



# Resumes & Cover Letters for PhD Students



# *Getting Started with Resumes and Cover Letters*

## **For PhD Students**

### **When should I use a resume, and when should I use a CV?**

Think about who will be reading your resume. For academic jobs, you use a CV so that people in your field will appreciate the specifics of your research and your accomplishments within your field. If you're applying for a nonacademic job for which the people doing the hiring will have a background similar to your own—say, a research institute, or a research position in industry—then your academic CV is probably fine to use. However, if you're applying for positions for which a PhD isn't necessarily required, or if you can't count on your reader having enough of a background in your discipline to understand your research, then you'll likely want to use a resume.

### **What is the difference between a CV and a resume?**

A resume is typically shorter, 1-2 pages at most, and will dedicate more space to your functional work experience while focusing less on academic awards, conference presentations, and publications. Depending on your intended reader, you will likely go into less detail on the specifics of your research and teaching topics, but rather highlight the transferable skills you developed through this work.

### **I'm planning on applying to several different types of jobs. Will I be expected to write different resumes for each one?**

Again, it is important to think about your reader. Let's say you are receiving a PhD in mechanical engineering, and you are applying for jobs in industry, as well as for quantitative positions in investment banks, and generalist positions in big consulting firms. You might use a version of your academic CV for industry, though perhaps going into more detail on internships you may have held, as well as any practical applications of your research. The investment banks will be more interested in quantitative analysis skills, so you'd want to be clear how you developed those skills in the course of your research. Consulting firms will be concerned with how you've developed leadership and teamwork skills; in that case, you might include less detail about your research experience, but include more information about involvement with student groups, volunteer work, or internships that may have allowed you to develop these skills.

### **A friend of mine who is in business school told me I need to have a one page resume. Is that true?**

It depends. If you are a doctoral candidate applying for jobs that require a PhD degree, or if you are being recruited because of your PhD, then having a two page resume is fine. However, if you will be applying for positions that do not require a PhD, then having a two page resume may send a signal that you're "overqualified" or otherwise not fitting the mold of a typical candidate for entry to mid-level jobs in business. For BA/BS and MBA candidates, a one page resume is the norm. It is important to follow the directions of the employers. If they ask for a one page resume, be sure to submit what they ask for. When in doubt, ask one of the GSAS counselors.

### **Are there formatting guidelines I should keep in mind?**

Stick to a common font like Times New Roman or Ariel, and avoid text boxes, underlining, or shading. Font size should be between 10 and 12 point, and kept consistent throughout the document. Margins should be equal all the way around the page, and should be at least three quarters of an inch in size.

### **Can someone at OCS review my resume?**

Yes. Each semester the GSAS counselors hold weekly walk-in hours, as well as two days of special drop-in sessions (typically in September and May) for GSAS students interested in having their CVs or resumes critiqued. Students may also have their resumes reviewed as part of a counseling appointment with a GSAS staff member (to schedule an appointment, visit the OCS website and follow the directions on Crimson Careers).

*Consider describing your experiences with these “action verbs:”*

**Achievement**

accelerated  
 accomplished  
 achieved  
 activated  
 attained  
 competed  
 earned  
 effected  
 elicited  
 executed  
 exercised  
 expanded  
 expedited  
 generated  
 improved  
 increased  
 insured  
 marketed  
 mastered  
 obtained  
 produced  
 reduced  
 reorganized  
 reproduced  
 restructured  
 simplified  
 sold  
 solicited  
 streamlined  
 succeeded  
 upgraded

**Help/Teach**

advised  
 clarified  
 coached  
 collaborated  
 consulted  
 counseled  
 educated  
 explained  
 facilitated  
 guided  
 helped  
 instructed  
 modeled  
 participated  
 taught  
 trained  
 tutored

**Administrative**

arranged  
 channeled  
 charted  
 collated  
 collected  
 coordinated  
 dispensed  
 distributed  
 established  
 executed  
 implemented  
 installed  
 maintained  
 offered  
 ordered  
 outlined  
 performed  
 prepared  
 processed  
 provided  
 purchased  
 recorded  
 rendered  
 served  
 serviced  
 sourced  
 supported

**Lead/Manage**

acquired  
 administered  
 approved  
 assigned  
 chaired  
 contracted  
 controlled  
 decided  
 delegated  
 directed  
 enlisted  
 governed  
 handled  
 initiated  
 instilled  
 instituted  
 managed  
 motivated  
 presided  
 recruited  
 retained  
 reviewed  
 selected  
 shaped  
 supervised

**Communication**

addressed  
 arbitrated  
 articulated  
 briefed  
 communicated  
 conducted  
 contacted  
 conveyed  
 corresponded  
 delivered  
 demonstrated  
 edited  
 entertained  
 interviewed  
 informed  
 lectured  
 mediated  
 negotiated  
 persuaded  
 presented  
 promoted  
 proposed  
 publicized  
 reported  
 represented  
 responded  
 suggested  
 translated  
 wrote

**Plan/Organize**

allocated  
 anticipated  
 arranged  
 catalogued  
 categorized  
 classified  
 collected  
 consolidated  
 convened  
 edited  
 eliminated  
 employed  
 gathered  
 grouped  
 monitored  
 organized  
 planned  
 regulated  
 scheduled  
 structured  
 summarized  
 targeted

**Creative**

authored  
 changed  
 conceived  
 constructed  
 created  
 developed  
 devised  
 drafted  
 established  
 formulated  
 founded  
 illustrated  
 influenced  
 introduced  
 invented  
 launched  
 originated  
 revamped  
 revised  
 staged  
 updated  
 visualized

**Research/Analytical**

assessed  
 compared  
 critiqued  
 defined  
 derived  
 detected  
 determined  
 discovered  
 evaluated  
 examined  
 explored  
 found  
 inspected  
 interpreted  
 investigated  
 located  
 measured  
 observed  
 predicted  
 rated  
 recommended  
 researched  
 reviewed  
 searched  
 studied  
 surveyed  
 verified

**Financial**

allocated  
 analyzed  
 appraised  
 audited  
 balanced  
 budgeted  
 calculated  
 compiled  
 computed  
 controlled  
 disbursed  
 estimated  
 figured  
 financed  
 forecasted  
 projected  
 reconciled  
 tabulated

**Technical**

adapted  
 adjusted  
 applied  
 built  
 computed  
 constructed  
 designed  
 diagnosed  
 engineered  
 experimented  
 maintained  
 modified  
 operated  
 prescribed  
 programmed  
 proved  
 reinforced  
 repaired  
 resolved  
 restored  
 solved  
 specified  
 systematized  
 tested

## RESUME #1:

Abi is interested in a generalist position with a large management consulting firm that recruits PhDs from Harvard. This firm has indicated that they are open to receiving two page resumes, and are looking for indication of strong academic achievement. Such companies look for the following information, either on their online applications or on the resume:

- GRE scores and undergraduate GPA
- Prestigious awards and fellowships (NIH, etc.), as well as patents held
- Publications in peer reviewed journals, particularly if you are the first author
- Evidence of ability to work as a member of a team, either through your work or participation in extracurricular activities
- Examples of leadership experience
- Demonstration of analytical/quantitative ability

## ABI DEMIR

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xxxx@gmail.com • (555) 555-555

### EDUCATION

#### Harvard University

- Ph.D. candidate in Cellular Biology, GRE: 790Q, 550V, 5.0W
- 1 Patent- #5555

Cambridge, MA  
Expected May 2014

#### University of Massachusetts- Amherst

- BA in Economics and with highest honors in Chemistry; Biochemistry & Molecular Biology minor
- GPA: 3.93/4.33; SAT I: 760Q, 590V, 670W; ACT: 31
- **Awards & Honors:** Phi Beta Kappa (top 5% of junior class), *magna cum laude* (top 15% of graduating class), John Sabin Adriance Award (highest GPA of graduating class in Chemistry department)

Amherst, MA  
June 2008

### RESEARCH EXPERIENCE

#### Harvard University

##### *Ph.D. Researcher*

- Investigating and analyzing breast cancer cells. Using various data capturing mechanisms to analyze data sets.

Cambridge, MA  
Aug 2009-present

#### University of Massachusetts

##### *Senior Honors Chemistry Researcher*

- Studied how plant pathogens impact an infection process

Amherst, MA  
Sept 2007-June 2008

##### *Memorial Student Travel Abroad Fellowship*

- Won competitive fellowship for independent project to extend previous study of behavioral responses of inflation
- Traveled to Germany, the Netherlands, the UK and France; distributed and analyzed surveys adapted from previous study
- Compiled results and concluded negative perception of inflation was common and independent of current or past inflation rates of given countries

June 2007-July 2007

##### *Economics Researcher- Winter Study Independent Project*

- Successfully designed project to investigate behavioral responses of Turkish citizens to decreasing inflation
- Prepared and distributed surveys in Istanbul, Turkey, analyzed data using econometric tools and observed that study participants lacked understanding of specifics of inflation and government reports on inflation statistics

Jan 2007

#### Howard Hughes Medical Institute – Exceptional Research Opportunities Program

##### *Research Intern at University of California San Francisco*

- Nominated by faculty for sole position
- Studied role of previously unrecognized component of protein

San Francisco, CA  
June 2006-Aug 2006

## TEAMWORK/LEADERSHIP EXPERIENCE

- Harvard Medical School** Boston, MA  
*Healthcare Innovation and Commercialization (HIC) Workshop* Sept 2012-Nov 2012
- Participated in 10-week workshop about medicine and life science entrepreneurship, instructed by industry leaders
  - Presented, as part of 6 member team, “VC pitch” to commercialize new real-life anesthetic innovation for child-birth to panel of 5 expert judges; selected as the best pitch among 4 presentations
- Harvard Consulting Club** Cambridge, MA  
*NanoCase workshop* April 2012
- Provided, as team of 4, an actionable recommendation to mock pharmaceutical start-up company on whether to sell their drug patent or proceed with clinical trials and production
- Harvard Medical School, Biological and Biomedical Sciences Ph.D. Program** Boston, MA  
*Admissions Committee Member* Jan 2011 & Jan 2012
- Invited to be committee member for 2 consecutive years
  - Ranked 60 applications and participated in committee meetings to finalize admissions list each year

## TEACHING EXPERIENCE

- Hinton Scholars Program** Boston, MA  
*Advance Placement (AP) Biology Tutor* Sept 2009-present
- Facilitate hour-long interactive tutorials with group of 10 Boston public high school students
  - Lead 5 inquiry-based lab sections of 25 students by introducing concepts and experiments
  - Students reported increased academic confidence and interest in other challenging science courses upon completion of program
- Harvard Extension School** Cambridge, MA  
*Introduction to Biochemistry Teaching Fellow* Sept 2012– Dec 2012
- Instructed weekly review sessions for 10-20 students, helped design and grade 3 problem sets and 3 exams
  - Received 4.75/5 for effective presentation and availability in student evaluations
- Cancer Center** Boston, MA  
*CURE Journal Club Facilitator* July 2012-Aug 2012
- Facilitated weekly journal clubs for 7 high school and college students from underrepresented populations, covering recent primary literature articles from the cancer field
- University of Massachusetts-Amherst** Amherst, MA  
*Chemistry Department Teaching Assistant* Sept 2005-May 2008  
Sept 2006-May 2008
- TA for 3 chemistry courses
- Biology Peer Tutor**
- Tutored weekly a college student each semester in Biology courses
  - Initiated and facilitated peer-led weekly discussions of primary research articles
- High School Tutoring Program** Sept 2005-May 2008
- Worked as a Mathematics/Biology Tutor and the program coordinator for 2007-2008 academic year
- Academic Peer Counseling** Sept 2006- May 2007
- Advised 4 underclassmen each semester on academic concerns, such as choosing classes and available resources

## SKILLS AND INTERESTS

- Fluent in Turkish
- Proficient in Microsoft Office and EndNote; familiar with STATA, SPSS, MatLab and R
- Traveled widely throughout Europe
- Member, Dudley House Dragon Boat Club, Harvard University, 2009-2010

## PUBLICATIONS/ POSTERS

Xxxx X, Xxxxxx X, Xxxxx X, **Demer A**, Xxxxx, X. *Decoupling cell wall stress response*. Genetics & Molecular Biology Meeting. Newark, NJ. 7/31-8/5/12

## RESUME #2:

Sachi is applying for data analytic or data scientist positions at various organizations. You will notice that she includes information on her analytical skills and programming languages she is familiar with.

## Sachi Nabulsi

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617-555-5555

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Cambridge, MA 02138

### Education

#### **Harvard University**

Ph.D. Physics, A.M. Physics

National Science Foundation Graduate Research Fellowship, National Xxxx Grant recipient

*Cambridge, MA*  
expected 2014

#### **University of Oxford**

M.Phil. Physics

Relevant Coursework: Data Analytics, Economics

*Oxford, UK*  
July 2011

#### **Stanford University**

B.S. Physics; graduation with Honor; GPA 4.0/4.0

Axline and Lingle Scholarships

*Stanford, CA*  
June 2007

### Research Experience

#### **Harvard University**

*PhD Researcher*

- Use microscopy to study structure and dynamics of various systems
- Investigate fluctuations in specific crystals, and analyzed data in Matlab
- Discovered novel structure of gels formed by oppositely charged particles
- Gave presentation at national conference to 50 attendees

*Cambridge, MA*  
Feb. 2010 – present

#### **University of Oxford**

*Master's Researcher*

- Prepared paramagnetic salts and characterized hydrostaticity for ultra-high-pressure physics
- Conducted extensive data analysis via MatLab
- Interpreted technical material for non-technical audience at local physics conference

*Oxford, UK* Oct.  
2007 – Aug. 2008

#### **Stanford University**

*Summer Undergraduate Researcher*

- Studied relationship between knot theory and quantum field theory
- Computed values of various figure-eight knots. Presented results to 10 research team members

*Stanford, CA*  
June – Aug. 2006

#### **European Organisation for Nuclear Research (CERN)**

*Summer Undergraduate Researcher*

- Tested detectors for specific nuclear barrels
- Compiled and analyzed numerous data sets and presented results to CERN researchers

*Geneva, Switzerland*  
June – Sep. 2005

#### **Stanford University**

*Researcher*

- Polarized gas nuclei and took measurements by using magnetic techniques

*Stanford, CA*  
June – Aug. 2004

## Leadership Experience

### **Harvard University**

*Teaching Fellow*

*Cambridge, MA*

Sep. 2009 – present

- Assisted in teaching 20 Harvard undergraduate courses ranging in size from 9-280 students. Topics included: current research in physics, introductory electromagnetism, science and cooking, and reality physics.
- Prepared course material including laboratory experiments, lectures, exams, homework, and practice problems
- Led weekly laboratory and/or problem-solving and discussion sections for groups of 13-30 students
- Supervised students in final projects, graded exams and weekly homework
- Wrote a primer on setting up integrals in physics problems

### **US Physics Olympiad Team Training Camp**

*Junior Coach*

*College Park, MD*

June 2006

- Assisted in training and selecting 20 US team members to compete at the 2006 International Physics Olympiad
- Presented solutions to exam problems; assisted with laboratory experiments; graded exams

## Skills

Computer: Matlab, Java, C++, Python

Lab: Confocal microscopy, Rheology

## Selected Awards and Recognitions

White Prize for Excellence in Teaching	2013
American Association of Physics Teachers (AAPT) Outstanding TA Award	2012
Peirce Fellowship	2009
Churchill Scholarship	2008
Richard P. Feynman Prize in Theoretical Physics	2007
Bonsall Technical Writing Prize	2006
Barry M. Goldwater Congressional Scholarship	2005
International Physics Olympiad: Silver Medal and Best Female Participant	2003

## Professional Society Memberships

American Association of Physics Teachers (AAPT) since 2012

American Physical Society (APS) since 2011

## Selected Publications (1 of 3)

**S. Nabulsi**, X. Xxxxxx, X.X. Xxxx and X. Xxxx. “Oppositely Charged Particles” *Soft Matter*, **2**(22), 2222-2222 (2010).

## Selected Contributed Talks (2 of 8)

**S. Nabulsi** and X. Xxxx. “Colloidal Wigner Crystals” APS February Meeting, San Francisco, CA Mar. 18, 2013

**S. Nabulsi**, X. Xxxxxx, X.X. Xxxx and X. Xxxx. “The Role of Charge Interactions” APS December Meeting, Atlanta, GA, June 15, 2011.



## RESUME #3:

Jerry is seeking a position in higher education administration. He highlights his most relevant transferable skills by including teaching, program management and student outreach skills. He includes a section on Higher Education Experience in order to make his resume relevant to the

## Jerry Li

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Cambridge, MA 02140

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xxxxx@fas.harvard.edu

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### EDUCATION

#### Harvard University

*A.M. and Ph.D. in Social Anthropology*

Secondary Field in Science, Technology and Society. Awarded Presidential Scholar Award in 2010.

Cambridge, MA  
Expected May 2013

#### University of California- Berkeley

*B.A. in Anthropology with Highest Honors*

Minors in Japanese and American Studies. Phi Beta Kappa. Awarded 2010 XXXV National Scholarship Award and 2010 (National) Undergraduate Paper Prize.

Berkeley, CA  
May 2010

#### University of Tokyo

Coursework in Japanese, Gender Studies, and Cultural Studies.

Tokyo, Japan  
Sept 2008 - July 2009

### HIGHER EDUCATION EXPERIENCE

#### Harvard University

*Teaching Fellow*

Cambridge, MA  
Sept 2012 - Present

- Taught and facilitated 4 tutorial sections for undergraduates in medical anthropology, environmental policy, and gender studies.
- Advised 60 students on course material, research design, and extracurricular opportunities.
- Received excellent student evaluation scores that surpassed course benchmarks for teaching quality (4.67 out of 5, with course benchmark of 4.07; and 4.47 out of 5, with course benchmark of 4.17).
- Assisted faculty with administrative tasks and curriculum development.

#### Harvard University, Office of Admissions

*Graduate Admissions Associate*

Cambridge, MA  
Sept 2012 - Present

- Supported recruitment and outreach efforts, such as the Diversity Recruitment Program, 1 open house, 2 information sessions, and 2 Interview Days (for doctoral applicant finalists).
- Researched and contacted 27 new marketing opportunities to advertise graduate programs.
- Prepared comparative marketing report on higher education recruitment and outreach strategies for Assistant Director and Director of Admissions.
- Analyzed trends in applicant survey data to improve future recruitment and outreach efforts.
- Pre-screened 400+ graduate program applications.
- Evaluated 8 applications in mock admissions review session held by Assistant Directors.
- Provided assistance to 100+ prospective graduate students on application process.
- Aided Assistant Directors with research projects and administrative tasks.

#### Harvard University, Political Ecology Working Group

*Program Coordinator*

Cambridge, MA  
Sept 2011 - Present

- Planned and implemented workshop program (~14 workshop sessions per academic year).
- Facilitated introduction of speakers and discussion during workshop sessions.
- Trained incoming coordinator to assist with program, budget, and recruitment.
- Managed annual budget of \$3,000.
- Developed and launched recruitment campaign (increased membership by 500% and increased membership diversity by 4 academic disciplines and 2 university affiliations).
- Organized, executed, and fundraised \$1,600 for graduate student conference (~90 attendees).

**Harvard University, Department of East Asian Languages and Civilizations**

*Senior Tutor*

Cambridge, MA

Aug 2011 - Present

- Advised 2 undergraduates on senior theses concerning East Asia, and edited thesis drafts.
- Evaluated and assigned grades for theses while serving as member of faculty committee.

**ADDITIONAL EXPERIENCE**

***Cultural Anthropology (Journal)***

*Contributing Editor*

Dec 2011 - Present

- Developed content for, and strategized branding of journal through, social media activities (Twitter, Facebook) as part of Social Media Team.
- Analyzed data (Google Analytics) to improve site content and increase site traffic.
- Edited 4 articles submitted to journal.

**University of California Berkeley**

*Research and Outreach Program Assistant*

Berkeley, CA

July 2006 - July 2008, Jan 2010 - Aug 2010

- Supported faculty with molecular ecology experiments and administrative tasks.
- Facilitated public education and outreach efforts, such as Biotechnology Outreach Program (21 events on 4 islands) and Gene-ius Day Program for elementary students (4 events).

**Golden Key International Honor Society**

*Director of Members and Honorary Members*

Berkeley, CA

Aug 2006 - May 2008

- Planned and managed 18 volunteer opportunities, 2 blood drives, and 4 award ceremonies.
- Supervised ~10 undergraduate volunteers at each event.
- Trained 2 incoming directors to use student and alumni database.
- Analyzed attendee data to improve structure and content of future award ceremonies.
- Coordinated high-profile alumni and honorary member participation at events (e.g. famous local comedian and local singer) for entertainment at 2 award ceremonies.

**Student Health Advisory Council**

*Chair (2007-2008) and Vice Chair (2006-2007)*

Berkeley, CA

Aug 2006 - May 2008

- Advocated for student interests on key university health policies and services, in particular on-campus HIV/AIDS testing and affordable health insurance.
- Chaired and facilitated Council meetings to discuss agenda and university health policy.
- Trained incoming Chair to plan, execute, evaluate, and lead Council events and meetings.
- Collected and summarized student survey data to identify and prioritize healthcare needs.
- Planned Council activities and managed 4+ members during events (e.g. blood drive).

**SKILLS**

Computer: Macintosh and Windows operating systems, Microsoft Office, Adobe Photoshop, Blackboard, and Technolutions Slate (student database system).

Language: Fluency in Japanese. Traveled extensively in Asia.

**PUBLICATIONS AND CONFERENCE PRESENTATIONS**

Publications: 4 refereed journal articles and 2 book chapters.

Conference Presentations: 8 refereed conference papers at national conferences.

Invited Lectures: 2 invited lectures at universities in Japan and Australia.

## RESUME #4:

Ellen is seeking a position at a biotech organization. You will notice she refers to her technical and research skills that will be of interest to the employer. She includes her industry research experience as well as leadership skills which are important for biotech and pharmaceutical organizations and she uses some technical language but not enough to alienate a non-technical audience.

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### ELLEN R. JOSEPH

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#### EDUCATION

**Columbia University** New York, NY  
**PhD, Neuroscience** May 2010  
Pre-Doctoral National Research Service Award, National Institutes of Health;  
Department of Neuroscience Emerging Faculty Award. GRE: 740V, 790Q

**Dartmouth College,** Hanover, NH  
**BS, magna cum laude,** Biology. Phi Beta Kappa. GPA: 3.8/4.0 May 2003

#### RESEARCH EXPERIENCE

**University of California Los Angeles** Los Angeles, CA  
**Postdoctoral Fellow** 2010 – present

- Investigated neural mechanisms of song learning in zebra finches, a model for language development in humans
- Acquired and analyzed complex behavioral, electrophysiological, molecular, and cell structural data over three developmental stages of song-learning in birds

**Columbia University** New York, NY  
**Graduate Researcher** 2003-2010

- Investigated developmental changes in neural communication underlying a simple reflex in *Aplysia*, a model system for learning in more complex animals
- Adapted electrophysiological techniques, traditionally used with large adult neurons, for use in recording from juvenile neurons (100 times smaller)
- Characterized developmental changes in synaptic transmission during emergence of reflex modulation

**Biosure Corporation** San Diego, CA  
**Assistant Scientist** Summers 2001, 2002

- Optimized enzyme production necessary for synthesis of targeted antibiotic
- Increased yield of a yeast enzyme by 25% and a bacterial enzyme by 15% on small scale
- Developed method for mass production and harvest of enzymes

#### LEADERSHIP EXPERIENCE

**Columbia Graduate Women in Science (CGWS), Columbia University** New York, NY  
**Co-Founder and President** 2007 – 2009

- Organized and led student representatives from 25 natural science departments to promote issues of concern to women scientists at Columbia
- Managed 3 public symposia featuring nationally-renowned women scientists

#### SKILLS and TECHNIQUES

- Electrophysiological Recording: Intracellular, extracellular and patch-clamp
- Single cell PCR and basic molecular techniques
- Confocal and electron microscopy
- Data Analysis: behavioral, electrophysiological and morphological
- SAS, Matlab, C++

## TEACHING and TRAINING EXPERIENCE

### University of California

Los Angeles, CA

**Written and Oral Communication Advisor**, Department of Psychology

2012 – 2013

- Advised graduate students, postdoctoral fellows, and faculty on scientific writing
- Led workshops critiquing writing and oral presentations. Edited grant proposals and articles
- Resulted in 30% greater acceptance rate for journal articles and 25% more grants awarded

### Columbia College

New York, NY

**Head Teaching Assistant, Teaching Assistant**, Cellular Basis of Behavior,

2007 – 2009

**Teaching Assistant**, Neurobiology,

2004

- As Head Teaching Assistant for biology course (250 undergraduates), managed coordination of lesson plans for 9 teaching assistants in collaboration with professor. Taught section of 25 students

## SELECTED PUBLICATIONS

**Joseph, E.R.** and Shen, Y.X. (2012). Two-stage, input-specific synaptic maturation in a nucleus essential for vocal production in the zebra finch. *Journal of Neuroscience*. 22:9107-9116.

**Joseph, E.R.** and Schmidt, T.J. (2009). Developmental dissociation of serotonin-induced spike broadening and synaptic facilitation in *Aplysia* sensory neurons. *Journal of Neuroscience*. 21:334-346.

**Joseph, E.R.**, Chang, A.R., Kline, N.J., and Schmidt, T.J. (2008). Pharmacological and kinetic characterization of two functional classes of serotonergic modulation in *Aplysia* sensory neurons. *Journal of Neurophysiology*. 78:855-866.

*[Note: You may choose to include select articles that were published in prestigious, peer-reviewed journals, for which you were first author. You can also simply include a line: "List of publications available upon request." You may also wish to include, under a separate heading, a section for patents held.]*

## RESUME #5:

Liam is seeking a position in a nonprofit arts organization in either fundraising or marketing. He highlights his most relevant transferable skills by including separate sections for his entrepreneurial and volunteer experiences.

### LIAM MIGUEL GUTIERREZ

123 Pleasant Street • Dorchester, MA 02121 • (617) 491-0000 • [img@fas.harvard.edu](mailto:img@fas.harvard.edu)

## EDUCATION

**Harvard University**, Cambridge, MA

PhD, Music Composition, Dissertation: String Quartet No. 1, June 2011

**New England Conservatory of Music**, Boston, MA

MM, with honors, 2004.

BM, 2002

## MANAGEMENT EXPERIENCE

**NuClassix, Inc.**, Boston, MA

**Cofounder and President**, 2002-present

- Co-Founded nonprofit, tax-exempt corporation that launches careers of gifted composers.
- Managed transformation of company from *ad hoc* group of composers to growing public service corporation, through creation and implementation of multi-board organizational structure.
- Organized 10 community-based fundraising concerts with over 150 attendees per event.
- Directed successful fundraising efforts generating over \$100,000.

**Liam Gutierrez Quartet**, Boston, MA

**Founder and Manager**, 2002-2004

- Founded a small music performance business specializing in corporate trade events.
- Conceived and conducted all marketing, contracting, and client relations for a four-piece jazz band.
- Produced various on-line and print marketing materials and ensured placement in top music outlets.
- Developed successful marketing strategy based on product differentiation (high level jazz and swing performance) and specific market focus.

## TEACHING EXPERIENCE

**Harvard University**, Cambridge, MA

**Lecturer, Department of Music**, 2010-present

**Teaching Fellow, Department of Music**, 2004-2010

- Taught 10 classes to both undergraduate and graduate students ranging in size from 5-30.
- Helped organize yearly student performances including invitations, rehearsals and introductory remarks.
- Awarded Oscar Schafer Scholarship in recognition of "an extensive and outstanding contribution to the teaching of music."

## VOLUNTEER EXPERIENCE

**Ronan Park Neighbors Association**, Dorchester, MA

**Volunteer**, 2005-present

- Collaborated with and advised start-up management team for early-stage community group dedicated to improving area living conditions.
- Provided strategic oversight. Co-developed marketing plans and helped build relationships with various community leaders.
- Wrote grant proposal resulting in \$5000 award.

## MUSIC PERFORMANCE AND PRODUCTION

- Winner of 10 national pianist awards
- Performed at 30 venues throughout New England and New York including the New England Jazz

## RESUME #6:

With this resume, extensive networking, and his leadership position in the Harvard Biotechnology Club, Anjan successfully secured a position with a Boston venture capital firm. In the education section, he focuses on relevant coursework and his leadership position. Take note that he emphasized the novelty and significance of his PhD research in the experience section, and he does not include publications (though he could have done so as an addendum, if these were relevant or requested). Dollar amounts are rare in a resume, though relevant for this position. His interest in poker is especially relevant to VC!

## Anjan Lo Subramayan

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### Education

#### HARVARD UNIVERSITY

##### Ph.D., Biological and Biomedical Sciences

Boston, MA  
expected June 2009

Harvard Business School coursework (Spring 2009): Entrepreneurship and Venture Capital in Healthcare, Commercializing Science and High Technology.

- Harvard Biotechnology Club, Director – organize events exploring the business of biotechnology.
- *National Science Foundation Fellow* – 900 recipients/5,500 applicants (\$85,000 for three years).

#### UNIVERSITY OF CALIFORNIA, BERKELEY

##### A.B. with Honors, Molecular and Cell Biology

Berkeley, CA  
May 2002

- *Haas Scholars Program* – Awarded to 20 students campus-wide for thesis support (\$12,500).
- *Undergraduate Research Apprentice Program* – 40 students campus-wide (\$2,000 for summer).

### Experience

#### THE BOSTON CONSULTING GROUP

##### Intern – Three-Day Ph.D. Summer Program

Boston, MA  
July 2008

One of 14 Ph.D. candidates in Boston area selected to participate.

- Gained hands-on exposure to management consulting by conducting a simulated case.
- Worked in a 5-member team to analyze data, conduct consumer research, and present findings.

#### HARVARD MEDICAL SCHOOL

##### Ph.D. Candidate

Boston, MA  
2002-2007

Doctoral Research: Initiated, designed, and led execution of drug screen with the goal to identify drug candidates for cervical cancer. Screened 60,000 compounds and identified ~50 initial candidates.

- Initiated and led collaborations involving 4 Harvard professors, 4 members of a Harvard drug screen institute, and 2 laboratory colleagues.
- Presented research extensively, at conferences attended by 200+ scientists (3 times); to Harvard department of 125 scientists (3 times).
- Developed complex protocol involving “robots” and Excel to screen 22,000 compounds daily.
- Initiated and led 3-person collaboration at M.I.T. to conduct a different drug screen, using “compounds on a slide” approach (detect protein binding to 40,000 compounds on a slide).
- Prepared, presented, and defended novel research proposals on 4 different topics (immunology, drug discovery, HIV, and rotavirus) to 2-4 experts in each respective field.

#### UNIVERSITY OF CALIFORNIA, BERKELEY

##### Undergraduate Researcher – School of Public Health

Berkeley, CA  
1999-2002

- *Senior Honors Thesis* – determined rate of action of potential therapeutic RNA-based enzyme.
- Led and trained 3-person team of undergraduates in 4-month project to bioengineer DNA.

#### SACRAMENTO TREE FOUNDATION

##### Summer Intern – Save the Elms Program

Sacramento, CA  
Summer 1999

- Recruited and trained 15 city volunteers to monitor beetle infestations of elm trees in community.
- Assisted field research to develop novel insecticide-free program to control beetle infestations.

### Personal

**Language:** Conversational Mandarin.

**Interests:** Intramural Basketball, Traveling, and Poker.

## RESUME #6:

Maria successfully landed a position as an Evaluation Consultant for a consulting firm that serves foundations and non-profit organizations. She emphasized her leadership role in restructuring a non-profit choral group while in grad school, and her brief consulting experience. Had she been applying for positions in arts administration or in market research, she could have used the category headings "Arts Administration Experience" and "Market Research Experience" instead of the "Non-Profit" and "Consulting" categories.

## Maria T. Arroyo

000 Main Street  
Cambridge, MA 02139

(617) 123-4567  
mtarroyo@post.harvard.edu

### EDUCATION

**Harvard University**, Cambridge, MA

Ph.D. in Psychology, 2008; M.A. in Social Psychology, 2005

*Relevant coursework:* Behavioral Approaches to Decision-making & Negotiation and Mini-MBA in Entrepreneurial Finance

**Dartmouth College**, Hanover, NH

B.A., *magna cum laude*, high honors in Cognitive Science, 2001, Music minor, Phi Beta Kappa

### NON-PROFIT EXPERIENCE

**Boston Choral Ensemble**, Boston, MA

*President, 2006-2008, Treasurer, 2005-2007*

- Stabilized the organization by substantially reducing costs through negotiations and barter, securing 501(c)(3) status, and establishing long-term development, marketing, and membership plans.
- Nurtured donor relationships and member involvement to increase community.
- Restructured the board from ad hoc to focused committees through intensive discussions with members.
- Managed monthly meetings and day-to-day functioning of our 9 member all-volunteer board.

### CONSULTING EXPERIENCE

**Sensory Spectrum**, Chatham, NJ

*Statistical Analyst for Sensory Consulting Company, Summer 2006*

- Contributed to rigorous measurements of the sensory qualities of consumer products.
- Analyzed descriptive and consumer data with univariate and multivariate techniques to explain consumers' evaluations of clients' products from a sensory perspective.
- Interpreted consumer data in presentations and advertising claims for Fortune 500 clients.

### TEACHING & RESEARCH EXPERIENCE

**Harvard University**, Cambridge, MA

*Teaching Assistant, 2005-2008*

Statistics for psychology graduate students (awarded teaching certificate of distinction)

Debates in the practice of good psychological science (awarded teaching certificate of distinction)

Social psychology for managers and policy analysts (Kennedy School of Government)

*Graduate Research in Social and Cognitive Psychology, 2003-present*

- Designed and programmed original experiments on the border of social and cognitive psychology.
- Analyzed a wide range of data: from psychophysical data to studies with over 32,000 respondents.
- Interpreted and summarized results for talks, poster presentations, and publication.

**Princeton University**, Princeton, NJ

*Research Assistant in Social and Cognitive Psychology, 2001-2003*

- Programmed, ran and analyzed visual attention and decision making experiments.
- Edited book chapters, articles, and editorials for Nobel-prize winner John Smith.
- Self-taught hardware and software problem solver for both Macintosh and Windows users.

### SKILLS

**Software:** Proficient in SPSS, MS Office, MatLab, internet research. Experience with C++,

## Cover Letter Template:

Note that in an e-mail message, you would omit both your and the addressee's contact information, as well as the date. Simply start with the salutation.

Your Name  
Street Address  
City, State Zip Code

Month Day, Year

Contact Name  
Title (if known)  
Organization Name  
Street Address  
City, State Zip Code

Dear Mr./Ms./Dr. Last Name:

**Opening paragraph:** Clearly state why you are writing. If applying for a job, indicate the position title and where you saw it advertised. If you were referred to the position from someone within the organization, or by someone the addressee knows, mention that as well.

**Middle paragraph(s):** You should have one or two paragraphs that elaborate on how you have developed the relevant skills required for the job, and any relevant experiences or education you have acquired. Providing an example can help you emphasize your point. Of equal importance is your argument for how your interest in both the *job* and the *organization* developed. You will want to ensure that you include your interest and why it would be a logical decision on their part to hire you.

**Closing paragraph:** Thank them and include a follow up by expressing interest in speaking with the addressee further in a personal interview, and indicate that you will follow up within an appropriate time frame. Thank them for their time and consideration of your application.

Sincerely,

Name (typed)



# Sample Cover Letter #1:

David is applying online to a global consulting firm that recruits Harvard students, but expects cover letters and resumes to be uploaded to its Web site. As such, he uses a formal business letter format.

For companies that recruit Harvard students, including those who use Crimson Compass to take in resumes, it is not necessary for him to say he will follow up with the recruiter the way he might with companies he finds on his own.

**David Smith**

54 Dunster Street Cambridge MA 02138 \* (555) 555-5555 \* xxxx@gmail.com

April 14, 2013

The Boston ADC Recruiting Team  
Boston Consulting Group  
53 State Street  
Boston MA 02109

Dear Recruiting Manager,

I am writing to express my interest in the 2013 Bridge to BCG workshop. I recently had the opportunity to learn about this program when I attended the presentation by Dr. Panier and the reception for Advanced Degree Candidates at BCG's Boston office. Please accept this letter and accompanying resume and essay as my application for the 2013 Bridge to BCG in Boston. I expect to complete my Ph.D. in Cellular Biology at Harvard University in May 2014 and look forward to the chance to getting an insider's view of consulting at BCG this summer.

My intellectual curiosity about life and passion for asking questions is what led me to pursue my Ph.D. in Cellular Biology; however, my interest in a business career is also long standing. At Williams College, I combined my interests by pursuing a chemistry and economics double major and enjoyed gaining the quantitative and analytical skills to excel and working on variety of problems. A Global Strategies course gave me a taste of the real-life challenges faced by companies, such as decisions Novo Industri of Denmark had to make in response to the technology developments for insulin purification in the 1980s. On the other hand, a Bioinformatics course introduced me to the challenges biologists encounter in producing and analyzing large scale biological data, such as the human genome project. Throughout my Ph.D. education, in addition to improving my research and analytical skills, I kept up my interest in the business aspect of science. I participated in a workshop on Healthcare Innovation and Commercialization to explore how science is applied in the business world. I collaborated with five of the workshop participants to prepare a Venture Capital pitch to commercialize a real-life innovation in anesthesia for child-birth. Our "VC pitch" was selected, by a panel of five expert judges, as the best among four presentations.

My passion for teaching has provided me with a unique skill set which I believe will be critical for a successful career in consulting. My communication skills strengthened as I challenged myself to understand and respond to the students' questions while they tackled complex biological concepts. To convey the material clearly to students with diverse learning styles, I developed different approaches to explain a single concept. I also embraced and supported a team culture, utilizing student feedback to improve my own performance and encouraging students to engage each other in their learning.

The analytical and communication skills I have honed throughout my PhD work will provide a strong foundation as I transition from the life sciences to a career in consulting. I am specifically interested in BCG due to its unique approach to personal growth and tailored solutions for each client. A commitment to support and train ADC members and global opportunities offered through BCG are invaluable. I look forward to hearing back from you about the opportunity to participate in the 2013 Bridge to BCG workshop and to learn even more about BCG. Thank you for your time and consideration.

Sincerely,  
David Smith

## Sample Cover Letter #2:

James is applying to academic administration positions and therefore provides examples of his management, program development and organizational skills. Notice he chooses to emphasize skills directly relevant to the position.

54 Dunster Street  
Cambridge, MA 02138

April 22, 2013

Harvard University  
12 Quincy Street  
Cambridge, MA 02138

Dear Hiring Manager:

I am writing to express my interest in the Coordinator of Publications and Programs position at the Humanities Center of the University of Nevada. I will graduate with my PhD in Social Anthropology from Harvard this May, and I am confident my 5 years of experience in higher education administration (including program coordination) and two years of experience in editing, would allow me to contribute to the successful coordination of publicity, seminar program logistics, fellowship program administration, and other related duties.

Previously, I have had the opportunity to work on several relevant projects that would provide me with the skills sets I need to be an effective fit in your organization. These projects have included: marketing the content and brand of an academic journal through social media; planning, advertising, and facilitating a workshop program (the Political Ecology Working Group), whose membership increased by 500%; organizing logistics for workshop speakers, including travel, lodging, honorarium, and event setup; and assisting faculty with administrative, computer, and audio/visual needs.

I would be excited to join the Humanities Center's team. The Center has an exceptional appeal for me because of its vital mission to foster interdisciplinary discussions and collaborations through a range of exciting formats (e.g., lectures, conferences, seminars) and opportunities (e.g., the Foundation Postdoctoral Fellowships). As a scholar of social anthropology, I appreciate the comprehensive support of the humanities, particularly in a political climate often hostile to the allocation of resources to such disciplines. As a program coordinator and editor, I would relish the opportunity to leverage my past experiences for this worthy cause, and learn from the experiences of my fellow team members.

Thank you for your consideration. I look forward to the opportunity to speak with you and discuss the position in more detail. Please feel free to contact me at (555)555-5555 or [jjones@harvard.edu](mailto:jjones@harvard.edu).

Sincerely,

James Jones

### **Sample Request for Informational Interview:**

This e-mail message is not designed to accompany a resume as a job application, but rather to request an informational interview to learn more about the field of investment banking. As such, Suzanne is careful to avoid asking for a job, or for anything other than the chance to listen and ask questions about the alumna's experience making the transition from academe to investment banking.

Dear Ms. Ramos:

I found your name through Harvard's Crimson Compass database and saw that you completed your PhD in Applied Math before beginning your work as a quantitative analyst. I will be completing my PhD in Biology next summer and am interested in learning more about how I might use my quantitative and analytical skills in investment banking.

Banking is a career option that I have been reading and thinking about for some time. While I do not have specific work experience in finance, I am an avid reader of the Wall Street Journal and the Financial Times and have spoken to a few former members of my department about their own decisions to leave academe and use their skill sets in the private sector. Working as a quantitative analyst appeals to me because I feel it would allow me to continue to use and develop my mathematical modeling and statistics skills, while indulging my fascination for the business world.

I will be in New York the week of October 9th and would greatly appreciate the chance to speak with you about your experience at Wall Street Bank. If this time frame is not convenient for you, I am happy to arrange a time to speak on the phone.

Thank you very much for your time and consideration.

Sincerely,  
Suzanne Lilly

## **Sample Thank You Letter:**

Having completed a formal interview with this organization, Charles sends out a thank you note within 24 hours. He sends it via e-mail, as the interviewer has indicated that the organization intends to make a decision about his candidacy within a few days.

Dear Ms. Funahashi:

Thank you very much for taking the time to meet with me yesterday morning about employment opportunities with Global Education Associates. I am even more enthusiastic about the work that you do now that I have had the chance to learn more about it.

As we discussed, my experience at WorldTeach and my extensive international travel has instilled in me the desire to foster educational opportunities worldwide, and to promote cross-cultural understanding of educational methods and adapt them as appropriate in developing countries. I am particularly interested in the Educating for Global Citizenship Program due to its commitment to meeting the educational needs of the emerging global community by offering teachers, youth leaders, and community organizers ways to comprehend and respond to the critical and creative task of educating the world in the 21st century.

Thank you once again for your time and consideration. I look forward to speaking with you further about the contribution I could make to your organization and its constituents.

Sincerely,

Charles Cestari