

5 It is always important to put your name on the second page of a resume if you have more than one. Page numbers as well.

6 Highlights relevant job specific skills and achievements effectively communicating value and core competencies. Positions experience nicely under desired skills clearly demonstrating abilities for the role.

7 Education is in the right place since it isn't as recent as the work experience. Candidate includes additional information in this section that is applicable such as the fellowship.

6

5

7



Andrea Borden
22 Randolph Ave. | Burlington, NJ 02444

aborden@brandeis.edu
c | 617.166.0111

RELATIONSHIP AND STRATEGIC HEALTH CARE MANAGER

Transformational leader of organizational change initiatives through executive/peer support programs and evidence-based practice. MBAMS in International Health Policy and Management.

- Accomplished in leading multi-site projects through successfully developing organizational brand identity, managing remote staff/volunteers and sustaining long-term relationships.
- Highly adaptable trainer/facilitator with experience domestically and internationally within multi-cultural, diverse settings.
- Professional background and training in cost-effectiveness/cost-benefit analysis, financial modeling, and strategic financial analysis/design.

WORK EXPERIENCE

Brigham and Women's Hospital

Wellesley, MA
2010

MBA Consultant, Information Systems Division

Led capacity utilization initiative to meet hospital's information technology needs more effectively by standardizing processes for workload projections among 170+ staff.

- Conducted assessment of manager readiness for adoption of new process (interviews/surveys).
- Designed implementation plan, segmenting managers into "adopter groups" and developing engagement strategies unique to each targeted group (e.g. time management/effectiveness process maps, best practices sharing session).

Hebrew Senior Life

Boston, MA
2010

MBA Team Consultant, Hebrew Rehabilitation Center

Consulted with senior management to assess viability of expanding facility's innovative model for providing sub-acute care.

- Analyzed market data to identify trends in support of expansion (e.g. aging of the local population, transition from acute care hospitals as a locus for providing recuperative care).
- Developed marketing strategies to boost admissions through leveraging burgeoning relationship with Partners hospitals via CMS Demonstration Project and promoting itself as a more focused "Center of Excellence."

Institute for Healthcare Improvement

Cambridge, MA
2005-2009

Field Coordinator, Five Million Lives Campaign

Led operations among Midwestern states for national campaign to prevent medical harm. Campaign resulted in a drastic reduction of hospital mortality and morbidity.

- Managed high-level relationships with 1600 Midwestern health systems including site visits, phone, and ongoing resource support.
- Within one year, enrolled 300+ new hospitals and state-based entities (represented by high-level public and private officials and frontline clinicians) in initiative to reduce mortality through utilization of 12 evidence-based, clinical and leadership interventions.
- Successfully implemented best practice outreach initiative, based on site visits to 10 high-performing hospitals, to disseminate strategies for achieving system-level results. Highlights:
 - Created internet/intranet forums to promote dissemination of best practices.
 - Engaged stakeholders both within and outside the organization in continuous improvement of forums.
 - Designed team leadership opportunities by granting ownership of forums to teammates.
- Saved organization money during economic downturn through expansion of virtual communication and education by utilizing video/web conferencing with remote participants. Managed internal change process through educating stakeholders on new technology and reassuring of continual support.
- Co-organized and delivered keynote addresses at professional conferences to promote the dissemination of implementation strategies for evidence-based interventions.

Please note: Page 2 of this resume continues on the following page

1 Excellent lead in to the professional profile/summary. Very engaging and clearly states the candidate's objective. This gives the hiring manager a snapshot of what's to come.

2 Content is presented to emphasize significant accomplishments nicely, Bullets address the specific needs of the type of job being applied to and it is clear that that candidate's opening objective is driving the narrative and flow of this resume.

3 Candidate does a fantastic job of quantifying impact and contributions. The bullets are clear and illustrate skills and accomplishments while supporting the professional profile statement.



Andrea Borden

22 Randolph Ave. | Burlington, NJ 02444

aborden@brandeis.edu
c | 617.166.0111

Summit Educational Group Watertown, MA
Regional Manager 2002-2005

Managed staffing needs of area schools seeking supplemental education programs for groups and individuals.

- Assessed recruiting needs in designated regions while attending ongoing needs of 150+ tutors.
- Standardized training process for introducing experienced tutors to emerging standardized testing formats.

US Peace Corps Mali, West Africa
Volunteer, Natural Resource Management 2000-2002

Targeted opportunities to improve environmental management of rural farming community.

- Engaged village of 800 in construction of well and garden by leveraging relationships with influential members of the community.
- Developed grant and budget to procure funds from the United States Assistance in Development (USAID).
- Managed "Field-Based Training" activities for Peace Corps trainees, coaching them on planning and execution of small-scale improvement projects at the village level.

4

EDUCATION

The Heller School for Social Policy and Management, Brandeis University Waltham, MA
MS International Health Policy and Management 2011
MBA, Health Care Management 2010

- Recipient of the Stavis Scholarship, awarded to an outstanding MBA applicant interested in health and human services management.
- Founder, Heller Chapter for Health Professions, a student-run organization promoting awareness of patient safety issues across all health care-related graduate programs at Brandeis.
- Teaching Assistant, Leadership and Organizational Behavior.
- Directed study with professor to design software simulation to improve health care management students' skills in network analysis and change management.

Wesleyan University Middletown, CT
BA / History 1995-1999

The London School of Economics London, UK
General Course Program 1997-1998

PROFESSIONAL DEVELOPMENT 5

The Breakthrough Series College Wellesley, MA, 2007

- Intensive Institute for Healthcare Improvement program focused on improving health care delivery.
- Statistical methods and process improvement strategies aimed at supporting teams in adapting best practices to new settings.

TECHNOLOGY 6

Brandeis University Certificate of Achievement for Microsoft Office 2007 Workshop (Excel, Word, and PowerPoint); Intermediate in Microsoft Project, Microsoft Access, SQL, FileMaker Pro, STATA, SPSS

LANGUAGE SKILLS

French (conversant), Bambara (proficient)

4 This is a very strong example of a well done education section. This additional information is relevant to professional goals and says a lot about the candidate's strengths and character.

5 These are significant professional development items that show candidate's initiative relevant to their professional goals. This will add weight to the candidate's application.

6 Candidate uses a technology section to highlight notable experience with various computer programs. It is a smart tactic to mention experience level with the programs.



CHARLES WEST

1900 New England Ave • Washington, DC 20009 • Phone: +1.449.444.2222 • E-mail: c.west@gmail.com

PROFESSIONAL PROFILE

- **Field Practitioner & Policy Professional:** Practical experience working on large USAID-funded programs in the field and substantive background working in rural communities of Tajikistan, Northeastern China and Appalachia (U.S.); extensive experience at policy centers of the U.S. government and international NGO's
- **Effective International Communicator:** Proven abilities in articulating a focused message through specialized written, spoken, online and other communication media; applicable language skills in Tajik, Mandarin and Italian; published articles about human rights issues and community organizing in *Amnesty International Magazine*
- **Commitment to Results:** Commitment to sustainability and empowerment through in-depth knowledge of human rights and gender issues and application of rights-based, participatory approach to development
- **Practical Skills:** Collaborate effectively with people of diverse cultural, socioeconomic and national backgrounds; experience designing and conducting large-scale evaluation and research; facility with many computer-based programs and platforms including: STATA; HTML; Kintera software; Adobe Photoshop; Microsoft Office

1 In just four bullets the candidate details who they are, why they are suited for the role and describes experiences to back it up nicely.

EXPERIENCE

Mercy Corps

Shaartuz, Tajikistan

Agricultural Value Chain Intern, Tajikistan Stability Enhancement Program (TSEP)
September, 2010 – Present

- Analyze and identify potential improvements for agricultural value chain for 20 communities in the Khatlon region
- Conduct trainings with national staff on topics such as food preservation and greenhouse construction
- Design economic development projects with agricultural and business focus for smallholder farmers and youth
- Identify and write beneficiary success stories
- Administer monitoring and evaluation for projects associated with objectives of program
- Develop MIS framework and organize data for inclusion

Gender Assessment Intern

Cambridge, MA

June, 2010 – August, 2010

- Developed sampling schema and designed methodology for desk review
- Finalized and disseminated organization-wide programmatic survey in three languages (1,000 potential respondents)
- Evaluated project documents, interviewed key respondents and analyzed results for desk review
- Participated as a key Gender Working Group member during the gender assessment process
- Authored comprehensive final desk review report for use in strategic planning

United States Senate, Office of Senator E. Benjamin Nelson

Washington, D.C.

Press Secretary

August, 2007 – June, 2009

- Wrote and issued press releases pertaining to legislation and issues related to the Senator and Nebraska
- Spearheaded and completed re-design of Senator Nelson's Web site and managed content
- Authored speeches for Senator Nelson to be made at events with business leaders, agricultural groups, rural communities and high-level diplomats
- Responded to requests from the press such as providing statements and background information
- Drafted talking points for the weekly press conference call and various other interview engagements

Amnesty International

Washington, D.C.

New Media/Media Assistant, Editorial Associate for *Amnesty International* magazine

November, 2006 – August 2007

- Wrote articles for *Amnesty International* magazine (circulation: 300,000)
- Developed content and design for the *Instant Karma: The campaign to save Darfur; Music for Human Rights and International Justice & Accountability Program* Web sites
- Drafted and issued press releases pertaining to human rights issues worldwide
- Created and issued activist template materials weekly (letters to the editor, media advisories) and worked to mobilize the grassroots activist community
- Prepared and sent online advocacy materials to members (e-mails, newsletters, online actions)

2 Experiences section offers solid examples of skillset, content is organized to emphasize significant points, address specific requirements and does a good job of identifying skills that are crucial but may be difficult to quantify.

Please note: Page 2 of this resume continues on the following page



Charles West – Email: c.west@gmail.com - Page Two

3 Government Relations: Asia Advocacy Intern

September, 2006 – November, 2006

- Attended congressional hearings, briefings, and lectures pertaining to human rights and/or Asia and reported content to Program Manager
- Researched human rights conditions and crises in designated Asian countries
- Tracked legislation pertaining to U.S. foreign policy in Asia
- Responded to requests from the public on information about human rights conditions in Asia
- Coordinated briefings and events sponsored by Amnesty International such as panel discussions with expert human rights advocates and activist community briefings
- Prepared testimonies and presentations

Northeast Hope International School

Tongliao, China

Head Foreign English Teacher, Assistant Head Teacher for Grade 7

July, 2005 – June, 2006

- Developed English conversational skills of Chinese fourth, seventh, and eighth grade students from diverse rural communities through formal and informal instruction
- Planned daily lessons for nine classes
- Presented lectures to faculty and advanced students on culture and language

EDUCATION

Brandeis University, Heller School for Social Policy & Management

Waltham, MA

August, 2009 – Present

- M.A. Candidate, Sustainable International Development – May, 2011
- Employment: Writing Tutor, E.S.L. Specialist, Career Services Web site and print collateral redesign & rewrite
- Related coursework: *Fall 2009*: Economics for Social Policy & Management, Rights-Based Approach to Development, Project Planning & Implementation, Survey Design & Analysis, Natural Resource Management; *Spring 2010*: Sustainable Agriculture & Watersheds, Food Security & Nutrition, Monitoring & Evaluation, Integrated Conservation & Development, Land Reform: Rural Land Inequality & Poverty, Masculinities & Gender Relations, Strategic Fundraising & Development, Microenterprise Development & Finance, Building a Microfinance Institution

4

Boston College

Chestnut Hill, MA

September, 2001 – May, 2005

- B.A. in Psychology – May, 2005
- Study Abroad: Universita di Parma: Summer 2002; Universiteit van Amsterdam: 8/03-7/04
- Related coursework: Politics & Society of Central Asia; Peace or War: the Role of the U.S. in the 3rd World; Persecution, Genocide, and Mass Murder in a Comparative Perspective; Muslim Cultural Politics; Advanced Cultural Psychology; Legal Studies

Washington Internship Institute

Washington, D.C.

September, 2006 – November, 2006

- Participated in field trips around Washington D.C. to meet policy makers and members of the international community (e.g., National Security Council, State Department)
- Related coursework: Bridging Theory and Practice in Experiential Education; International Relations: U.S. Foreign Policy and Practice in the Age of Globalization, Terrorism, and American Preeminence

3 It is helpful to call out if you started somewhere as an intern and were then hired.

4 Includes relevant coursework to educate the reader about the program and focus. Candidate includes employment to highlight level of involvement with that program.

5 Applicable skills are a good idea to include, especially if they are part of the requirements for the job role. It is very important to be specific on language fluency level. Specific computer skills such as STATA are good to include (*ones that aren't assumed such as Microsoft Office*).

5 SKILLS & COMPETENCIES

Languages: Tajik: Novice; Chinese (Mandarin): Novice; Italian: Intermediate

Computer skills: STATA; HTML; PaperThin CMS; Cascade CMS; Google applications; Kintera software; Adobe Photoshop; Adobe Dreamweaver; social media platforms; Microsoft Office (Word, Excel, PowerPoint, Access)

RECOGNITION, AWARDS & CONFERENCES

Awards: Eagle Scout, Una Chapman Cox Foundation scholarship, Dean's List, nominated for Freshman Writing Award at Boston College

Exams: passed written portion of U.S. Foreign Service Exam (July 2008)

Professional Conferences: Right to Food & Food Policy Symposium – Yale Law School (April 2010)

Appendix 7

Sample Resume : MA (Coexistence & Conflict Res.)



Good example

ZACHARY ABRAHAM

96 Weston Ave, Apt. 10, Boston, MA 02125 ♦ 614.555.2002 ♦ zabraham05@brandeis.edu

DEVELOPMENT PLANNER & ADVISER

① Training & Facilitating ♦ Research ♦ Project Management ♦ Stakeholder Relations

- ♦ Team leadership experience with extraordinary interpersonal and analytical skills; highly adaptive to new situations
- ♦ Results-driven researcher, practitioner and educator in sustainable international development and coexistence
- ♦ Collaborator, communicator, coordinator, and coalition builder with organization and community stakeholders
- ♦ Dual citizenship: Afghanistan and United States and fluent in English, Dari and Pashto

EDUCATION

Brandeis University, Heller School for Social Policy & Management, Waltham, MA

Master of Arts, Sustainable International Development and Coexistence and Conflict Resolution, Expected May 2011

Regis College, Weston, MA, 2008

Bachelor of Arts, International Relations and Sociology

Regent's College, Study Abroad: London, England, 2007

② Thesis: "American Government Reaction to Political Struggles between Hezbollah and Israel."

Kabul University, Study Abroad: Kabul, Afghanistan, 2006

Thesis: "The Effect of Multiple Regimes on Education, Health & Human Rights for Afghani Women & Girls."

③ EXPERIENCE

Brandeis University, Waltham, MA, 2010- present

Justice Peace and Conflict Working Group, Co-founder and Co-Chair

- ♦ Coordinate: UN day of Peace; Speaker series: Hosted Sudanese Ambassador to the US, a peace-building specialist

The Irish Immigration Center, Boston, MA, 2010- present

Cross Cultural Committee Facilitator

- ♦ Coordinating bridge-building, across ethnic groups, community development, and cross-cultural programs
- ♦ Designed and implemented youth and community engagement programs for self-esteem/ capacity building

Mercy Corps, (MCA), Afghanistan, 2010

Research Assistant

- ♦ Identified and analyzed donor-funded women's livelihood programs/activities in Muslim countries, particularly in Afghanistan, at a urban and rural level with an emphasis on rural contexts
- ♦ Wrote report comparing women's empowerment livelihood programing including recommendations for program improvement, effectiveness, and sustainability that are globally implemented by Mercy Corps
- ♦ Researched Mercy Corps Afghanistan cash for work activities targeting women; identified successful models with an eye toward increasing women's participation and impact

Harvard University, Cambridge, MA, 2002- 2010

Senior Counselor, Boston Refugee Youth Enrichment (B.R.Y.E.)

- ♦ Designed and implemented academic youth development and monitoring programs
- ♦ Designed academic curriculum for mathematics and language instruction for primary grades 4-6
- ♦ Planned and implemented quarterly community academic, sport, and youth-building events that promoted increasing participation of community and parents in children's education
- ♦ Initiated local high school volunteer outreach program targeting 25 students that generated weekly participation of youth mentors, co-teachers/coaches and assistants
- ♦ Taught English, math, arts and science to 45 refugee children

Target South Bay, Dorchester, MA, 2008- 2009

Team Leader Human Resources

- ♦ Created a strategic training plan in coordination with the Director of Human Resources & Operations to achieve organizational goals for efficient and appropriate team-member training
- ♦ Effectively managed and trained 600 new employees with responsibility for communicating job expectations

① Candidate holds the most important strengths he has that the organization is looking for to draw focus to them.

② It is good to be specific about a relevant thesis or countries visited. If the time spent abroad sheds light on your professional interests and goals—it shows a capacity to live in diverse conditions.

③ Bullets are well crafted and organized in a logical flow. The reader is able to clearly understand the candidates contributions, accomplishments and the end results.



Brian Nan

49 Main Street | Apartment #2 | Brookline, MA 02222
Brian.nan@gmail.com 444.555.6666

PROFILE

Entrepreneurial MBA candidate specializing in program implementation, project and production management, business consulting, and marketing. Extensive experience leading and collaborating with diverse international teams. International development field management experience. Fluent French, conversational Hindi.

1

AREAS OF EXPERTISE

- Market research, business plans, strategy consulting for social mission startups and leading companies
- Program, project, production management for startups, small businesses, federal and state governments, non-profit organizations in the US and India
- Raised over \$400,000 for nonprofits and scholarship funds through fundraising and grant writing
- Managed public-private partnerships for small businesses, NGOs and US Department of State pilot program
- Proficient in MS Office Suite, QuickBooks, STATA, CorelDraw, Adobe Illustrator, social media

EDUCATION

The Heller School for Social Policy and Management, Brandeis University Waltham, MA
MBA Candidate, Social Impact Management 2011

2

Current GPA 3.9, Courses in operations, strategic, financial management; managing a triple bottom line

Washington College Chestertown, MD
BA / International Studies Minor in Economics, Regional Focus: Asia 2002-2006
GPA 3.8, Departmental Honors and Award, George Washington Medal, Benjamin A. Gilman International Scholarship, Middendorf Foundation Leadership Scholarship

Global Village for Future Leaders of Business and Industry, Lehigh University Bethlehem, PA
Certificate 2009
Six-week intensive global business, entrepreneurship, and leadership program for 107 professionals from 53 countries; courses on global management, business and social entrepreneurship; workshops with international leaders, executives, and entrepreneurs

PROFESSIONAL EXPERIENCE

Iacocca Institute, Lehigh University Bethlehem, PA
Program Assistant, Consulting Project Mentor, Global Village Guide 2006-2007, 2010

- Coordinated program administration, logistics, and project management for Pennsylvania Governor's School for Global Entrepreneurship, Global Village for Future Leaders of Business and Industry and Professional Education programs
- Administered executive education programs for leading companies and multi-national corporations
- Managed 7-member international consulting team
- Forged and managed 10 *PA Governor's School for Global Entrepreneurship* business consulting projects
- Mentored and advised entrepreneurs and business professionals from over 50 countries
- Supervised 65 *PA Governor's School* alumni community service projects for PA Governor's Office
- Organized Iacocca Institute's professional education Breakfast Speaker Series
- Established *Iacocca News* online newsletter; edited and distributed monthly editions

3

Wish Designs, Inc. Nazareth, PA
Production Manager, Office Manager for small family manufacturing business 2008-2009

- Managed facility; trained and supervised 10 employees
- Supervised production, process flow, orders, and quality control
- Small business office management, website design/copywriting, social media management
- Regional sales and marketing; participate in national trade shows

1 Highlights distinguishing information and transferable skills while emphasizing quantitative and qualitative results. Paints the picture of a well rounded experienced individual.

2 Adds relevant coursework, honors, scholarships and certificates that make them a more appealing prospect.

3 Shows results specific to the field of interest, clearly showcases value of expertise. Communicates supervisory and managerial skills without making it the primary focus. Bullets filled with specialties and strong action verbs.



Brian Nan

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Brian.nan@gmail.com 444.555.6666

KHAMIR Craft Resource Centre

Bhuj, Gujarat India

William J. Clinton Fellowship for Service in India / American India Foundation

2007-2008

Department Coordinator

- Spearheaded, designed, and managed KHAMIR's new department for marketing, grant writing, communications, and research projects; developed 3-year business plan
- Oversaw department administration, logistics, budgeting; project implementation
- Advanced successful grant proposals totaling \$390,000; managed reports for funding agencies including CARE, the TATA Foundation, and the Confederation of Indian Industry
- Directed private-public partnerships for the 2008 "Vibrant Gujarat" Campaign, a government-sponsored marketing campaign to promote regional business investment
- Supervised 50 regional staff members
- Researched, analyzed, and developed successful trade, funding, and service partnerships for KHAMIR and artisan micro-enterprises
- Led website development and launch
- Designed multimedia, graphic, and text marketing materials including press kits, brochures, mailings

US Department of State's American Studies Institute

Chestertown, MD

Program Assistant

2003,2004

- Managed pilot program logistics and programming; supervised program assistant team
- Mentored 21 Muslim undergraduate student leaders from Bangladesh, India, Pakistan
- Coordinated events and lectures on foreign policy, economic development, Islam in America, democracy

CONSULTING PROJECTS AND INTERNSHIPS 4

Prosperity Candle Boston, MA, 2011

Social enterprise distribution channels, sales, market research

MoJo Moms and Jobs Lowell, MA, 2011

Business plan for expansion; capital, productivity, and social impact analysis

Artists for Humanity Boston, MA 2010

Developed corporate fundraising strategy for \$2 million NGO. Recommended potential corporate partners

ACCION New Mexico, Arizona, Colorado Phoenix, AZ, 2010

Online community engagement strategy. Online partnership development. Social media marketing

ShelterBox Cornwall United Kingdom, 2010

Fundraiser in partnership with Rotary International and Gordon Biersch Restaurants, Inc.; raised \$6,000

Kent Displays, Inc. Kent, OH, 2010

Strategic plan, product development, and market analysis for innovative liquid cholesteric display products

Royal Consumer Products Somerset, NJ, 2009

Market research for entry into India, Argentina, and Spain's consumer electronics and office supply markets

INTERNATIONAL EXPERIENCE 5

- US Department of State Critical Language Scholarship, Intermediate Hindi Program *Jaipur, India 2008*
- William J. Clinton Fellowship for Service in India/AIF Service Corps Fellowship *Bhuj, India 2007-2008*
- Antioch College Education Abroad, Buddhist Studies Program *Bodhi Gaya, India 2004, Internship 2008*
- Cater Society of Junior Fellows' grant for academic research *Northwest India 2006 and Cuba 2005*
- Rotary International Youth Exchange Program *Megève France 2000-2001*

4 Additional work is consistent with the story for the rest of the resume and communicates passion for the field effectively.

5 Calls out international experience, earned scholarships, fellowships and programs desirable to the hiring manager.



Walter Donovan, Ph.D.
 243 Mamaroneck Ave . Larchmont, NY 10538. 914-688-3333

PROFESSIONAL PROFILE

Leader and Talent Manager with a unique combination of management skills, organizational development, education and training. Familiarity with building sustainable business organizations in which trusted and trained people make all the difference. Expertise in career services and admissions in education.

SELECTED TALENT MANAGEMENT, TRAINING & PROFESSIONAL EXPERIENCE

Career Services LLC., New Brunswick, NJ 2005 to present
 Founder

- Built for-profit \$1M staffing & training agency providing job search, placement and HR consulting services.
- Conducted successful and sustained placements for professionals in a broad range of industries including IT services, financial services, engineering, manufacturing, government, non-profit, and healthcare.
- Designed and executed recruitment, assessment and selection campaigns ranging from key individuals up to the recruitment of hundreds of staff for a single employer.
- Personally delivered individual and group career counseling using proprietary assessment and development tools to over 25,000 individuals and over 2,500 military service members.
- Developed funding, designed program, wrote syllabi and delivered multi-year training and development in leadership, communications & teamwork for new and incumbent employees in corporate university setting.
- Conducted organizational development study and implemented resultant strategic plan for private school resulting in reorganization and recruitment of new Head of School.

College of Management, Boston University, Boston, MA 2007 to present
 Career Services and Admissions Director

- Promoted to lead new enrollment management effort consolidating admissions, financial aid and career services into a student-centered system designed to enhance retention and success.
- Recruited largest class in history of the school with over 30% growth across all programs.
- Launched first-of-its kind national co-branding partnership program with AmeriCorps & City Year resulting in 500% increase in applicants from national service program alumni who constituted 10% of 2010 class.
- Recruited largest cohort of sponsored international students (48%) built on relationships with educational sponsoring agencies (Ford, Fulbright, AmidEast, IREX, Soros, education ministries and embassy attaches).
- Personally designed, built and implemented new financial aid leveraging model capturing and displaying the impact of tuition & scholarship decisions in real time.
- Reestablished credibility with students and alumni in career services capability to deliver excellent service.

ADDITIONAL CONCURRENT PROFESSIONAL EXPERIENCE

- **Program Director, Citizen Leadership Program**, selected to establish program, recruit students & employers, select, match & place Inaugural class of Interns (2007-2009).
- **Director, Society of Resource Managers Workforce Committee**, first Director charged to assist Maine councils in implementing workforce readiness strategies (2002-2006).
- **President, Junior Achievement of New Jersey**, providing financial literacy and entrepreneurship training to over 24,000 K-12 students in Maine (2004-2005).
- **Director, New Jersey State Workforce Investment Board (SWIB)**, Director for Workforce Investment Act (WIA) funded statewide network of One Stop Career Centers (2003-2004).
- **Associate Director, Building Bridges Program** responsible for developing industry/ education partnership for employers, educators and students designed to build internships and job opportunities (2002-2005).

1 Very crisp and well written objective statement. Motivations and applicable skills are clearly defined. Gives hiring manager a clear picture of what is driving this candidate.

2 Powerful bullets of quantified achievements and professional accomplishments. Clearly illustrates contributions made during tenure.

3 Well written and positioned additional experience section. Nicely complements the above and adds a wealth of insight into what this candidate has been doing with their time in order to achieve their objectives. .



Walter Donovan, Ph.D. (page 2)

SELECTED TEACHING, EVALUATION & ASSESSMENT EXPERIENCE

- Conducted an evaluation and assessment of student learning and course effectiveness for online courses at community college system and the University of Southern New Jersey graduate school (2005-2010).
- Designed two courses (curriculum, syllabi, references, texts, etc.) covering the supervision and management of volunteers: one for a community college system and one for the University of New Jersey (2001-2009).
- Delivered over 80 customized workforce development courses at over 15 adult ed, community college, and four year colleges throughout New England (2000-2008).
- Adjunct instructor at various community colleges and adult ed systems in Maine teaching management, leadership, human resources, career development, and communications (1996-2001).
- Guest lecturer for 6 years at Maine Maritime Academy on the topic of leadership (1996-1998).

US NAVY & ENGINEERING EXPERIENCE

- | | |
|---|--------------|
| U.S. Navy Assignments, Ensign to Lieutenant | 1975 to 1983 |
| Bath Iron Works Shipyard, Bath, ME | 1980 to 1989 |
- Rapidly promoted from individual engineer to Director, Mechanical Engineering & Design responsible to lead the design of the piping, power generation and distribution systems, HVAC and auxiliaries.
 - Hand picked by employer as sole corporate representative to in-country shipbuilding assessment team and co-author of winning proposal for \$10M shipbuilding consulting services in Kuala Lumpur, Malaysia.

SELECTED ARTICLES

- *Liberal Arts Education: Well-rounded in a flat world.* Vassar College ParentLine- CDO/SEO Newsletter for Parents, April, 2010, Volume 2, Number 1.
- *Knowledge good in itself—and at work.* Portland Press Herald. (November 17, 2009).
- *Who is Accommodating Whom? Small Business Practices and Attitudes regarding Hiring People with Disabilities: An Exploratory Study* (Brandeis University dissertation). (May 1, 2006).
- *The Breakwater School—Start here, grow anywhere!* Organizational development study and strategic plan report to the Board of Directors of the Breakwater School. (March 16, 2005).
- *Worker, heal thyself—the training paradox. Why people with the greatest need get the least.* The Employment Times. (December 2, 2002).

SELECTED PRESENTATIONS

- *Pathway to Leadership* panel, City Year National Leadership Summit, Georgetown Univ., Wash DC (2011).
- *Learning is work and work is changing!* ACPA (American College Personnel Association) Annual Conference, Sponsored Program (5 selected out of 1000 applicants) Presentation, Baltimore, MD (2011).
- *Worlds Don't Change, People Do,* Keynote Speaker, City Year Chicago Annual *Life After City Year* Conference, Malcolm X College, Chicago, IL (2010).
- *How to get from here to there when “there” just keeps changing,* presented at the Florida Career Professional Association (FCPA) Annual Conference, Sunny Isles, FL (2010).

SKILLS AND ABILITIES

- Certified in Strong Interest Inventory®; certified in Myers-Briggs Type Indicator® assessment.
- Highly skilled PC user & MS Office suite user, budget manager, successful grant writer, adept at search engine use, contact management systems, website management, on-line, library research and social media.

EDUCATION

- | | |
|---|-----------------|
| Suffolk University, Social Policy and Non-Profit Management
Ph.D. in Social Policy, Area of focus: Workforce development | 2002 |
| U.S. Naval Academy
Bachelor of Science, Areas of focus: Naval science, English literature | 1970 |
| Company Class Secretary to USNA Alumni Association | 1970 to present |

4 Impressive spread of selected articles, presentations and skills and abilities. Candidate genuinely has a ton of relevant experience and displaying it in this manner is beautifully adding complimentary information to this person's application.

5 Education is at the bottom here due to it not being as applicable, recent or relevant to this role as all the expansive work experience.



STEVE M. BOOTH
102 Prospect Street, Waltham, MA 02453
Mobile: 518-622-7777; E-mail: stevebooth@gmail.com

MISSION-BASED STRATEGIST AND MANAGER ①

- Six years' experience transforming agencies (**West Virginia, New Orleans, and metro Boston**) including providing operations management at multi-site, multi-program homeless/affordable housing agencies
- Contributed to repositioning UNITY of Greater New Orleans in the aftermath of Hurricane Katrina; **UNITY received the 2010 Nonprofit Achievement Award from the National Alliance to End Homelessness** ②
- Co-founded statewide coalition resulting in **\$1.7 million in HUD funding** for homeless housing for 35 counties in Appalachia
- Fundraising expertise including government contracts (**up to \$13 million**), foundation and corporate grants (**\$340K + annually**), individual donors (**increased from nearly 0 to over 600**), and special events (**up to 100% revenue growth**)

Education

The Heller School for Social Policy and Management, Brandeis University, Waltham, MA, 2010
MBA, Social Policy and Management

- Teaching Assistant, Strategic Management
- Teaching Assistant, Financial Management

The London School of Economics and Political Science, London, England, 2003
BSc, Social Policy and Administration
Dissertation: "The U.S. Faith-Based Initiative: Public Policy and Community Issues"

Selected Consulting Engagements ③

CYCLE Kids, Cambridge, MA, 2010 – present
Business plan and growth strategy

Groundwork Lawrence, Lawrence, MA, 2010
Audit preparation

Wellesley at Home, Wellesley, MA, 2009
Start-up business plan

Prosperity Candle, Somerville, MA, 2009
Strategic marketing recommendations for start-up international social enterprise

Two Community Development Corporations (Confidential), Boston area, MA, 2009
Financial projections for pending merger

Work Experience

④ **Beverly Affordable Housing Coalition, Beverly, MA, 2007 – 2009**
Program Manager

- Managed fundraising, public relations, and community organizing programs to support the agency's work in leveraging \$30 million to develop 108 units of affordable housing in two developments
- Assisted Executive Director to develop a strategic plan to regionalize the organization
- Launched and coordinated, with local United Way, a community-wide collaborative of 20 service providers to complement the Coalition's housing development efforts
- Provided support for operations management, real estate development, and property management
- Managed student interns and local college partnerships as an ongoing source for volunteers
- Raised over \$120K in grant revenue annually
- Led successful fundraising effort for green elements to be included in LEED-certified development
- Coordinated two high profile, annual community fundraising events, each of which grew 50 to 100% to generate more than \$25K apiece under my leadership
- Increased pool of individual donors from a nominal number to over 600; increased mailing list from 500 to nearly 3,000; instituted donor cultivation strategy
- Authored all press releases and frequently served as spokesperson to local media

Please note: Page 2 of this resume continues on the following page

① The title of the summary section clearly outlines the candidates main strengths and sums up the information to follow.

② The candidate uses bold faced type to highlight aspects of the summary that are most important or that match up with the job description..

③ Consulting work can be placed between education and work experience and does not need comprehensive explanations.

④ Strong action words combined with a description of the actions taken and the impact of the action are the most effective way to highlight specific work experience.



5

STEVE M. BOOTH

(Continued)

6

UNITY of Greater New Orleans, New Orleans, LA, 2005 – 2007

Director of Special Projects/ Assistant to the Executive Director

- Secured, as a member of a staff team, a nearly \$13 million city-wide annual federal funding renewal through HUD's homelessness Continuum of Care process
- Co-led first post-Katrina city-wide homelessness census in consultation with Urban Institute; collaboratively recruited, trained, and coordinated extensive cadre of bilingual volunteers
- Assisted with UNITY's successful advocacy for a Congressional allocation for an unprecedented 3,000 units of supportive housing in Louisiana; testified before Bring New Orleans Back Commission, city council, state agencies, and committees of the state legislature
- Coordinated press requests from local, national, and international media, including *Associated Press*, *CNN*, *NPR*, *New York Times*, *Christian Science Monitor*, *National Geographic*
- Served on post-Katrina homelessness panel at American Public Health Association Conference
- Coordinated press conferences (including for \$2m gift from Qatar) and authored all press releases
- Led agency's private grant writing efforts (\$340K + annually)
- Wrote successful proposal to launch the groundbreaking centralized outreach, housing search, and housing placement initiative and community affordable housing database website
- Maintained relationships with 60+ member agencies; participated in monitoring and evaluating nearly 100 contracts held by sub-grantees
- Developed complex program budgets of more than \$500K

PricewaterhouseCoopers, Tampa, FL, 2004-2005

Contractor, Temporary – Internal Expense Reports Audit

- Reviewed, as a team member, internal expense reports for compliance with company policy

Roark-Sullivan Lifeway Center, Charleston, WV, 2003-2004

Special Projects Coordinator

- Co-founded West Virginia Coalition to End Homelessness, collaborating to build a coalition of agencies and advocates from around the state
- Supported the Executive Director in the day-to-day operation of a two site \$1 million agency
- Contributed to successful \$1.7 million application to HUD for funding for 35 of 55 counties in the state that previously did not receive federal funding for housing and services for homeless people
- Wrote successful grant proposals (Federal Home Loan Bank, government, and private funders)

Community Service

The Episcopal Church of Saint John the Evangelist, Boston, MA, 2010 – present

Co-Warden (Board Co-Chair)

- Spearheaded development of 2010-2014 Business Plan
- Led Business Plan presentation to Diocesan Bishop and partnered with other parish leadership to manage its implementation

5 Due to the breadth of the candidate's experience, a second page is necessary.

6 The name of the company is presented first, in bold, with the title of the position held underneath. The time spent in that position is represented in years.