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# RESUMES and COVER LETTERS

*An Extension School Resource*



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# CREATE A STRONG RESUME

A resume is a brief, informative summary of your abilities, education, and experience. It should highlight your strongest assets and skills, and differentiate you from other candidates seeking similar positions. Although it alone will not get you a job or internship, a good resume is an important element toward obtaining an interview.

Tailor your resume to the type of position you are seeking. This does not mean that all of your work history must relate directly, but your resume should reflect the kind of skills the employer would value.

## NEED HELP?

- **CARC Resume and Cover Letter Webinar.** Learn the nuts and bolts of getting started. See the CARC or OCS websites for dates.
- **HES Call-ins.** 15-minute slots every Monday (Sept. - May), **Phone** (617-496-8946) and **Skype** (email lspencer@fas.harvard.edu) slots are available from 1 - 3:45pm.
- **Career Advising Appointment.** Matriculated degree students and alumni only.

## RESUME TIPS

### RESUME LANGUAGE SHOULD BE:

- Specific rather than general
- Active rather than passive
- Written to express not impress
- Articulate rather than "flowery"
- Fact-based (quantify and qualify)
- Written for people who scan quickly

### DON'T:

- Use personal pronouns (such as I)
- Abbreviate
- Use a narrative style
- Number or letter categories
- Use slang or colloquialisms
- Include a picture
- Include age or sex
- List references
- Start each line with a date

### TOP 5 RESUME MISTAKES:

1. Spelling and grammar errors
2. Missing email and phone information
3. Using passive language instead of "action" words
4. Not well organized, concise, or easy to skim
5. Too long

### DO:

- Be consistent in format and content
- Make it easy to read and follow, balancing white space
- Use consistent spacing, underlining, italics, bold, and capitalization for emphasis
- List headings (such as Experience) in order of importance
- Within headings, list information in reverse chronological order (most recent first)
- Avoid information gaps such as a missing summer
- Be sure that your formatting translated properly if converted to a .pdf

### PLAN TO WORK INTERNATIONALLY?

Resume guidelines can vary from country to country. Check out GoinGlobal at <http://www.ocs.fas.harvard.edu/going-global>

## ACTION VERBS FOR YOUR RESUME

**LEADERSHIP**

Accomplished	Achieved	Administered	Analyzed	Assigned	Attained	Chaired	Consolidated
Contracted	Coordinated	Delegated	Developed	Directed	Earned	Evaluated	Executed
Handled	Headed	Impacted	Improved	Increased	Led	Mastered	Orchestrated
Organized	Oversaw	Planned	Predicted	Prioritized	Produced	Proved	Recommended
Regulated	Reorganized	Reviewed	Scheduled	Spearheaded	Strengthened	Supervised	Surpassed

**COMMUNICATION**

Addressed	Arbitrated	Arranged	Authored	Collaborated	Convinced	Corresponded	Delivered
Developed	Directed	Documented	Drafted	Edited	Energized	Enlisted	Formulated
Influenced	Interpreted	Lectured	Liaised	Mediated	Moderated	Negotiated	Persuaded
Presented	Promoted	Publicized	Reconciled	Recruited	Reported	Rewrote	Spoke
Suggested	Synthesized	Translated	Verbalized	Wrote			

**RESEARCH**

Clarified	Collected	Concluded	Conducted	Constructed	Critiqued	Derived	Determined
Diagnosed	Discovered	Evaluated	Examined	Extracted	Formed	Identified	Inspected
Interpreted	Interviewed	Investigated	Modeled	Organized	Resolved	Reviewed	Summarized
Surveyed	Systematized	Tested					

**TECHNICAL**

Assembled	Built	Calculated	Computed	Designed	Devised	Engineered	Fabricated
Installed	Maintained	Operated	Optimized	Overhauled	Programmed	Remodeled	Repaired
Solved	Standardized	Streamlined	Upgraded				

**TEACHING**

Adapted	Advised	Clarified	Coached	Communicated	Coordinated	Demystified	Developed
Enabled	Encouraged	Evaluated	Explained	Facilitated	Guided	Informed	Instructed
Persuaded	Set Goals	Stimulated	Studied	Taught	Trained		

**QUANTITATIVE**

Administered	Allocated	Analyzed	Appraised	Audited	Balanced	Budgeted	Calculated
Computed	Developed	Forecasted	Managed	Marketed	Maximized	Minimized	Planned
Projected	Researched						

**CREATIVE**

Acted	Composed	Conceived	Conceptualized	Created	Customized	Designed	Developed
Directed	Established	Fashioned	Founded	Illustrated	Initiated	Instituted	Integrated
Introduced	Invented	Originated	Performed	Planned	Published	Redesigned	Revised
Revitalized	Shaped	Visualized					

**HELPING**

Assessed	Assisted	Clarified	Coached	Counseled	Demonstrated	Diagnosed	Educated
Enhanced	Expedited	Facilitated	Familiarized	Guided	Motivated	Participated	Proposed
Provided	Referred	Rehabilitated	Represented	Served	Supported		

**ORGANIZATIONAL**

Approved	Accelerated	Added	Arranged	Broadened	Cataloged	Centralized	Changed
Classified	Collected	Compiled	Completed	Controlled	Defined	Dispatched	Executed
Expanded	Gained	Gathered	Generated	Implemented	Inspected	Launched	Monitored
Operated	Organized	Prepared	Processed	Purchased	Recorded	Reduced	Reinforced
Retrieved	Screened	Selected	Simplified	Sold	Specified	Steered	Structured
Systematized	Tabulated	Unified	Updated	Utilized	Validated	Verified	

**Jesse Jayant**

511-555-7777 / Jesse.Jayant@post.harvard.edu

**Summary**

Results-oriented finance professional with over 9 years of experience in publicly traded and privately held enterprises. Proven track record in complex and capital-intensive global industries, delivering value and innovation in Finance, Strategy, and Corporate Planning.

**Core Competencies**

- Financial Analysis
- Forecasting
- M&A
- Budgeting
- Business Planning
- Financial Modeling
- Strategic Planning
- Reporting
- Valuation
- Month-End Close
- Capital Planning
- Project Planning

**Experience****USA Airlines, Chicago, IL****Sr. Financial Analyst, Information Technology Financial Planning** **2011 - 2013**

- Developed and monitored a \$1B annual Information Technology (IT) budget for 2012 & 2013.
- Tracked spending against budget and project progress to ensure effectiveness of financial controls and accuracy.
- Prepared and presented monthly, quarterly, and annual spending reports to CIO.
- Implemented new technology (SharePoint Portal) and processes to facilitate monthly reporting that decreased reporting cycle by over 40%.
- Constructed a comprehensive monthly forecasting model to reduce forecast cycle time from 2 weeks to under 4 days.
- As a member of USA's Chapter 11 Restructuring Team, conducted sensitivity analysis to re-negotiate 30 IT vendor contracts that resulted in 15% savings.

**Dream Properties, Bangalore, India****Sr. Financial Analyst, Finance & Strategic Planning** **2010 - 2011**

- Analyzed and recommended to the CFO and CEO viable business investments in Real Estate projects and lease commitments (\$5M-\$25M).
- Identified redundancy in processes and personnel that allowed \$3M of annual expenses to become a source of revenue.
- Led a team of 7 professionals to identify revenue potential and optimization as key drivers of future portfolio strategy.

**USA Airlines, Chicago, IL****Sr. Financial Analyst, Human Resources Finance** **2009 - 2010**

- Divisional controller, leading financial reporting and analysis, accounting, budgeting, P&L optimization for \$200M HR division including Compensation, Vendor Management, Retirement.
- Led effort to right-size USA's unionized workforce. Reduced total headcount by approximately 800 FTEs, resulting in annualized savings of \$60M.
- Modeled and presented the financial structure of USA's variable compensation & bonus plans to executive management.

**Sr. Financial Analyst, Operations Business Planning** **2008 - 2009**

- Directed the implementation of a \$50M technology project at over 10 major US Airports (including Dallas/Fort Worth, Chicago, New York, Miami, Los Angeles) that scaled to support over 15,000 employees, increased productivity by 12%, and reduced lost baggage expenses by 8%.
- Built the Checked Baggage Fees Model and projected revenue stream (\$12M) by forecasting the change in passengers' baggage check-in behavior.
- Developed an optimization model to define refurbishment strategy for over 300 ground service equipment that led to \$2M savings.
- Designed USA's Rent Pricing Model to determine lease commitments for all US airports.

**USA Owl Airlines, Chicago, IL****Financial Analyst, Financial Analysis & Capital Planning** **2006 - 2007**

- As a member the Finance Integration Team, collaborated with Merrill Lynch to develop a spinoff report to provide guidance and enable departments estimate post spin-off revenue and cost synergies.
- Assessed departmental needs and partnered with internal customers on the composition of USA's capital plan for 2008 (\$500M).
- Served as a liaison between Corporate Planning and Capital Planning; analyzed and acquired funding of \$120M for large capital projects in 1 year.
- Identified and implemented cost-saving initiatives of \$250K through ground service equipment optimization at 60 US airports.

# SAMPLE RESUME (page 2)

**Alpro Laboratories, Detroit, MI**

**2006 - 2006**

*Financial Analyst, Finance & Business Planning*

- Re-designed the revenue forecast model to reduce budget preparation time by 30% in 4 months.
- Analyzed and recommended the CFO to adjust product production based on competing companies' market share for multiple product lines.

**Morgan Firm, Wood, MI**

**2005 - 2005**

*Intern*

- Assisted portfolio managers in analyzing stocks and mutual funds for prospective and existing clients.
- Participated in client financial planning discussions and quarterly portfolio review.

**Education**

**Harvard University, Extension School, Cambridge, MA**

**May 2015**

*Master of Liberal Arts - Management*

- Dean's List, GPA 3.89

**Kalamazoo College, Kalamazoo, MI**

**December 2005**

*Bachelor of Business Administration - Finance*

- Summa Cum Laude, Dean's List, GPA 3.92

**Additional Information**

- **Cultural Experiences:** Visited over 30 countries in 4 continents and lived in 3 countries
- **Social Impact:** Susan G. Komen Walk Fundraising – Member (2012-2013), Mother Teresa Missionaries of Charity - Committee Member (2010-2011), Big Brother Big Sister – Member (2008)
- **Personal Interests:** Avid reader, traveller, bicyclist

# SAMPLE RESUME

**Jacob A. McLean**

1921 Rainy Day Drive • Cambridge, MA 02140  
[jacob.mclean@post.harvard.edu](mailto:jacob.mclean@post.harvard.edu) • (617) 555-3456

## Education

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### **HARVARD UNIVERSITY Extension School**

Master of Liberal Arts in Information Technology May 2014

- Concentration: Information Management Systems
- Dean's List Academic Achievement Award recipient
- Relevant coursework: Trends in Enterprise Information Systems, Principles of Finance, Data mining and Forecast Management, Resource Planning and Allocation Management, Simulation for Managerial Decision Making

### **RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY**

Bachelor of Arts in Computer Science with Mathematics minor May 2008

## Professional Experience

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### **STATE STREET CORPORATION**

Principal – Simulated Technology Boston, MA  
December 2011 – July 2013

- Led 8 cross functional, geographically dispersed teams to support quality for the reporting system
- Improved process efficiency 75% by standardizing end to end project management workflow
- Reduced application testing time 30% by automating shorter testing phases for off cycle projects
- Conducted industry research on third-party testing tools and prepared recommendations for maximum return on investment

### **FIDELITY INVESTMENTS**

Associate – Interactive Technology Boston, MA  
January 2009 – November 2011

- Initiated automated testing efforts that reduced post production defects by 40%
- Implemented initiatives to reduce overall project time frames by involving quality team members early in the Software Development Life Cycle iterations
- Developed a systematic approach to organize and document the requirements of the to-be-system
- Provided leadership to off-shore tech teams via training and analyzing business requirements

### **L.L. BEAN, INC.**

IT Consultant Freeport, ME  
June 2008 – December 2009

- Collaborated closely with the business teams to streamline production release strategy plans
- Managed team of five test engineers to develop data driven framework that increased application testing depth and breadth by 150%
- Generated statistical analysis of quality and requirements traceability matrices to determine the linear relationship of development time frames to defect identification and subsequent resolution
- Led walkthroughs with project stakeholders to set expectations and milestones for the project team

## Technical Expertise

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MS Excel, PowerPoint, Relational Databases, Project Management, Quantitative Analysis, SQL, Java

## Additional

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Organized computer and English literacy workshops for underprivileged children in South Asia, 2013  
Student Scholarship Recipient, National Conference on Race and Ethnicity, 2007-2008

**SUSAN R. SMITH**

2 Kinnaird St. • Cambridge, MA 02139 • 781.555.7777 • ssmith@post.harvard.edu

**EDUCATION****Master of Liberal Arts Management, Finance**

Harvard University, Extension School, Cambridge, MA (May 2014, GPA 3.85)

**Bachelor of Science, Biomedical Engineering**

Carnegie Mellon University, Pittsburgh, PA (December 2003, GPA 3.78)

**Level II Candidate CFA Program****PORTFOLIO MANAGEMENT PROJECT****HARVARD UNIVERSITY - Investment Management Course****Spring 2012**

Final project (Bill and Melinda Gates Foundation Asset Trust)

- Group leader and Fixed Income manager
- Diversified portfolio achieved a risk - adjusted 11% annual return, preserving wealth and satisfying yearly distribution goals
- Usage of Black-Litterman and Mean-Variance Optimization modeling and Bloomberg database
- Team ranked highest among all groups of the Investment Management class

**PROFESSIONAL EXPERIENCE****SYNOPSIS, INC., MARLBOROUGH, MA****2011 – Present***Senior Application Consultant II - Synplacite Product Sales*

Synopsis is a publicly-traded provider of software for ASIC and FPGA microchip design serving Fortune 500 companies. Synopsis purchased Synplacite in 2008.

**Demonstrated Revenue Growth:**

- Earned 120% of quota via pivotal technology solutions and key relationships
- Achieved 150% of quota in 10 month period by expanding product usage

**Proven Leadership:**

- Implemented synthesis flow for top storage provider, resulting in client's record purchase of Synplacite products
- Selected by senior management to support eastern Canada accounts and assist team in growing FPGA business
- Selected as Synplacite Track Leader for Boston Synopsis User Group event with 400+ clients, team earned top rank
- Lifted team capabilities, personally identifying and hiring new application consultant

**Technology Investment Management:**

- Year-over-year proven results and support reliability resulted in tier one customers increasing their annual, multi-million dollar software investment by 24%

**SYNPLICITE, INC., ANDOVER, MA****2003 – 2011***Senior Field Application Engineer - Synplacite Product Sales***Demonstrated Revenue Growth:**

- Consistently triggered revenue growth, generating 20% sales growth for 5 consecutive years
- Increased military account booking by 50%, by establishing product value and performance

**Technology Investment Management:**

- Recommendations, results, and proven support record resulted in industry leading storage and router firms to transition to new microchips and software across their entire product lines

**Proven Leadership:**

- Recognized by executive management for building excellent relationships with top accounts and industry partners and for positioning solutions versus leading competitors
- Drove development and implementation of top selling features for structured ASIC and verification software
- Eliminated competition at critical accounts and averted ASIC designer division layoff for telecommunication provider
- Collaborated with teammates and marketing management to uncover new business opportunities and strengthen relationships with high-profile military, telecommunication, processor, and storage accounts
- Promoted to Senior Field Application Engineer
- Promoted to Field Application Engineer
- Hired after completing challenging summer internship, quickly developed expertise in digital design languages



## SAMPLE RESUME

## SANJAY GOPAL

75 Smith Lane • Billerica, MA 01821 • 978-555-9999 • Sanjaygopal@gmail.com

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**Project Director**

A results oriented Project Director with extensive leadership experience in highly competitive IT and Telecom industry. Proven track record of leading and managing multi-million dollar international programs across northern Europe, Middle-East, North America and South America.

Specialize in launching new services and products from concept to roll-out and building organizations from ground up. Expertise in improving team performance while securing customer loyalty and forging valuable relationships with internal and external partners.

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**Core Competencies**


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Project/Operations Management  
Strategic Planning  
Client Management & Retention

Leadership  
Building organizations  
Negotiations

P&L Management  
Risk Management  
Business development

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**Professional Experience**


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**Comyerse Inc., USA***The world's leading provider of Telecom software and systems***Oct 2007 - Present****Project Director / Consulting Program Manager, Boston / London / Dubai**

Delivered 30+ Projects and Programs within agreed budget, time and quality for telecom operators in North America, South America, northern Europe and Middle East region. Planned & supervised “concept to launch” for enterprise software systems, system integration projects for telecom operators in voice, data & billing domains. Prepared service proposals, RFP responses & worked closely with sales groups to secure new business.

**Accomplishments:**

- Delivered 30+ projects valued 80+ Million USD, on-time, within budget with team of up to 100 people for Verizon Wireless, Sprint, Bell Canada (North American clients), America-Movil, Millicom (South American clients), Vodafone, Orange, (European Clients), Q-Tel and Etisalat (Middle Eastern clients).
- Introduced Visual Voice Mail services for Verizon wireless nationwide in aggressive schedule with team of 100+ professionals.
- Managed launch of first Ring Back tone project for Sprint within very demanding timeframe. Comverse was awarded multiple expansions based on success of project.
- Coordinated very competitive trials for multiple services for Bell Canada and won the contract.
- Launched a globally distributed ring back tone service for Orange Global in UK, France and Belgium. Team consisted of 100+ team members including Sub-contractor (Cap-Gemini).
- Introduced new product lines across North America, Europe and Latin America.
- Built and managed Comyerse (Middle East) organization from scratch to team of 4 Project managers and 13 Engineers.

# SAMPLE RESUME (page 2)

**Atlas Telecommunications, UAE**

*Leading telecomm solution & system supplier, based in UAE*

**April 2006 - Sept 2007**

**Business Development Manager, Abu-Dhabi**

Marketed and sold telecommunication systems for Telecom, Defense, Oil and gas companies. Managed contract negotiations, RFI /RFP responses and project agreements.

**Accomplishments:**

- Exceeded the sales target for 2002 and 2003 by 25% (3.6 Million USD).
- Successfully introduced and won projects for Mera systems, Scientific South and Comyerse Inc.

**Facile Call Paging, India**

*Largest & most innovative paging service provider in India*

**June 2004 - March 2006**

**Sr. Manager (Projects & Operations), New Delhi**

Launched first green field paging network across north India. Managed operations and customer support with team of 9 engineers and 70 customer care agents.

**Accomplishments:**

- Built Facile Call technical organization from ground up across 7 locations in India.
- Member of core team to bid nationwide spectrum auctions and vendor selection.
- Launched and managed green field paging services across major cities in demanding time scales.

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## Education

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**Harvard University Extension School**, Master of Liberal Arts in Management, May 2014

**Regional Engineering College**, Surat, India, Bachelor of Engineering, May 2004

**Project Management Institute (PMI)**, Professional Certification: PMP

# SAMPLE RESUME

## John Reynolds

17 Reed St. • Boston, MA 02118  
jreynolds@post.harvard.edu • 617.555.6543

### Education

**HARVARD UNIVERSITY Extension School**, Master of Liberal Arts in Biotechnology (May 2013)

- Concentration in Project Management (GPA: 3.5)
- Relevant coursework: Business Analysis and Valuation, Entrepreneurial Leadership, Biostatistics, Clinical Trials and Regulatory Issues, Project Management
- Thesis: Assessing Acquisition Potential in the Medical Technology Market
- Faculty Aide Program: received a \$500 stipend for research investigating medical technology

**UNIVERSITY OF FLORIDA**, Bachelor of Science in Neurobiological Sciences (May 2008)

- Florida Bright Futures Award recipient: Full academic scholarship (2003-2008)
- Interdisciplinary Studies scholar with a concentration in Behavioral Neuroscience (Senior Thesis on abnormal repetitive behaviors in mice)
- Graduated from Honors Program

### Professional Experience

**BRIGHAM AND WOMEN'S HOSPITAL** - Boston, MA (December 2009 - May 2013)

Senior Research Assistant

- Create and maintain computer databases for statistical analyses
- Prepare presentations, manuscripts, abstracts, and book chapters for publication
- Perform technical duties for clinical studies in the field of sleep medicine and cardiovascular health
- Redesigned and updated the Medical Chronobiology Program Web site

**HARVARD UNIVERSITY** - Cambridge, MA (January 2011 – May 2011; January 2012 – May 2012)

Teaching Fellow for the course, BIOS E-210, "The Physiology of Sleep"

- Prepared syllabus and created course materials
- Designed course Web site, led discussion sections, maintained correspondence with graduate students
- Organized guest lectures featuring several prominent researchers in the field of sleep medicine

**WGBH EDUCATIONAL FOUNDATION** - Boston, MA (August 2011 – January 2012)

Project Consultant for the HMS Sleep and Health Education Web site

- Conducted literature reviews and produced original multimedia content based on current research
- Reviewed site content to determine scientific accuracy

**HARVARD MEDICAL SCHOOL** - Boston, MA (March 2011 – January 2012)

Assistant Editor for the HMS Sleep and Health Education Web site

- Developed and revised scope and architecture of the site

### Publications

**Sleep Research Society:** Lee, S. & Smith, W. (Co-developers: Lee, S. & **Reynolds, J.**) (2011). Fundamentals of the circadian system. In C. Amlaner, & O. Buxton, (Eds.), *SRS Basics of Sleep Guide*

**Abstract:** Neil, L., Jones, R., Lopez, A., **Reynolds, J.** (2011) Lack of Endogenous Circadian Rhythm of Platelet Aggregability. *SLEEP 2011 (Conference)*

### Community Service

**Big Brothers Big Sisters of Massachusetts Bay** (2012 – present): Serve in both the school-based and community-based mentoring program in Dorchester, MA

# SAMPLE RESUME

**Elizabeth Wong**  
212-555-1333  
ewong@post.harvard.edu

## EDUCATION

**Harvard University Extension School**, Cambridge, MA November 2014  
Master of Liberal Arts, Concentration in Foreign Literature & Culture, Cumulative GPA: 3.8  
Recipient of Dean's Outstanding Achievement Award

**Harvard University - Summer Abroad Program**, Prague, Czech Republic Summer 2012

**DePaul University**, Chicago, IL May 2006  
Bachelor of Arts, Journalism, Minor in Communications & Culture

## EXPERIENCE

**Harvard Kennedy School of Government**, Cambridge, MA January 2014 – April 2014  
*Admissions Assistant (Short-term Assignment)*

- Worked closely with Assistant Directors and Deans of Admissions; handled highly confidential materials and assisted with processing over 2,000 applications for Fall 2010 Graduate Admissions

**CL English**, London, UK Summer 2013  
*Teacher*

- Taught English as a foreign language to 32 international university students

**Harvard Business School**, Boston, MA May 2009 – June 2013  
*Faculty Assistant*

- Managed first year required course MBA curricula for four professors; oversaw all updates to online syllabus; organized business case edits; assisted students; ordered publications and materials for research/courses; processed new publications, individual research, communications, and supplemental class materials; managed all travel and expense arrangements
- Coordinated annual unit conference for 60+ MBA professors nationwide; designed and oversaw conference website; communicated with potential attendees; collaborated with HBS faculty and potential presenters
- Interacted with a diverse group of professors, executives and students

**Westfield Concession Management, Inc.**, Boston, MA April 2007 – May 2009  
*Marketing Manager*

- Supported 30 airport retailers with all real estate concerns, daily operations, and related issues concerning maximization of sales. General annual retail sales average \$14 million
- Created Incentive Program for managers to motivate and credit staff. Served as interim general manager for six month period
- Organized airport marketing, promotional, advertising events and newsletter. Created and collaborated with advertising agencies to produce sales campaigns seen by thousands of potential customers
- Traveled nationwide to provide marketing and administrative assistance for new airport projects

**Labouré College**, Dorchester, MA September 2008 – December 2008  
*Adjunct Instructor*

- Taught core writing course to college freshmen

**American Red Cross Campaigns**, Boston, MA October 2006 – January 2007  
*Assistant to Director*

- Represented agency and organized large fundraising events throughout major venues in Boston and vicinity

## SKILLS

Word, Excel, PowerPoint, Oracle, Outlook, Eudora, Photo Editor, PeopleSoft, Banner, Embark, Exeter, Conversational Spanish

# SAMPLE RESUME

## Sarah Lopes Jones

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23 South St. • Concord, MA 01742 • 978-333-9898 • [sljones@post.harvard.edu](mailto:sljones@post.harvard.edu)

### Summary

- Accomplished Certified Project Management Professional with extensive experience managing project teams in all phases of the Software Development Life Cycle, as well as in infrastructure implementations.
- Proven track record of initiating and delivering successful projects to improve systems and performance in large complex development and production environments.

### Experience

**IBM, Cambridge, MA, 2004 - 2014**

**Senior Technical Services Professional, 2006 - 2014**

IBM Software Group (SWG) HQ division, which manages services to 7 brands/divisions, including: Lotus, Rational, Tivoli, Cognos, and WebSphere, with a total client base of 35,000.

- Simultaneously led 3 cross-matrix teams of 5-15 members each, in projects to research, develop, and deliver yearly software development capital forecast plans. Total budget for all 7 divisions \$100M.
- Saved an estimated \$2M yearly by increasing productivity of 600 employees. Organized the development and implementation of a worldwide database application, including requirements gathering, development, UA testing, rollout, and training. Directed 4 major version upgrades. Considered “best in breed” application by IBM managers.
- Developed and managed a \$30M yearly IT spending budget split between 35 groups/divisions located in 10 different European countries.
- Saved \$8M/yearly by initiating and managing a project to transition all US datacenters to standardized servers. Prepared and maintained 25 cutting-edge configurations available by a single part number and delivered fully assembled.
- Managed relationships with Sun Microsystems and Hewlett Packard, to provide ongoing discounts on a variety of servers needed for SWG development.
- Insured compliance for Sarbanes Oxley audits by establishing and maintaining an out-of-cycle capital approval process. Authorized over \$50M in requests yearly.
- Created the first standardized high-end ThinkPad to meet the needs of the Software Group developer community. Within 6 months this standard was adopted by all of IBM.
- Saved an estimate of \$2M/yearly by reducing capital expenditure through cross-lab sharing and reuse. Member of *The Asset Reutilization Council*, and founder of *The Asset Sharing Database*.

**Advanced Systems Management Integration Professional, 2004 - 2006**

- Managed deployment projects specializing in security and systems management software throughout the Cambridge data center (200+ servers).
- Specified, ordered, loaded, and installed Windows data center servers as lead MS Certified Systems Engineer on internal project teams.
- Published white papers, processes, procedures, and work instructions for IBM on OS and software standards.

# SAMPLE RESUME (page 2)

**Sarah Lopes Jones**

**page 2**

**MJ Research (currently Bio-Rad Laboratories), Waltham, MA**  
**Network Administrator and Help Desk Manager, 2001 - 2004**

- Managed infrastructure projects, including: setup of multi-site DSL; DHCP and NAT conversion; SMS rollout; firewall installation; email migration; web server launch; database design; license server implementation; sales database rollout; VPN integration across WAN; Intranet design and installation in DMZ.
- Supervised helpdesk and staff. Prioritized help desk issues. Handled problem escalation.
- Directed selection, installation, administration, maintenance, upgrades, and backups for critical Windows servers on a cross-platform LAN/WAN with 200 nodes, and 50 remote users.
- Specified, ordered, installed, and distributed Macintosh systems to new hires. Trained employees on usage, company computer policy, and procedure.
- Held internal training classes in computer use, software applications, Internet, and project management.

## Technical Skills

**Hardware:** IBM System x, BladeCenter, Intellistation, ThinkPad, PowerBook, AMD, Dell, Cisco, TotalStorage, NAS, tape backup.

**Networking:** switches/hubs, cabling, DSL/VPN, TCP/IP, remote access, DMZ/firewall.

**Software:** Windows Operating Systems, Mac OS X, VMware, security and virus protection, system mgmt software, middleware, BrioQuery, ACT!, Filemaker Pro, Eudora Pro, *Apple:* iLife, iWork.

*Microsoft:* Office, FrontPage, Project, SMS, Outlook, Visio. *Lotus:* Notes, Symphony, Sametime, SmartSuite, *Adobe:* Photoshop, Illustrator, PageMaker, Acrobat.

## Education

**Harvard University Extension School, Cambridge, MA**

Master of Liberal Arts in General Management, May 2014

**Emerson College, Boston MA**

Bachelor of Science in Marketing Communications: Advertising and Public Relations, May 2001

**PMI Institute:** PMP Certified

**IBM:** Leadership Excellence Program: 148 class hours developing leadership skills

**Microsoft:** Windows 2000 Certified Systems Engineer

## SAMPLE RESUME

**Georgina Santiago**

35 Lee St. Apt. 3 Cambridge, MA 02139/617-555-2212/gsantiago@post.harvard.edu

**EDUCATION**

**Harvard University Extension School** Cambridge, MA  
 Bachelor of Liberal Arts, Field of Study Economics, citation in French 2014  
 Cum Laude, Dean's List, GPA 3.62  
 Worked up to 40+ hours a week to defray cost of tuition

**EXPERIENCE**

**Hangtime Wholesale Wine Company** Boston, MA  
**Sales Representative** 2013-present  
 Opened and maintain 40 accounts in the greater Boston area. Conduct in-store tastings and staff trainings to generate greater revenue. Create and distribute promotional materials.

**Christie's Auction House** New York, NY  
**Intern, Fine and Rare Wine Department** 2013  
 Performed pre-and post-sale statistical analysis. Researched and executed mass mailing in order to generate new consignments. Researched potential domestic clients for annual Hospice de Beaune Auction. Generated contracts for consignors. Served as front-line contact for both existing clients and potential consignors, handling incoming and outgoing correspondence. Compiled and entered tasting notes for auction catalogue.

**Montagna Bar and Restaurant** Aspen, CO  
**Back-Server, Cocktail Server, Food-Runner** 2013  
 Active participant in wine program, including weekly blind-tastings. Created suitable beverage pairing for patrons.

**Shay's Pub and Wine Bar** Cambridge, MA  
**Server, Bartender, Floor Manager** 2006-2013  
 Coordinated and promoted weekly specials to generate optimal revenue. Participated in development, expansion and improvement of wine program. Recruited and trained all floor staff. Increased overall restaurant sales by 75%.

**The Second Glass** Boston, MA  
**Staff Writer** 2011-2013  
 Launched premier issue of print and online wine magazine. Increased public visibility through participation in wine related events. Provided up to three articles per print issue and once weekly for online issue. Conducted research and interviews for articles.

**Certifications:** Court of Master Sommeliers: Introductory Course  
 WSET Level 3 Advanced Certificate in Wine and Spirits (Pass with Merit)  
 Paris Chamber of Commerce and Industry Diploma in Business French  
 Member, Boston Sommelier Society

**Volunteer:** Domaine Carrett Bully, France 2013: Vineyard and Cellar Management  
 Ovid Vineyards, St Helena, California 2013: Office and Events Support



# WRITE AN EFFECTIVE COVER LETTER

Your cover letter is a writing sample and a part of the screening process. By putting your best foot forward, you can increase your chances of being interviewed. A good way to create a response-producing cover letter is to highlight your skills or experiences that are most applicable to the job or industry and to tailor the letter to the specific organization you are applying to.

	Your Street Address City, State, Zip Code
	Date of Letter
Use complete title and address.	Contact Name Contact Title Company Name Street Address City, State, Zip Code
Address to a particular person if possible and remember to use a colon.	<b>Dear _____:</b>  <b>Opening paragraph:</b> Clearly state why you are writing, name the position or type of work you're exploring and, where applicable, how you heard about the person or organization.
Make the addressee want to read your resume. Be brief, but specific.	<b>Middle paragraph(s):</b> Explain why you are interested in this employer and your reasons for desiring this type of work. If you've had relevant school or work experience, be sure to point it out with one or two key examples; but do not reiterate your entire resume. Emphasize skills or abilities that relate to the job. Be sure to do this in a confident manner and remember that the reader will view your letter as an example of your writing skills.
Ask for a meeting and remember to follow up.	<b>Closing paragraph:</b> Reiterate your interest in the position, and your enthusiasm for using your skills to contribute to the work of the organization. Thank the reader for his/her consideration of your application, and end by stating that you look forward to the opportunity to further discuss the position.
Always sign letters.	Sincerely,  Your name typed

## Some general rules about letters:

- Address your letters to a specific person if you can.
- Tailor your letters to specific situations or organizations by doing research before writing your letters.
- Keep letters concise and factual, **no more than a single page**. Avoid flowery language.
- Give examples that support your skills and qualifications.
- Put yourself in the reader's shoes. What can you write that will convince the reader that you are ready and able to do the job?
- Don't overuse the pronoun "I".
- Remember that this is a marketing tool. Use lots of action words.
- Have an OCS adviser proofread your letter.
- If converting to a .pdf, check that your formatting translated correctly.
- Reference skills or experiences from the job description and draw connections to your credentials.
- Make sure your resume and cover letter are prepared with the same font type and size.



# SAMPLE COVER LETTER

February 21, 2015

Ms. Liza Wideman  
Recruiting Coordinator  
Great Strategy Consulting Firm  
200 Shell Fish Blvd, Suite 199  
San Francisco, CA 94080

Dear Ms. Wideman:

I am writing to express my interest in securing an Associate position at Great Strategy Consulting Firm. I am a Master of Liberal Arts degree candidate at Harvard Extension School, specializing in Information Technology. I come from a solid technical background with a strong interest in business and a passion towards strategy. My area of focus and interest varies from quantitative analysis to project management. I have maintained a 3.95 GPA through a well-balanced program of study, which is not only very analytical and technical by nature but also helps to build leadership and team building qualities. I am extremely impressed with Great Strategy's approach to strategy consulting, especially within the Business Development and Innovation practice areas. I believe my academic background, business knowledge and industry experiences have provided me with the credentials needed to thrive as an Associate.

Prior to Harvard, I worked as a technology professional, primarily resolving strategic issues related to technology process improvement. I gained solid research, analytical and problem solving skills while working in Fortune 500 companies. My background in generating innovative ideas and strategies to improve processes has provided me with a deeper understanding of multifaceted problems that companies encounter in their daily operations. Moreover, because of my work experiences, I fully understand how important it is to have great team dynamics in today's multi-disciplinary business environment.

To date, my experience as an IT professional has been extremely rewarding and productive. However, it is through strategy consulting that I can use my analytical aptitude and creative problem solving skills to their fullest. I strongly believe that consulting is a discipline that will force me to view problems not only from the client's standpoint but also from a marketplace, best practices and "think out of the box" point of views.

I would appreciate the opportunity to interview with Great Strategy Consulting Firm for the Associate position. Please find enclosed my resume for your review. I can be reached via email at [jacob.mclean@post.harvard.edu](mailto:jacob.mclean@post.harvard.edu) or by phone at (617) 555-3456. I enthusiastically look forward to hearing from you soon.

Thank you for your time and consideration.

Sincerely,

Jacob A. McLean

# SAMPLE COVER LETTER

October 10, 2013

Ms. Susan Carey  
Senior Manager  
Wholesale Wine USA  
23 Green St.  
Boston, MA 02116

Dear Ms. Carey:

I am writing to apply for your position in wine wholesale as advertised on Crimson Careers. This exciting opportunity appears to be a wonderful fit with my professional experience, personal interests, and career goals.

I am returning to Boston to complete my final year at Harvard University Extension School, where I am majoring in French and economics. Having spent the year working and traveling, I am eager to incorporate myself once again into the local wine community, to which I can bring experience in a number of sectors of the industry.

Through eight years in the restaurant field, I have acquired a deep love of and appreciation for wine and cuisine. I have been known to wax rhapsodic over specials; nothing made me happier than discussing a bottle with a table. This enthusiasm allowed me to introduce a list of reserve selections to Shay's Pub and Wine Bar. The result was an appreciable increase in sales for the restaurant and repeat attendance by customers. My position at Aspen's award-winning Montagna allowed me to expand upon my knowledge of wine, locally inspired cuisine, and the highest standards of service. Our weekly blind-tastings fueled my desire to further myself in this field, and I am in the process of acquiring certification through both the Court of Master Sommeliers and the Wine Spirit and Education Trust.

Most recently, I have returned from France where I was lucky enough to work on an organic vineyard in Beaujolais. I adored working with the young, dynamic, vigneron who ran the estate, the largest of its kind in the region. A position at your wholesale wine company would allow me to draw upon this experience and to facilitate the success of such producers. Additionally, it would enable me to replicate the most enjoyable components of my experience overall: working with my colleagues in the local restaurant industry, as well as with distinctive, iconoclastic wine-makers.

I am readily available via email or phone in order to arrange an interview, and have attached my resume below per your request. Please do not hesitate to contact me if you have any questions. I appreciate your consideration and look forward to hearing from you.

Sincerely,

Georgina Santiago