A Special Thank You to Our Employer Partners

GOLD
- Lockheed Martin
- Northrop Grumman
- T. Rowe Price
- NSA
- UPS

SILVER
- Kennedy Krieger Institute
- Morgan Stanley
- Leidos
- Next Century

BRONZE
- Asymmetric
- AXA
- Basyx
- Campbell & Company
- FDM
- Chesapeake Bay Foundation
- Parsons Cyber
- PayPal
- Verbal Beginnings
Whether you are considering graduate or professional school, or seeking employment after graduation, your success and career satisfaction are the primary goals of the Career Center staff at UMBC.

We want to help you discover possibilities, gain experience through internships and research, and empower you to turn your strengths and interests into a meaningful career.

The Career Guide is one of the tools that we have created to assist you with the career exploration and preparation process. In the following pages, you will find relevant and valuable information and exercises pertaining to all aspects of the internship and job search process including how to present yourself confidently in your resumes, cover letters, and interviews. Consider this your guide book to career and job search planning.

Additional resources, including thousands of jobs and internship opportunities in UMBCworks, can be found on our website: careers.umbc.edu. Our website also features a step-by-step guide to choosing and applying for graduate school.

Most importantly, take advantage of all the resources available and come visit us as you take steps toward realizing your career goals. We can help you explore your career options, weigh decisions and connect you to employers seeking to hire UMBC talent. Whatever path you choose, the Career Center team is committed to helping you with this process.

Best wishes on your career journey! We look forward to working with you.
CAREER CENTER
AT A GLANCE

CAREER COUNSELING AND ADVISING
• Alumni Career Services
• Career and Major Exploration Counseling
• Career Assessment Instruments
• Graduate and Professional School Preparation
• Individual Appointments and Drop-In Hours
• Job and Internship Coaching
• Practice (Mock) Interviews and Interview Prep
• Resume, Cover Letter and CV Critiques
• Personal Statement Reviews

NETWORKING AND RECRUITING EVENTS
• Alumni Networking Programs
• Career Fairs
• Diversity Recruitment Event
• Information Sessions and Tables
• On The Road: Employer Site Visits
• On-Campus Interviews
• UMBC Connects

CAREER DEVELOPMENT PROGRAMS
• Career Month (Spring)
• Dependable Strengths Workshop
• Dining Etiquette Dinner
• Graduate School Seminar
• Building Skills for Career Success Course (PRAC 102)
• Senior Success Seminar
• Workshops by Request

Full calendar of events available at careers.umbc.edu

CAREER RESOURCES
• Career Assessments (Focus, MBTI, Traitify)
• Career Guide and Informational Handouts
• Graduate School Guide
• Online Workshops
• Online Career Library (Vault and more)
• Social Media
  (Facebook, Twitter, myUMBC, Instagram)
• UMBCworks – Job and Internship Database
• Weekly E-newsletter

CAREERS AT A GLANCE

JOBS AND INTERNSHIPS
• Intern Success Practicum (PRAC 95/98/99)
• The Inside Scoop: Internship and Career Opportunity Panels
• Internship Success Conference
• Job and Internship Strategy Coaching
• Support for Academic Credit Internships
• UMBCworks – Job and Internship Database

OFFICE HOURS
MONDAY-FRIDAY  8:30 AM-5:00 PM
Last career specialist appointment taken at 4:00 PM
Last internship appointment taken at 4:30 PM
Evening appointments: every other Tuesday from 5:00 PM-7:00 PM

DROP-IN HOURS
MONDAY-FRIDAY  2:00 PM-4:00 PM
Resume critiques, cover letters, overview of services
First-come, first-served 15-minutes
Last student taken at 3:45 pm

SCHEDULING AN APPOINTMENT ONLINE
Log into your UMBCworks account.
Click “Schedule Appointment” on the homepage, under the “Quick Links.”

CALL or VISIT US
To schedule an appointment, you can also call 410-455-2216 or stop by Math/Psychology, room 201

FOLLOW US ON SOCIAL MEDIA
facebook.com/UMBCcareers
twitter.com/UMBCcareers
instagram.com/UMBCcareers
pinterest.com/UMBCcareers
At Northrop Grumman, our work with cutting-edge technology is driven by something human: the lives our technology helps protect.

Here you’ll have the opportunity to connect with coworkers in an environment that’s uniquely caring, diverse, respectful, and above all collaborative.

Wherever you work in the company and whatever your role, you’re united by our mission to protect the world we live in.

Let’s do the work that matters – together.

careers.northropgrumman.com

© 2018 Northrop Grumman is committed to hiring and retaining a diverse workforce. We are proud to be an Equal Opportunity/Affirmative Action Employer, making decisions without regard to race, color, religion, creed, sex, sexual orientation, gender identity, marital status, national origin, age, veteran status, disability, or any other protected class. U.S. Citizenship is required for most positions. For our complete EEO/AA and Pay Transparency statements, please visit www.northropgrumman.com/EEO
**EXPLORE YOUR OPTIONS**

| 8  | Suggested Action Items          |
| 9  | Self Assessment                 |
| 10 | Values                          |
| 11 | Career Exploration              |
| 13 | Goal Setting/Decision Making    |
| 14 | Weighted Pro-Con List           |

**PREPARE YOUR DOCUMENTS**

| 16 | The Resume: What It Is and How to Start |
| 18 | Sample Action Verb List            |
| 19 | The Do’s and Don’ts of Resume Writing |
| 20 | Sample Resumes                    |
| 30 | Resume Criteria                   |
| 32 | Curriculum Vitae (CV)             |
| 33 | Getting Started with a Cover Letter |
| 35 | Sample Cover Letter: Application Letter |
| 36 | Requesting References and Letters of Recommendation |
| 38 | How to Develop a Personal Statement for Research Opportunities |
| 40 | Showcasing Your Work              |

**BUILD YOUR NETWORK**

| 42 | Networking 101                  |
| 43 | 10 Tips for Effective Networking |
| 44 | Informational Interviewing      |
| 47 | Body Language: What You Say Without Saying Anything |
| 48 | Personal Branding: Make the Impression You’re Aiming For |
| 50 | LinkedIn: Social Networking, Professional Style |

**FIND A JOB OR INTERNSHIP**

| 55 | Internships, Co-ops and Research          |
| 56 | Job and Internship Search Strategies      |
| 58 | Getting Started in UMBCworks              |
| 59 | Intern Success Practicum                  |
| 60 | Fellowships and Stipends for Applied Learning |
| 61 | Getting Started with Undergraduate Research |
| 62 | The Career Fair: An Exercise in Building Grit |
| 63 | Red Flags: “Is This Posting for Real?”    |
| 64 | Government Job and Internship Search      |
| 66 | Students with Disabilities                |
| 68 | Tips for International Students           |

**MASTER THE INTERVIEW**

| 71 | Three Key Steps to Interview Success    |
| 72 | Stages of an Interview                 |
| 73 | Step 1: Do Your Research               |
| 74 | Types of Interviews                    |
| 76 | Technical Interviews                   |
| 77 | How To Prep For Pre-Employement Tests   |
| 78 | Step 2: Plan the Details               |
| 80 | Step 3: Practice, Practice, Practice   |
| 82 | Behavior-Based Interviews              |
| 83 | Common Interview Questions             |
| 84 | Questions by Industry                  |
| 85 | Responding to Challenging Questions     |
| 86 | Questions to Ask at the End of Your Interview |
| 87 | After the Interview                    |
| 88 | Post Interview Correspondence           |

**TRANSITION INTO THE WORKFORCE**

| 88 | Evaluating Job Offers                 |
| 90 | Gap Year                              |

**TABLE OF CONTENTS**

---

All rights reserved. Reproduction in whole or in part of this publication without written permission of the publishers is prohibited. Except where otherwise stated, copyright 2018 by the Career Center of University of Maryland, Baltimore County.
Investing in your success.

A MEANINGFUL CAREER STARTS HERE.

Helping our clients secure their financial future is at the heart of our mission. Whether you’re a student looking to gain experience while in school or a recent graduate ready to begin your career, we offer career opportunities that let you contribute to the success of others.

Explore your options, build your skills, collaborate with talented teams, and make a difference—personally and professionally.

troweprice.com/careers
ARE YOU CAREER READY?

Employers are looking to hire college students and recent graduates who know how to use their talents, strengths, and interests. These students are Career Ready.

How do you become Career Ready? Mastering these Career Readiness Competencies will prepare you for a successful transition into the workplace.

### CAREER MANAGEMENT

Identify and articulate skills, strengths, knowledge, and experiences; navigate career options and pursue these opportunities.

### PROFESSIONALISM/ WORK ETHIC

Demonstrate personal accountability and effective work habits: punctuality, working productively with others, time management, understanding the importance of a professional work image, and demonstrating integrity.

### LEADERSHIP

Leverage the strengths of others to achieve common goals; organize, prioritize and delegate work; use empathetic skills to guide and motivate.

### APPLICATION AND INFORMATION TECHNOLOGY

Select and utilize technology to solve problems and accomplish goals.

### CRITICAL THINKING/ PROBLEM SOLVING

Exercise sound reasoning and analytical thinking; use knowledge, facts, and data to solve problems and make decisions.

### TEAMWORK/ COLLABORATION

Build collaborative relationships representing diverse cultures, races, ages, gender, religions, lifestyles, and viewpoints; work within team structure; negotiate/ manage conflicts.

### ORAL/ WRITTEN COMMUNICATION SKILLS

Articulate thoughts and ideas clearly and effectively to a variety of audiences; demonstrate public speaking skills.

Adapted from the NACE Career Readiness Competencies
# SUGGESTED ACTION ITEMS

## 1ST AND 2ND YEAR

<table>
<thead>
<tr>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meet with a Career Advisor to talk about your interests, abilities and values and take one of our career assessments. We can also help you explore majors and related career paths while developing your career goals.</td>
</tr>
<tr>
<td>Get involved with a campus club/organization or service-learning.</td>
</tr>
<tr>
<td>Check out our career exploration and development events such as Keys to Success and Get the Inside Scoop series.</td>
</tr>
<tr>
<td>Create or update your resume. View our resources in this guide and on the Career Center’s website.</td>
</tr>
<tr>
<td>Do you use UMBCworks? Log on to update your account, upload your resume, and search for job, research, internship and co-op opportunities.</td>
</tr>
<tr>
<td>Join our myUMBC group and watch for the weekly Career Center announcements to ensure you receive the latest career information from the Career Center.</td>
</tr>
<tr>
<td>Apply for meaningful summer experiences, including internships, part-time jobs, research, and co-ops.</td>
</tr>
<tr>
<td>Attend the Campus Jobs Fair and/or the Fall and Spring Career &amp; Internship Fairs.</td>
</tr>
</tbody>
</table>

## 3RD AND 4TH YEAR

<table>
<thead>
<tr>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>See a career specialist to ensure your career path is clear and you are on the right track with your career plans.</td>
</tr>
<tr>
<td>Polish your resume and other job search and graduate school documents to ensure all experiences from college are included.</td>
</tr>
<tr>
<td>Search and apply for internship and job opportunities through your UMBCworks account.</td>
</tr>
<tr>
<td>Prepare for internship and job interviews by using the Big Interview platform on our website. You can also schedule an appointment for a practice interview (p. 80).</td>
</tr>
<tr>
<td>Participate in UMBC on-campus interviews to connect with employers who visit campus.</td>
</tr>
<tr>
<td>Land an internship, co-op or research experience and register for the Intern Success Practicum (p. 59).</td>
</tr>
<tr>
<td>Build skills through your campus club or professional organizations by taking on leadership positions.</td>
</tr>
<tr>
<td>Research industries and companies using resources on the Career Center’s website – e.g., Vault.</td>
</tr>
<tr>
<td>Check out the events calendar on our website and seek opportunities by attending networking events such as Career Fairs, Career Month, and UMBC Connects Days.</td>
</tr>
</tbody>
</table>
The Career Center is here to help you navigate through the steps that can help you select the major or career that will be the best fit for you – self-assessment and career exploration. Whether you are thinking about choosing a major, a career field, or a graduate school, it all starts with you and who you are. Alignment between your personality, interests, values, and strengths ensures greater career success and satisfaction. Starting early allows you time to explore your options and to gain first-hand knowledge which can help to confirm your decision. Schedule a 60-minute appointment with a Career Specialist for more information on action steps to take to support your career decision making.

Before you decide on a career path, it is important to first identify your motivations, interests, and strengths. It can be tempting to jump into a major, career, or job feet first, but the most effective decisions start with thoughtful preparation. “Who am I?,” “What is important to me?,” “Where am I going?” and “How am I going to get there?” are important questions to ask when preparing to make career decisions.

Self-assessment is one way the Career Center can support you through this process. Though there is no assessment that can make a decision for you, we offer several resources that can help you understand yourself better and provide potential career matches.

Find links to the assessments by visiting careers.umbc.edu, selecting the Tool Kit and “Tools for Exploring Majors & Careers.” It can be helpful to schedule a 60-minute appointment with a career advisor to discuss and interpret your assessment results. Below are assessments offered by the Career Center:

**FOCUS 2: CAREER AND EDUCATION PLANNING ONLINE ASSESSMENT**

Helps to identify your interests, personality, talents and values and then plan the education and training you will need to attain your career aspirations. After taking Focus 2, you will obtain a customized report listing careers that match up to each of these areas.

**MYERS-BRIGGS TYPE INDICATOR (MBTI)**

Provides an accurate picture of your personality type. Understanding characteristics unique to each personality type provides insight on how your personality type can influence your decision making, and how you communicate and interact with others. The detailed report includes careers that match your type. You must schedule an appointment with our MBTI certified counselors to obtain your results.

**TRAITIFY**

Recommends career paths based on personality and preference data. It takes about five minutes to complete the assessment and get your results.

**DEPENDABLE STRENGTHS: CAREER PLANNING AND STRENGTHS WORKSHOP**

Focuses on recognizing your unique skills and strengths and articulating them to potential employers. To access your unique dependable strengths, we suggest that you attend our free Dependable Strengths™ workshop. This one-day workshop is usually offered during the winter and summer breaks. See the Dependable Strengths™ section on the Career Center’s website for registration information.
VALUES

The best career choices are ones that match your values. They represent the beliefs you have about what is important in your work and what makes it meaningful to you. When your values align with how you live and work, you tend to be more satisfied.

Consider each value listed below and indicate whether it is Always, Often, Sometimes, Seldom or Never valued. There are no right or wrong answers or better or worse values. Then take a deeper look at those things you always value and narrow it down to the top five of your most important values. See if you can even get it down to three. Which are you willing to compromise? What would a career look like that upholds your values?

<table>
<thead>
<tr>
<th>VALUES</th>
<th>CAREER OPTIONS UNDER CONSIDERATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advancement</td>
<td>Job Security</td>
</tr>
<tr>
<td>Aesthetics</td>
<td>Leadership</td>
</tr>
<tr>
<td>Affiliation</td>
<td>Make Decisions</td>
</tr>
<tr>
<td>Altruism/Help Society</td>
<td>Moral Fulfillment</td>
</tr>
<tr>
<td>Authenticity</td>
<td>Personal Growth</td>
</tr>
<tr>
<td>Autonomy</td>
<td>Recognition</td>
</tr>
<tr>
<td>Challenge</td>
<td>Status/Prestige</td>
</tr>
<tr>
<td>Change/Variety</td>
<td>Structure/Predictability</td>
</tr>
<tr>
<td>Competition</td>
<td>Teamwork</td>
</tr>
<tr>
<td>Creativity</td>
<td>Work Alone</td>
</tr>
<tr>
<td>Diversity</td>
<td>Work/Life Balance</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Rate each career option according to how congruent it is with each of your values.

<table>
<thead>
<tr>
<th>3 Very Congruent</th>
<th>2 Congruent</th>
<th>? Maybe Congruent</th>
<th>0 Incongruent</th>
<th>-1 Very Congruent</th>
</tr>
</thead>
</table>

10 UMBC Career Guide 2018-2019
CAREER EXPLORATION

Learn more about the world of work and where you might fit in, drawing on what you know about yourself. Gathering information about careers related to your major or strengths is another way to determine industries that could benefit from your unique skill sets. It is difficult to determine the best fit for you if you don’t even know your options. Research is critical, but so is gaining a more personal perspective. This could be the result of an informational interview, job shadowing, volunteering, or even an internship to test the career fit. Seeing it yourself not only provides a more complete picture of what a career looks like, but it can validate whether or not you are making the right decision.

INFORMATIONAL INTERVIEWING

Informational interviewing is when you interview a professional who has a job you are considering or works for a company where you want to work. It allows you to directly connect with experienced professionals, gather information, and establish contacts in specific career fields. See the “Build Your Network” article (p. 42) for more information.

LINKEDIN

Did you know that LinkedIn can be used as a resource for finding a major or career path? By exploring career paths of UMBC alumni and conducting informational interviews, it is easy to see where someone with your major or career interest has landed. You could even ask to shadow professionals at work. See the “Build Your Network” section in this Guide for additional LinkedIn tips (See p. 50).

LINKS BY MAJOR

This resource provides a list of major-related websites, national organizations and job search engines. Go to the Tool Kit section of our website, then Links by Major.

MAJOR SHEETS

Learn about common paths for your major from these reference sheets that list industries and job titles related to each of the academic majors offered at UMBC. Go to the Tool Kit section of our website (Tools for Exploring Majors and Careers) to view and explore these reference sheets.

O*NET

The O*NET system serves as the nation’s primary source of occupational information, providing details about work activities, skills, required education, and more. Go to www.onetonline.org.

RESEARCHING COMPANIES

By researching companies and organizations through events, websites and literature, you can discover industries that could benefit from your unique skill sets. Refer to the “Master the Interview” section in this Guide for additional tips on how to research companies (See p. 71).

UMBC ALUMNI-STUDENT NETWORKING GROUP

The UMBC Alumni-Student Networking Group on LinkedIn connects a network of active alumni volunteers to current UMBC students and other alumni in support of their career exploration and academic development (See p. 52).

VAULT

The Vault is a company database as well as a comprehensive career resource aimed at college students. It features Vault’s bestselling career and industry guides, videos, blogs, news and more. You can access Vault on the Career Center’s website.
Visit our Careers page at www.basys.com to view our current job opportunities.

What's in it for you
- Fulfilling work with a direct impact on customers & industry
- Collaboration with an outstanding team
- Work on the front lines of software development
- Utilization of next generation technologies and opportunity to be apart of an agile/scrum environment
- Limitless opportunities for growth and learning
- Generous benefits & rewards package, includes competitive salary & bonus, benefits, PTO, 401k retirement savings, tuition reimbursement, and onsite gym
- Relaxed casual work environment and many employee events throughout the year

Open Positions:
- Business Analyst
- Customer Support Analyst
- Systems Analyst
- Quality Assurance
- Project Management
- Product Management

Open Positions:
- Business Analyst
- Customer Support Analyst
- Systems Analyst
- Quality Assurance
- Project Management
- Product Management

Based in Annapolis, the Chesapeake Bay Foundation (CBF) is committed to Saving the Bay. For fifty years, CBF has been working toward a restored Bay through advocacy; restoration; litigation; public communications; and environmental education. Share in our vision for a restored Bay with healthy rivers and clean water; sustainable fisheries populations; thriving water-based and agricultural economies; and a legacy of success for our children and grandchildren.

CHOOSE your career path

EXPLORE your PERSONALITY TYPE

Take the Myers-Briggs Type Indicator (MBTI) personality assessment and schedule an appointment with a career specialist in the Career Center to get your results and explore related career options.
GOAL SETTING/DECISION MAKING

“A goal without a plan is just a wish” – Antoine de Saint-Exupéry

The most effective goals are SMART – specific, measurable, achievable, relevant, and timely. This method will ensure you set detailed goals with realistic steps, timelines, and outcomes that can be accomplished.

GOAL SETTING

<table>
<thead>
<tr>
<th>S – Specific</th>
<th>M – Measurable</th>
<th>A – Achievable</th>
<th>R – Relevant</th>
<th>T – Timely</th>
</tr>
</thead>
<tbody>
<tr>
<td>What exactly will you accomplish?</td>
<td>How will you know when you have reached this goal?</td>
<td>Is the goal realistic? Do you have the resources to achieve it? How will you overcome obstacles?</td>
<td>Why is this goal meaningful? Is it in line with your values and other goals?</td>
<td>When will you achieve this goal?</td>
</tr>
</tbody>
</table>

Career Specialists can help you set goals, make career decisions, and create your personalized career plan. Schedule a 60-minute appointment with a Career Specialists online via UMBCworks by clicking “Schedule Appointment,” by stopping by MP 201, or by phone 410-455-2216.

Write your SMART goals down and review them regularly. If you’re focusing on concrete goals you can visualize, you’ll be more likely to accomplish them. Create a plan of action that identifies detailed steps that you will take along the way to ensure you stay on track and make progress. If the overarching goal seems overwhelming, try breaking it down into smaller, more immediate and doable components. Think about your goals each day, and with every decision you make, ask yourself if that action will take you closer to, or further from, your set goals.
## WEIGHTED PRO-CON LIST

This activity can help you lay out the important factors and considerations impacting your decision. The final decision won’t always be the highest rated option, it is a process of identifying all the factors for consideration that provides the most insight into the decision making process.

### ACTIVITY:

1. At the top of the worksheet, list up to three options you are comparing.

2. In the left hand column, list up to 10 important factors and values impacting your decision (eg, affordability, desired location, time for social life, etc.). If you need help identifying your values, take the Focus 2 assessment available on the Career Center’s website or schedule a meeting with a Career Specialist.

3. In the “Importance” column, rate how important that factor or value is in your decision on a scale of 1-5 where 1=not very important and 5=absolutely critical.

4. In the “Probability” column, rate the likelihood that each option will fulfill the factors and values selected on a scale of 1-5 where 1=very little chance it will be fulfilled and 5=no doubt it will be fulfilled.

5. Multiply the “Importance” number by the “Probability” number and enter it into the “Subtotal” column for each option.

6. Add the subtotals for each column and enter the amount at the bottom.

7. Compare the totals for each option.

### SAMPLE

<table>
<thead>
<tr>
<th>OPTIONS</th>
<th>Go to law school after graduation</th>
<th>Work 1-2 years before going to law school</th>
<th>Travel the world before law school</th>
</tr>
</thead>
<tbody>
<tr>
<td>Factors/Values</td>
<td>Importance</td>
<td>Probability</td>
<td>Subtotal</td>
</tr>
<tr>
<td>Prestige</td>
<td>3</td>
<td>5</td>
<td>15</td>
</tr>
<tr>
<td>My family will respect me</td>
<td>4</td>
<td>5</td>
<td>20</td>
</tr>
<tr>
<td>Save money</td>
<td>3</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Personal growth and fulfillment</td>
<td>5</td>
<td>4</td>
<td>20</td>
</tr>
<tr>
<td>Reduce current stress</td>
<td>2</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Early start on career</td>
<td>4</td>
<td>5</td>
<td>20</td>
</tr>
<tr>
<td>Take time to make sure law school is right for me</td>
<td>2</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>TOTALS:</td>
<td>82</td>
<td>77</td>
<td>55</td>
</tr>
</tbody>
</table>

### WORKSHEET

| OPTIONS |  |
|---------|  |
| Factors/Values | Importance | Probability | Subtotal |  |
|  |  |  |  |  |

14 UMBC Career Guide 2018-2019
Student Opportunities at UPS I.T.

If you are a highly motivated college student working on a degree in Computer Science, Management Information Systems (MIS), Engineering or a related degree then UPS is a great place for you to start your career. We have campuses in Northern New Jersey, Timonium Maryland, Atlanta Georgia and Louisville Kentucky.

Application Development  Information Security  Infrastructure & Architecture  Business Analytics

Quality Assurance  Data Analysis  Telecom Systems  Engineering

We're More Than You Think! We Deliver I.T.

Student Advantages at UPS I.T.

Networking
Build your professional network by working side by side with full time UPSers, Interns and Co-ops.

Innovation
We won't expect you to get us coffee. Our interns work on real world projects and solve problems through innovation and creativity.

Business Resource Groups (BRG)
Our seven active BRGs bring together UPSers from across the enterprise to serve our communities, network with our peers and grow our business.

Promote From Within Culture
UPS has a long tradition of promoting from within. 80% of our Interns have been promoted to full-time positions. Start building your career at UPS I.T.

Award Winning Technology

Drones
We're using drones to transform the delivery of life saving healthcare products like blood and vaccines around the world.

Artificial Intelligence
In 2016 Summer Interns worked on the start of a UPS Chat Bot. Today "Casey" is available on Facebook Messenger, Skype and Amazon.

Orion
When we reduce each driver’s route by just one mile per day we save more than 20 million miles per year.

We Challenge You!
UPS hires the innovators who will develop the next generation of UPS Technology. What will you build?

Text UPSTECH to 335-88 and register with us!  Questions? Email: talentteam@ups.com
PREPARE YOUR DOCUMENTS

THE RESUME: WHAT IS IT AND HOW TO START

Your resume is the gateway to landing an interview for a job, internship, or graduate school. It should display your experience, skills, education and accomplishments. Resumes vary in length, but are typically one page for undergraduates and two pages for graduate students with professional experience. On average, employers spend only 5-7 seconds reviewing your resume the first time they see it, so organization and formatting are key!

WHAT SHOULD I INCLUDE?

☐ Contact Information: Name, email, phone number, address; also include a LinkedIn address, personal website and/or a link to your portfolio (if you have them)
☐ Objective or Professional Summary /Profile (Optional)
☐ Education: College and University attendance
☐ Certifications and/or Training
☐ Licenses or Licensure
☐ Study Abroad or Travel
☐ Relevant Coursework
☐ Skills/Strengths: Technical, Laboratory, or Foreign Languages
☐ Projects: Can be from courses or personal projects related to your career interests
☐ Work Experience
☐ Leadership/Achivements
☐ Military Experience
☐ Volunteer Work/Community Engagement
☐ Extracurricular Activities
☐ Honors/Awards
☐ Publications and/or Patents
☐ Professional Presentations
☐ Memberships/Affiliations/Professional Development

WHAT ABOUT FORMATTING?

Organize your resume using category headings in bold. See the guidelines and sample resumes on p. 20-29. Stay consistent throughout your document. This includes using no more than two fonts on the page - one for your name and category headings and another for all other text.

Resumes can be very subjective, so if you are unsure about formatting, schedule a “resume review” appointment or come to drop-ins Monday through Friday from 2:00-4:00 p.m. for assistance.
HOW DO I DESCRIBE MY EXPERIENCES?

You want to use action-oriented statements in bullet point form to describe your accomplishments. This means starting with an action verb and answering the following questions:

**WHAT:** did you do in this position?

**WHO:** did you work with? Did you work individually or on a team? Who did you help?

**WHY:** What was the purpose of the work/activity?

**HOW:** did you accomplish your tasks? Did you use specific skills, strategies, or resources?

**RESULT:** What was the outcome of your work? Were you acknowledged for your contributions? Use numbers and percentages when possible.

Having trouble coming up with action-oriented statements?

Take a look at these examples:

- Managed the store and increased sales volume by 25% in the first six months through promotions and marketing.
- Coordinated individual programming and behavior modification plans for 8-10 children with developmental challenges.
- Built software development skills and collaborative project skills working in a team of 5-7 students to produce a PC game demo.

---

**Entry-level Position Perfect for Students**

**100% Tuition Reimbursement** (prorated for part-time employees)

- Flexible shifts that accommodate class schedules
- Full and part-time positions available
- If approved by professor, position may fulfill internship requirement
- Competitive salary & excellent benefits
- Opportunities for professional advancement

The Kennedy Krieger Institute’s Neurobehavioral Unit (NBU) in Baltimore, MD is an inpatient facility dedicated to assessing and treating behavior disorders in children with autism and/or intellectual disabilities. We are seeking applicants interested in helping these children reach their potential. Duties include providing patient interaction, assisting with self-care activities, implementing behavioral and educational protocols, and data collection. This is a great opportunity to learn about state-of-the-art applied behavioral analytic (ABA) therapies. Day, evening, weekend or night shifts may be available.

Please apply for the Clinical Assistant position online at [www.kennedykrieger.org/careers](http://www.kennedykrieger.org/careers)

Keyword: Clinical Assistant I

Applicants with questions may contact Rebecca Vaitukaitis, Recruiter at [Vaituk@kennedykrieger.org](mailto:Vaituk@kennedykrieger.org) or by phone: 443-923-9184 EOE, M/F/D/V
SAMPLE ACTION VERB LIST

CLERICAL OR DETAIL ORIENTED
• Approved • Arranged • Cataloged • Classified
• Collected • Compiled • Dispatched • Divided
• Ensured • Executed • Generated • Implemented
• Inspected • Monitored • Operated • Organized
• Prepared • Processed • Purchased • Recorded
• Retrieved • Screened • Specified • Systematized
• Tabulated • Validated

COMMUNICATION
• Addressed • Arbitrated • Arranged • Authored
• Circulated • Collaborated • Composed • Convinced
• Corresponded • Developed • Directed • Drafted
• Edited • Engaged • Enlisted • Formulated
• Influenced • Interpreted • Lectured • Mediated
• Moderated • Negotiated • Persuaded • Promoted
• Publicized • Reconciled • Recruited • Strengthened
• Translated • Wrote

FINANCIAL
• Adjusted • Analyzed • Balanced • Budgeted
• Conceptualized • Created • Customized • Designed
• Developed • Direct ed • Established • Founded
• Illustrated • Initiated • Instituted • Integrated
• Introduced • Invented • Organized • Originated
• Performed • Planned • Revitalized • Shaped

HELPING
• Assessed • Assisted • Cared • Clarified • Coached
• Collaborated • Counseled • Demonstrated
• Diagnosed • Educated • Expedited • Facilitated
• Familiarized • Guided • Motivated • Referred
• Rehabilitated • Represented

MANAGEMENT
• Administered • Analyzed • Assigned • Attained
• Chaired • Consolidated • Contracted
• Coordinated • Delegated • Developed • Directed
• Evaluated • Executed • Improved • Increased
• Organized • Oversaw • Planned • Prioritized
• Produced • Recommended • Reviewed
• Scheduled • Strengthened • Supervised

RESEARCH
• Analyzed • Clarified • Collected • Critiqued
• Diagnosed • Evaluated • Examined • Extracted
• Identified • Inspected • Interpreted • Interviewed
• Investigated • Organized • Presented
• Researched • Reviewed • Summarized
• Surveyed • Systematized

TEACHING
• Adapted • Advised • Clarified • Coached
• Communicated • conducted • Coordinated
• Demystified • Developed • Enabled • Encouraged
• Evaluated • Explained • Facilitated • Guided
• Informed • Instructed • Persuaded • Set goals
• Stimulated • Taught • Trained

TECHNICAL
• Assembled • Built • Calculated • Computed
• Decoded • Designed • Devised • Engineered
• Fabricated • Maintained • Operated • Overhauled
• Programmed • Remodeled • Repaired • Solved
• Tested • Upgraded

MORE VERBS FOR ACCOMPLISHMENTS
• Achieved • Expanded • Improved • Initiated • Pioneered • Reduced • Sourced • Spearheaded • Transformed • Resolved
## The Dos and Don’ts of Resume Writing

<table>
<thead>
<tr>
<th><strong>The Dos</strong></th>
<th><strong>The Don’ts</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Customize your resume to match a specific job description.</td>
<td>Overgeneralize your skill set and write vague bullet points.</td>
</tr>
<tr>
<td>Focus on positive results and accomplishments.</td>
<td>Include objective statements that are generic.</td>
</tr>
<tr>
<td>Apply to multiple positions that match your career interests.</td>
<td>Use templates and tables.</td>
</tr>
<tr>
<td>Highlight specific accomplishments rather than expand on every detail of your experience.</td>
<td>Go over two pages. Most first and second-year candidates should have a one-page resume, but this will depend on the amount of experience you have.</td>
</tr>
<tr>
<td>Determine your job search objective prior to writing the resume and tailor your resume to the position.</td>
<td>Mislead employers about your G.P.A., skills, or abilities.</td>
</tr>
<tr>
<td>List the most important and relevant items first (this refers to categories and individual bullet points). List items in reverse chronological order according to dates.</td>
<td>Submit references on the same page as your resume.</td>
</tr>
<tr>
<td>Expand on professional, volunteer, research, extracurricular and classroom experiences to show transferable skills.</td>
<td>Include routine, general office duties (e.g., making copies/answering the phones).</td>
</tr>
<tr>
<td>Keep a consistent, easily-readable format.</td>
<td>Leave excessive white space at the bottom of the page.</td>
</tr>
<tr>
<td>Create strong, action-oriented statements about your work.</td>
<td></td>
</tr>
<tr>
<td>Proofread your work. Utilize the Career Center, friends, and advisors to help you proofread.</td>
<td></td>
</tr>
<tr>
<td>Qualify and quantify your experiences whenever possible. Include numbers and percentages.</td>
<td></td>
</tr>
<tr>
<td>Highlight key words in the industry to assist with Applicant Tracking Software (ATS) screening challenges.</td>
<td></td>
</tr>
</tbody>
</table>

Adapted from: *The Damn Good Resume Book*
# SAMPLE RESUME GUIDELINES

**NAME**
Address, City, State, Zip, Email, Phone

**OBJECTIVE**
Concise unique statement highlighting your relevant skills and/or education history and career goals in which you hope to apply or obtain in the position.

**SUMMARY**
Two to five bullet points or a brief three to four sentence paragraph highlighting your greatest strengths and skills as emphasized in your resume.

**EDUCATION**

<table>
<thead>
<tr>
<th>University of Maryland, Baltimore County (UMBC)</th>
<th>Baltimore, MD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor of Science, Major</td>
<td>Graduation Date</td>
</tr>
<tr>
<td>Minor and/or Certifications</td>
<td></td>
</tr>
<tr>
<td>GPA: (Only list if 3.0 or above. You may list your “Major GPA” if higher than your cumulative GPA.)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Community College, City, State</th>
<th>Graduation Date or Dates Attended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate of Arts (If earned), Major</td>
<td></td>
</tr>
<tr>
<td>GPA: (Only list if 3.0 or above)</td>
<td></td>
</tr>
</tbody>
</table>

**CERTIFICATIONS/LICENSES**
Title of Certification/License

**RESEARCH, PUBLICATIONS AND PRESENTATIONS**
Title of Presentation, Place/Organization Presented (Type)

**RELEVANT PROJECTS**

- **Title of Class (without course number)**
- One to two bullet points about your role, actions, and results of the project; use action verbs.
- Gained experience with ______ to ______
- Mention what you learned from the project and who you worked with if applicable.

**RELEVANT COURSEWORK (OPTIONAL)**

- Bulleted list of most applicable classes.
- List major and minor courses relevant to the position applying.
- Include no more than three lines of course work.

**SKILLS**

- **Laboratory:** List laboratory tools used, procedures and techniques; such as Isothermal Titration Calorimetry (ITC), Cell Fractionation, Chromatography
- **Computer:** JAVA, HTML, Python, SQL Server, MS Visio/SharePoint
- **Quantitative/Analytic:** Data analysis, Polymath, Minitab, MATLAB
- **Interpersonal:** List adaptable or transferable skills

**Objective statement or summary sections are optional especially if space does not permit. It is not necessary to include both an objective statement and a summary.**

If you are a first-year student, you may include work and activities from high school. Once you enter your second year, only college activities and work should be included.

Indicate where the presentation or publication was presented and what type; i.e. research poster, paper, or oral presentation.

Can group all skill types together or use subcategories.
TECHNICAL SKILLS
Programming: JAVA, C++, C, HTML
Software: MS Office 365/2016 Suite + MS Visio/Project/SharePoint, Exchange, Group Policy

DESIGN SKILLS
Advanced: MS Office Suite, Adobe Illustrator, Adobe Photoshop
Proficient: iMovie, Adobe InDesign, Dreamweaver
Novice: Adobe Flash

LANGUAGES
Spanish (conversational), Russian (basic), French (fluent)

PROFESSIONAL EXPERIENCE
Position Title, Company/Organization, City, State
• Two to five action statements highlighting your achievements, contributions, and tangible work accomplishments

ADDITIONAL EXPERIENCE
Position Title, Company/Organization, City, State
• One to three action statements describing your work
• Highlight achievements, contributions, and tangible work accomplished

HONORS AND AWARDS
Organization, Award
Date Received

ACTIVITIES/INTERESTS
Role, Organization/Club
• One to three achievement orientated tasks about your work with the organization; use action verbs

VOLUNTEER/SERVICE EXPERIENCE
Organization, Role
Date/s Involved

• Activities directly related to the position applying for may also be listed under “Relevant” or “Professional Experience”

• Include jobs/internships related to the position — can also title “Experience” (Leadership/Technical/Research/Scientific/Management)

• Add additional experience that is not related to the position you’re applying for

• Use subcategories to list technical skills

• Can also list as a subcategory in the skills section. Include languages other than English

• Include jobs/internships related to the position — can also title “Experience” (Leadership/Technical/Research/Scientific/Management)

• Add additional experience that is not related to the position you’re applying for

• Use subcategories to list technical skills

• Can also list as a subcategory in the skills section. Include languages other than English
# Business Sample Resume

## Fred Finance

### School Address
1000 Hilltop Circle  
Baltimore, MD 21250

### Permanent Address
100 Elm Street  
Jobville, MD 55555

### (555) 555-5555  
ffinance@umbc.edu

### Education
- **University of Maryland, Baltimore County**  
  Baltimore, MD  
  BS in Financial Economics and a MBA Preparatory Certificate  
  Anticipated Graduation Date: May 20xx  
  Cumulative GPA: 3.35/4.0  
  Major GPA: 3.56/4.0

### Related Courses
- Financial Investment Analysis, Portfolio Analysis and Management, Financial and Mathematics for Economic Analysis
- Managerial Accounting, Elements of Quantitative Methods of Management, Essential Courseromes

### Employment
#### Operations Analyst (Internship)  
**Morgan Stanley (Baltimore, MD)**  
- Exhibited excellent teamwork and problem-solving skills by successfully automating a manual process for uploading commission data from an external system format to an in-house system format  
- Subsequently following our group's presentation, assisted in the global implementation of a solution  
- Developed flowcharts for various groups within Operations Risk and Control in order to improve overall efficiency and properly document group functions in compliance with federal regulators  
- Analyzed the process for depositing physical securities and transferring restricted securities in order to mitigate costs  
- Presented a specific range within Operations Risk and Control to senior management in order to outline the process and portray inefficiencies

#### Staff Accountant (Internship)  
**Marsh and McLennan Companies-Marsh LLC (Hoboken, NJ)**  
- Performed analytical procedures and variance analysis on monthly profit and loss and quarterly balance sheet submissions  
- Reviewed monthly and quarterly submissions to ensure proper recording of amounts and adherence to US GAAP  
- Prepared balance sheet tax schedules for international reporting entities of Marsh LLC  
- Experienced significant exposure to foreign currency translation gain/loss and related transactions through consolidation of world-wide operating companies  
- Learned about both HYPERION and ORACLE reporting software

### Volunteer Work
#### Make a Difference Mentoring Program  
**Catonsville Middle School**  
- Mentored 18-22 disadvantaged elementary school students (grades four and five) to promote academic and personal growth, while improving their overall organizational and communication skills

#### Ride with Pride Program  
**Maryland Council for Special Equestrians**  
- Assisted trainers in giving horseback riding lessons to children with disabilities

### Skills
- **Computer:** Microsoft Office (Excel, Access, Project, Word, PowerPoint)
- **Language:** Fluent in Spanish
- **Interpersonal:** Ability to thrive in teams and possess natural leadership qualities, eager to accept new challenges and ability to work in diversified business environments

### Memberships
- Member of the National Society of Collegiate Scholars  
- Member of the Accounting Club

### Honors
- Awarded an annual scholarship from the University of Maryland, Baltimore County  
  America East Conference Men’s Lacrosse All-Academic Team  
  20xx-20XX  
  20xx and 20xx

### Leadership
- Lacrosse spokesman at a University of Maryland, Baltimore County Board of Visitors  
  Met guest speaker and escorted her to UMBC Admissions event  
  Accounting Club Public Relations Chair  
  - Led and collaborated with a small team to design and execute promotions for events  
  - Designed innovative advertising materials for events  
  - Participated in fundraising for HLSU and local charities

### Awards
- Staff Accountant (Internship)  
  **Summer 20xx**

- Volunteer Work  
  **Fall 20xx and 20xx**
ELIANA ENGINEER  
1000 Hilltop Circle, Baltimore, MD 21250 • 410-455-2216 • engineering@umbc.edu

EDUCATION  
Bachelor of Science in Chemical Engineering  
University of Maryland, Baltimore County (UMBC), Baltimore, MD  
Expected Graduation: Spring 20xx  
Cumulative GPA: 3.38/4.0  
• Concentration in the Environmental Engineering and Sustainability Track  
• Minor in English with a Concentration in Writing  
• Center for Women in Technology (CWIT) C13 Scholar and Honors College Certificate (20xx Council Secretary)

RELEVANT COURSEWORK  
Fluid Mechanics I, Heat and Mass Transfer, Advanced Exposition and Argumentation, Environmental Chemistry and Biology, Chemical Engineering Analysis, Chemical Engineering Problem Solving and Design, Tutorial in Writing

EXPERIENCE  
Research Assistant - UMBC Department of Chemical Engineering, Dr. Lee Blaney, Baltimore, MD  
August 20xx-Present  
• Examined the environmental transformation pathways of organometallic chemicals through photolytic methods for ten hours per week, often independently, while learning to operate devices such as Spectrophotometers.  
• Collaborated with a team of three to discuss project status and integrate data for the larger NSF-funded project.  
• Received the Undergraduate Research Award (20xx and 20xx) and presented at UMBC’s Undergraduate Research and Creative Achievement Day (20xx).  
Doris Duke Conservation Scholars Program - University of Washington, Seattle, WA  
Summers 20xx and 20xx  
• Collaborated with a diverse group of students from around the U.S. to solve complex conservation problems.  
• Developed an independent research project, and input and analyzed data, to understand the factors guiding post-fire vegetation regeneration as part of a broader forest recovery study.  
• Worked with the Methow Conservancy to build a volunteer training protocol and manual for field work.  
Research Assistant - UMBC Department of Chemical Engineering, Dr. Brian Reed, Baltimore, MD  
August-December 20xx  
• Completed literature review on the dissolved residuals that prevent the reuse of hydraulic fracturing fluids.  
• Prepared report, displayed data, and presented findings to scholars and faculty at the CWIT 20xx Showcase.  
Congressional Aide - Office of 47th District of California, Alan Lowenthal on Capitol Hill, Washington, DC  
August 20xx  
• Conducted research on history and impact of contemporary environmental bills and presented them to supervisor.  
• Performed administrative duties as needed, including answering phone calls, providing tours, and taking notes.

SKILLS AND CERTIFICATIONS  
• Proficient working knowledge of MATLAB, AutoCAD, ArcGIS, MINEQL+, and COMSOL Multiphysics (pipe modeling), Microsoft Office, Windows and Mac OS X Software  
• Completed SACHe Certificate “Basics of Laboratory Safety,” and CITI Program Biosafety Training Certificate

PROJECTS  
Environmental Chemistry and Biology  
Spring 20xx  
• Used MINEQL+ to identify the metal ions that precipitate in Baltimore City water under various conditions.  
International Field Research  
Spring 20xx  
• Created and executed an independent qualitative research project concerning renewable energy system comparisons between Switzerland and several U.S. regions.

ACTIVITIES AND LEADERSHIP  
Varsity Cross Country and Track and Field Athlete, Division I  
June 20xx-Present  
• Participated in 20 hours per week of NCAA sanctioned in-season athletic activity and competitions year-round.  
Society of Women Engineers (Service Chair)  
August 20xx-Present  
• Connected with Baltimore schools to coordinate successful STEM outreach events and ran monthly meetings.  
UMBC Admissions Campus Tour Guide  
August 20xx-Present  
Engineers without Borders (Grant Writing Committee)  
August 20xx-Present
Carla Combination

1000 Hilltop Circle, Baltimore, MD 21250 ● 410.555.1234 ● combination@umbc.edu

EDUCATION
University of Maryland, Baltimore County (UMBC) Baltimore, MD
Bachelor of Arts in Social Work (GPA: 4.0/4.0) Expected Graduation: May 20xx

SUMMARY OF QUALIFICATIONS
● Over eight years of progressive customer service experience in a health care environment
● Active speaker and listener, able to talk to others to convey information in a clear and concise manner
● Creative thinker, talent for applying, changing, and re-organizing ideas, while also being able to critically analyze challenging situations
● Dedicated to meeting deadlines and the needs of the organization, dependable in all aspects of the job
● High energy performer with strong organizational, interpersonal, and problem-solving skills

SKILLS SUMMARY
Client Relations
● Communicated with members and providers to furnish eligibility, benefits, claims, and authorization information
● Gained experience working with diverse groups of people
● Verified HIPAA regulations prior to releasing PHI on a member or provider
● Accurately documented intake information in database
● Directed members to providers or local other resources
● Quickly learned medical terminology, both medical and mental health, in addition to ICD-9 and CPT codes
● Received recognition from supervisors, members, and providers for exceptional customer service

Communications
● Collaborated between departments to solve member or provider issues
● Communicated effectively with clients, management, other departments, and co-workers
● Interacted with members and providers; de-escalated irate callers and callers in emotional crisis
● Used excellent listening skills which allowed members to feel at ease when discussing personal concerns
● Wrote monthly status reports detailing client concerns, follow-up procedures and outcomes

Organization
● Received monthly awards for maintaining above average standards of 85% availability, 98% quality assurance and perfect attendance which resulted in monthly bonuses and the opportunity to tele-commute
● Created and maintained weekly reports for staff and managers which increased call resolution
● Updated and maintained website improving communication within the department

Leadership
● Taught Sunday School class (6-7-year-olds) and Wednesday night youth group (8-12 year olds)
● Directly supervised and mentored five foster children ranging from toddlers to adolescents
● Managed family daycare to include scheduling of daily activities, implemented lesson plans, prepared meals, and conducted parent meetings
● Served as advocate at IEP meetings twice a year

Computer
● SPSS, MS Office 2010 (Excel, Word, Access, PowerPoint)

VOLUNTEER EXPERIENCE
Teacher, Highway Church School, Baltimore, MD 09/xx–Present
Volunteer, Pat and John Smith – Foster Parents, Baltimore, MD 12/xx–Present

WORK EXPERIENCE
Customer Service Representative (Telecommuter), Johns Hopkins HealthCare, Glen Burnie, MD 02/xx–Present
Customer Service Associate, Magellan Behavioral Health, Columbia, MD 02/xx–01/xx
Message Center Specialist, Sears N.E. Regional Routing Office, Columbia, MD 12/xx–02/xx
Help Desk Analyst, T. Rowe Price (contract), Owings Mills, MD 09/xx–10/xx
Daycare Owner, A Home Away From Home Family Daycare, Baltimore, MD 07/xx–07/xx
Technical Support Specialist, TEKSystems (contract), Linthicum, MD 01/xx–04/xx
Technical Support Specialist, Legg Mason, Baltimore, MD 08/xx–11/xx
Marisol Media
1000 Hilltop Circle, Baltimore, MD 21250 • (410) 123-9876 • mm29@umbc.edu

EDUCATION
University of Maryland, Baltimore County (UMBC), Baltimore, MD May 20xx
Bachelor of Arts and Certificate of General Honors, Magna Cum Laude
Double Major: Media and Communications Studies, Cultural Anthropology
GPA: 3.91/4.00
Worked 20 hours per week as a full-time student

STUDY ABROAD
Massey University, Auckland, New Zealand ISEP Study Abroad Semester Spring 20xx

AWARDS and HONORS
President’s List Spring 20xx – Spring 20xx
University of Maryland, Baltimore County Centennial Scholarship 20xx
 Invitee of Golden Key Honors Society
One of three students awarded by the faculty of the Media and Communication Studies Department for academic excellence and significant contribution to the enrichment of University life

RELEVANT EXPERIENCE
Artichoke Art Studio, Gaithersburg, MD – Art Teacher December 20xx – Present
• Instruct young children between the ages of 4 and 18 in a variety of art techniques, including drawing, painting, sculpting, and sewing
• Help children younger than 15-years-old produce artworks that exercise their creativity and motor skills and guide older students in creating works for their portfolios

The Private Museum, Singapore – Intern July 20xx – August 20xx
• Worked full-time on two art exhibitions; wrote press releases and exhibition synopses for publication in brochures; researched artist biographies; conducted an interview with Cai Heng, a Chinese artist
• Planned two exhibition set-ups and contacted various media outlets to advertise and publicize events in local newspapers and magazines

OTHER EXPERIENCE
Self-Employed, Rockville, MD – Private English Tutor November 20xx – Present
• Give weekly private tutoring sessions in English and writing to two elementary and middle-school-aged children in their homes; help them with academic essays and to improve their writing skills
• Contributed to the significant improvement in their grades from C’s to A’s and B’s

UMBC Campus Information Center, Baltimore, MD – Desk Staff October 20xx – May 20xx
• Ensured that desk operations were in order by providing accurate information about the University
• Answered phone calls, carried out ticket sales for student events, operated the Lost and Found, and answered all questions and inquiries from customers

Zycraft Pte Ltd., Singapore – Administrative Assistant August 20xx – February 20xx
• Processed financial and administrative paperwork for the company; helped to organize special company events

SKILLS
Computer: Proficient in Microsoft Word, and Excel; Advanced in PowerPoint
Language: Fluent in Mandarin (speak, read, write, translate)
Joe Junior Leader  
1000 Hilltop Circle, Baltimore, MD 21250  
joear1@umbc.edu • (410) 455-XXXX • LinkedIn: (shortened URL)

OBJECTIVE
Proven leader seeking to continue developing business and IT skills through an internship opportunity with a quality large scale business.

EDUCATION
University of Maryland, Baltimore County, Baltimore, MD
Bachelor of Arts in Business Technology Administration
Honors: Dean’s List
GPA: 3.7/4.0

SKILLS
• Visual Basic.NET
• Relational Database Design, MS Access and SQL
• Statistics and Probability, Java, HTML, SQL, VPNs, Switches, IDSs
• Microsoft Office 2010 Professional (Excel, Power Point, Access)
• Public speaking

EMPLOYMENT HISTORY
Career Peer Advisor, UMBC Career Center, Baltimore, MD August 20XX-Present
• Assist about 100 students each semester with resumes and cover letter development; demonstrate job search software
• Present 10 to 15 workshops and seminars each semester to groups of up to 100 students (all levels) in class rooms and residential facilities

Summer Compliance Intern, LG Capital Management, Owings Mills, MD July 20XX-August 20XX
• Created over 150 directories, and over 300 forms, lists, trackers, checklists, and memorandums in support of transition from state to SEC regulation and oversight
• Performed daily trade reconciliations

AFATDS Specialist, United States Army, Fort Riley, KS August 20XX-April 20XX
• Trained, coached, mentored, and evaluated soldiers in tactical and technical skills
• Supervised up to six soldiers in various daily tasks
• Established and managed wireless local area and metropolitan area networks over encrypted radio channels
• Provided physical protection and security for a variety of high-ranking military leaders in austere environments
• Conducted convoy and dismounted operations including experience as a bodyguard
• Developed and produced intelligence reports with distribution throughout Iraq combat area
• Wrote route and site reconnaissance reports for patrols operating within a 2,000-square mile area
• Supervised the authorized entry of up to 300 vehicles and 1200 pedestrians per hour at the International Zone in Iraq with zero security breaches or emergencies
• Operated within a three-man personnel action center to manage a physical filing system for up to 220 personnel
• Scheduled training and updated company personnel documents on Defense Training Management System

MILITARY TRAINING
Company Intelligence Support Team August 20XX
Warrior Leadership Course, with Honors May 20XX
Defense Training Management System (DTMS) May 20XX

ORGANIZATIONAL INVOLVEMENT
Information Systems Security Association, Member October 20XX-Present
Information Systems Council of Majors (ICOM), Member April 20XX-Present
UMBC Cyber Defense Club, Member January 20XX-Present
Veterans Student Association, President June 20XX-Present
UMBC Debate Club, Member February 20XX-Present

INTERESTS
Discovering new concepts, social philosophy, structuralism, international politics, automation, leadership, research and analysis, debate
STEPHEN SCIENTIFIC

1000 Hilltop Circle, Baltimore, MD 21250  ■  410-555-1234  ■ ssscientific@umbc.edu

OBJECTIVE
An entry-level position as a Biochemical Laboratory Assistant with an emphasis on research lab procedures and clinical trial documentation.

EDUCATION
University of Maryland, Baltimore County  ■  Baltimore, MD
BS, Biochemistry and Molecular Biology; GPA: 3.71/4.00, Major GPA: 3.94/4.0  ■  Expected: May 20xx
Worked 20 hours per week as a full-time student

HONORS AND AWARDS
UMBC Honors College, Dean’s List  ■  August 20xx-May 20xx
Golden Key Honor Society  ■  September 20xx-Present
Phi Kappa Phi  ■  September 20xx-Present

CERTIFICATION
CPR and Advanced First Aid (Expires May 20xx)

RELEVANT COURSEWORK
Introduction to Biology Laboratory  ■  Organic Chemistry Laboratory II
Introduction to Chemistry Laboratory  ■  Genetics Laboratory
Comprehensive Biochemistry I

SKILLS
Laboratory: Western Blotting, Pipetting Techniques, Agarose Electrophoresis, DNA Extraction and Purification, Polymerase Chain Reaction, Thin Lay Chromatography, Bacterial Gene Transformation, Gel Electrophoresis
Computer: SSPS, BASIC, Microsoft Office: Word, Excel, PowerPoint
Languages: Arabic (Fluent)

RELEVANT EXPERIENCE
Johns Hopkins School of Medicine  ■  Baltimore, MD
Research Intern  ■  August 20xx-Present
• Conduct research for a phase three clinical trial for a novel leukemia drug course
• Characterize HMGI expression in colon cancer and leukemia patient samples before and after treatment

Chesapeake Protein Expression and Recovery Laboratory  ■  Savage, MD
Research Intern  ■  June 20xx-December 20xx
• Conducted research using DsRed as a measure of protein expression in recombinant organisms
• Used molecular biology techniques to characterize the expression and purification of the fluorescent protein, DsRed

ADDITIONAL EXPERIENCE
Catonsville Gourmet  ■  Catonsville, MD
Server  ■  April 20xx-Present
• Demonstrate commitment to extraordinary customer service; able to work as a proactive self-starter
• Train four to eight new employees; possess effective communication skills; excellent time management abilities

EXTRACURRICULAR ACTIVITIES
Biochemistry Council of Majors, UMBC  ■  Baltimore, MD
President  ■  May 20xx-Present
• Prepared meeting agendas, worked closely with faculty members to develop discussion topic

Freedom Alliance, UMBC  ■  Baltimore, MD
Treasurer  ■  September 20xx-May 20xx
• Managed accounts and led fund raising efforts, raising over $8,000
Tanya Techy  
1000 Hilltop Circle, Baltimore, MD 21250 | 410-455-2216 | tech@umbc.edu | www.linkedin.com/tanyatechy

EDUCATION
University of Maryland, Baltimore County (UMBC)  
Bachelor of Science in Information Systems, GPA: 3.6/4.0  
Honors: Dean’s List  
Baltimore, MD  
December 20xx
Howard Community College  
Associate of Arts in Information Technology – Web Development, GPA 3.4/4.0  
Columbia, MD  
May 20xx

SKILLS
Hardware  
Virtual Servers, VPN, Firewall
Operating Systems  
Windows 7/10/vista/XP/Mac OS
Programming  
HTML, JavaScript, SQL, MySQL, Java, PHP
Networking  
Configure Firewalls, VPNs
Software  
JGrasp, Microsoft Office (Word, Power Point, Excel)
Foreign Languages  
Spanish (conversational)

PROJECTS
Management in Information Systems  
December 20xx
- Collaborated with a team to determine a business plan for a restaurant seeking to improve overall performance.
- Recommended a POS terminal, VOIP headset, and Squarespace to improve efficiency of operations.

Protecting the Virtual Office – Final Project  
May 20xx
- Collaborated with a group to reconfigure the network of an expanding business to prevent any attacks.
- Eliminated vulnerabilities by applying patches, a firewall, and securing the Wi-Fi.

Mobile Design and Development Principles – Final Project  
May 20xx
- Created an interactive app for a preschool on an Android platform using Java.
- Incorporated a login and several display screens within the app, allowing parents and teachers to access student information.

ACADEMIC COURSEWORK
Management Information Systems  
Applied Calculus  
Introduction to Programming
Advanced JavaScript  
Developing for the Web  
Macroeconomics
Writings in Information Systems  
Introduction to Java  
Accounting I/II

WORK EXPERIENCE
Children’s Manor Montessori School, Floater, Ellicott City, MD  
June 20xx-April 20xx
- Demonstrated flexibility and adaptability by monitoring 10-15 students (first through seventh-graders).
- Communicated professionally with parents, teachers, and administrators.

Sweet Frog Premium Frozen Yogurt, Supervisor, Ellicott City, MD  
October 20xx-June 20xx
- Showed time management skills by opening and closing the store in an efficient manner.
- Used problem-solving skills during busy shifts, including resolving any issues related to both employees and customers.

EXTRACURRICULAR ACTIVITIES
Participant, HackUMBC  
April 20xx
- Worked with a team of three seniors in a 24-hour time period to create an iOS/Android application.

Member, Information Systems Council of Majors (Secretary)  
January 20xx-Present
JANE SMITH

EDUCATION
B.A., Media & Communication Studies
University of Maryland, Baltimore County
Capstone: Gentrification & Displacement in Baltimore City
Expected Grad Date: May 20xx

A.A., General Studies
Montgomery College
Grad Date: Dec 20xx

TECHNICAL SKILLS
Adobe Photoshop
Adobe Lightroom
Adobe Premiere Pro
Adobe Audition
Final Cut
SPSS Statistics
Microsoft Office Suite

AWARDS
Urban Arts Leadership Program 20xx Fellowship Graduation
United States Senate Certificate of Recognition
Mayor, City of Baltimore Certificate of Completion
Greater Baltimore Cultural Alliance

WORK EXPERIENCE
Grant and Development Intern, Spotlighter Theater, Baltimore, MD
August 20xx - December 20xx
• Provided administrative support to the Executive Director, including organizing financial records, answering phone calls, and processing mail.
• Consolidated letters and answered phone calls reaching out to community partners seeking their assistance in our capital campaign.
• Coordinated community partnership activities contributing to campaign funds.
• Monitored and updated the donor database records with profile information.
• Conducted web-based research searching for potential donors and community partners.

Head Intern, Maryland TESOL National Convention, Baltimore, MD
February 20xx - June 20xx
• Assisted the president of Maryland TESOL with the strategically planning of a cultural art exhibition which displayed the experience of immigrants and refugees in Maryland.
• Developed partnerships with visual artists and organizations.
• Assembled contracts to protect Maryland TESOL and the visual artists from conflict of payment, damages, stolen artworks, and ownership.
• Arranged meeting with over 100 artists prior to exhibition to discuss inventory and any details regarding the exhibition and/or convention.

Urban Arts Leadership Program Fellow, Greater Baltimore Cultural Alliance, Baltimore, MD
October 20xx - June 20xx
• Participated in intensive leadership, networking, and professional training.
• Engaged in workshops on racial justice and strategic planning.
• Practiced essential skills such as grant writing, community engagement, and financial bookkeeping.
• Served as an art administrator fellow for five months at Jubilee Art, a nonprofit cultural art institution.

Research Assistant, Towson University, Towson, MD
May 20xx - July 20xx
• Conducted social research utilizing anthropological research methodologies and various media platforms.
• Gathered quantitative and qualitative data about topics affecting different parts of Baltimore City.
• Collaborated with my teammates and compiled collected data into a written ethnography, photo essay, video documentary, and audio documentary.

www.behance.net/jsmith12435
6547 Bowman Street
Baltimore, MD 06074
410-455-XXXX
jsmith1@umbc.edu
# RESUME CRITERIA

## Presentation/Format
- Easy to read; not too crowded
- Ordered effectively – most important categories/information are listed first; reverse chronological order is used when items are dated
- Length (one full page ideal; if two pages, text fills at least half of second page)
- Standard fonts of 10.5 pt. or larger are used, but no larger than 12 pt.
- Uses consistent formatting (i.e., bolding all job titles, listing all dates the same way)
- Resume template not used; resume is tailored to the individual
- Strengths are clearly highlighted

## Grammar/Spelling
- Error free and consistent use of grammar (i.e., periods or no periods at the end of descriptions)

## Objective (Optional)
- States position and industry sought
- Focuses on candidate’s strengths and employers’ needs

## Education Section
- Includes UMBC, degree, anticipated graduation date, major, minor or relevant area of focus
- Includes only relevant educational experiences (typically high school and transfer institutions are not included); if multiple schools are included, they’re listed in reverse chronological order
- Overall and/or major/upper level 3.0+ GPA included; select honors may be included
- Includes work statement, if applicable (i.e., Worked 20 hours/week as a full-time student)
- Lists a few, select relevant courses, if applicable (use no more than three lines)

## Experience Section(s)
- Relevance of each experience/how it supports the objective is clear (i.e., not just a job description or responsibilities but detailed accomplishments, strengths and skill development)
- Bullet point descriptions begin with strong action verbs and use the correct/consistent tense
- Proper format – includes job title, employer/organization, dates, city/state
- Relevant/similar experiences are grouped together (i.e., separate sections for Relevant Experience and Other Experience) and may include paid and non-paid experiences (e.g., volunteer, internships, campus involvement)
- Within each section, information is in reverse chronological order

## Skills Section
- Relevant skills (e.g., field-specific, technical, transferable) are highlighted, possibly subcategorized
- Listed skills are backed up/proven throughout resume

## Resume Content
- Content is relevant; supports objective of the resume
- Strengths and value to offer employer are clear and supported; focuses on the employer’s needs
- May include a Summary of Qualifications or Profile section
- Additional categories/information (e.g., Honors, Activities, Leadership, Professional Memberships, Community Engagement) are included, if applicable
- References are not listed in the body of the resume
At AXA Advisors, we value ambition. Unlike other entry-level positions, as an AXA Advisors' Financial Professional, you can accelerate your own success. We don't hold anyone back - in fact, we work hard to create a culture where you move forward as fast as you'd like, not as fast as you're told. Growing your income or responsibilities is based on one factor - you.

You'll also find AXA Advisors offers flexibility and a work-life balance most financial careers don’t - you can make that family commitment or get in that workout in the morning. You will have access to the upside of working in finance but can build your career on your own terms. At AXA Advisors, you get the best of both worlds.

You will receive support that is unparalleled in the industry. To get you up and running, AXA will sponsor your pursuit of the licensing requirements, and our award-winning training curriculum is designed to meet you where you are, providing you the skills and tools you need to succeed.

AXA Advisors is a leader in helping individuals and businesses address their financial goals through financial strategies, investment services and risk management. With more than 40 branches across the country employing approximately 5,000 financial professionals, AXA Advisors is committed to a workplace that is diverse, inclusive and merit-based.

If this sounds like a place where you would like to launch a career, CONTACT US TODAY!
CURRICULUM VITAE (CV)

A curriculum vitae (Latin for “course of life”) is a comprehensive description of your academic credentials and scholarly achievements. It differs from a resume, which focuses on relevant industry experience. For graduate students who are pursuing careers in academia or research, a CV is a necessary document. The CV is most commonly used by doctoral students, however Master’s students may also be asked to submit a CV for research or teaching positions. Many graduate students have both a resume and a CV.

HOW LONG SHOULD MY CV BE?
CVs for current graduate students are approximately three pages long; for more experienced individuals, the CV can be multiple pages long.

HOW SHOULD I ORGANIZE MY CV?
There is no set order in which to list your information. Consider the relevancy of the information to the requirements of the position you seek and list the most pertinent sections first. Academic positions are highly competitive—the initial CV review is 20-30 seconds, so the key is clear organization!

WHAT SHOULD I INCLUDE?
Your CV should showcase the depth and breadth of your accomplishments and contributions. The following information can be included:

| contact information – name, personal address, phone, email |
| education – degrees, awarding institutions, dates of completion |
| dissertation/thesis title(s) – names of advisor(s) |
| professional affiliations/memberships – include description of service/leadership roles |
| research and teaching interests – provide summary |
| skills – may include languages, laboratory, computer |
| publications – comprehensive list |
| honors, awards – fellowships, grants (include dates awarded) |
| activities/involvement/service – to your current institution (committees such as the SGA) |
| conference presentations (including dates) |

grant writing/proposals
professional certifications
teaching experience
research experience
search committees
patent disclosure(s)

Different disciplines may require additional sections, such as “Performances” (performing arts), “Film Production Highlights” (for example, MFA). Consult with your advisor and other faculty to learn about conventions for your specific field.

ADDITIONAL ONLINE RESOURCES

Search the Chronicle of Higher Education’s online archives for advice about CVs.

Look for the CVs of faculty members at UMBC; often they are accessible online.

Check out “Academia.edu.” Make a free account and access a variety of resources for your CV.
GETTING STARTED WITH A COVER LETTER

The purpose of a cover letter is to ignite an employer’s interest in you as a candidate. This is your opportunity to elaborate on your expertise and experience and show the employer that you are the best match for the opportunity. Each cover letter is tailored to the organization and position. No two cover letters should look the same! Analyze the position description carefully, pick out key phrases and infuse them into your document. Try to match your letter to the requirements point by point by emphasizing key parts of your resume.

BUSINESS LETTER FORMAT

Your Street Address  
City, State, Zip

Date of Writing

Ms. Jane Doe  
Job Title  
Company  
Street Address  
City, State, Zip

Dear Ms. Doe: (If unknow, write “Dear Hiring Manager”)

First paragraph: Attract the employer’s interest by briefly touching on your specific interest in the company and/or position and showing you have researched the company. If you have been referred by someone or met a recruiter at a career event, here is where you mention it. You want to convince the reader that you are interested in them by clearly explaining why you want to work for them and how you would contribute to the organization – your last sentence of the first paragraph should be a loose thesis statement about why you are a strong candidate.

Second (and possibly third) paragraph: Select a few examples of your experiences, skills, and qualities that match the position and show how you are uniquely qualified. You can write about a related class, extracurricular activity, volunteer, academic or work experience. This is the place to “tell your story” and show what you bring to the table.

You can refer to key aspects of the resume which relate to the job or employer, but do not simply list items from your resume. A cover letter should build on the resume, not restate it!

Closing paragraph: Reiterate your interest and enthusiasm for the position. Request an interview and indicate how and when you can be contacted. Suggest that you will call to discuss interview possibilities. Thank the reader for his/her consideration.

Sincerely,

(Handwritten signature if mailed or electronic signature if emailed)

Your name typed
TIPS FOR CREATING A WINNING COVER LETTER

1. MATCH, BUT DON’T REITERATE, YOUR RESUME
   Never claim experience in your cover letter that isn’t reflected on your resume. At the same time, your cover letter shouldn’t simply restate your resume.

2. KEEP IT SHORT
   The ideal cover letter is roughly a 3/4-page to a full page in length. A concise letter demonstrates that you are focused and have strong communication skills.

3. STATE THE POSITION AND YOUR SOURCE
   The recruiter who reads your letter may be hiring for several positions. Clearly state the job title in the first paragraph of the letter, preferably in the first sentence, and how you learned of the position.

4. RESEARCH
   Go to the organization’s website along with looking them up on LinkedIn! Or, search for the employer on the Vault (available in the “Toolkit” on the Career Center’s website.) Make it clear in your cover letter that you have researched the organization and understand their mission and overall work.

5. PERSONALIZE EACH LETTER AND EXPLAIN WHY YOU WANT THE POSITION
   Always answer, “Why this position?”. Clearly state how the position fits into your overall career plans and what you find exciting about the opportunity and the organization. Aim to grab the attention of the reader in the first paragraph.

6. CLEARLY DESCRIBE WAYS YOU WILL CONTRIBUTE – NOT HOW YOU EXPECT TO BENEFIT
   In each paragraph in the body of the cover letter, select one or two specific examples of how your skills, experiences and qualities directly fit the company’s needs and position description.

7. FOCUS ON YOUR STRENGTHS, NOT YOUR WEAKNESSES
   Even if you think the position is out of reach, your job is to convince the recruiter you are qualified. Keep the letter positive by focusing on your transferable skills and unique accomplishments. Be sure to use positive, powerful nouns and verbs.

8. MINIMIZE THE USE OF “I”
   Don’t overuse “I” in your document. Vary your sentence structure to keep the reader engaged. Also, use “you” or “your” more than “me” or “my.”

9. STATE HOW AND WHEN YOU PLAN TO FOLLOW-UP
   Too many job seekers never follow up after sending a resume. Clearly explain in your letter the manner in which you will follow up via phone or email to discuss the possibility of an interview.

10. PROOFREAD
   Using spell check is not enough. Many recruiters will dismiss even the most qualified candidate if there is only one typo or grammar error. Reread your letter two or three times, then ask yet another person to review it.
Your name
Street Address (unless posting to unfamiliar site; then, use designated job search email address)
City, Zip Code
Date

Recruiter Name
Job Title (if available)
Human Rights Watch
350 Fifth Avenue, 34th Floor
New York, NY 10118-3299

Dear Hiring Manager:

It is with an immense interest that I apply for the associate position within your Development and Outreach Department, which came to my attention through UMBCworks at the University of Maryland, Baltimore County. I seek this position with the intent of utilizing my expertise in the non-profit industry, my passion for community development, and my two years of administrative work experience to reinforce your mission.

As an advocate of upholding the cultural values of the community, I am drawn to the Human Rights Watch’s commitment to defending the rights of people worldwide. I believe in exposing injustices through social research and media, with the goal of bettering the lives of those who are oppressed.

Beyond my interest in international human rights, I have acquired a diverse set of applicable skills and experiences that match your requirements. I have over two years of research and administrative experience. My degrees in Media and Communication Studies and Cultural Anthropology have emphasized methods of conducting valid research and the utilization of new technologies to communicate, inform, survey, and entertain diverse audiences. In addition, as a grant and development Intern, I have gained extensive experience in providing administrative support. This includes organizing financial records, tracking and gathering donations, consolidating letters to community partners, and conducting web-based research. I am confident in my ability to independently administer administrative support to the Director of Americas Initiatives, while simultaneously organizing fiscal year-end solicitations, drafting and editing acknowledgment letters, and conducting prospect research.

Furthermore, as an Urban Arts Leadership Program Fellow, I engaged in intensive professional training to assist non-profit organizations and participate in human rights advocacy. For instance, as a teaching assistant at Jubilee Arts, I supervised and guided a team of ten youth workers to complete 20 or more mosaic address signs and flower plots, which contributed to the revitalization of the neighborhood of Sandtown-Winchester. This leadership position prepared me to train, coordinate, and supervise interns.

I would be thrilled to have an opportunity to interview with you. Please feel free to contact me by phone at 410-123-4567, or by email at xxxx@umbc.edu. Thank you for your time and consideration.

Kind regards,
Your name typed (or electronic signature)
[Signature]
REQUESTING REFERENCES
AND LETTERS OF RECOMMENDATION

When interviewing candidates for employment, employers often request references and letters of recommendation to provide insight into your skills, accomplishments, and character. Having good references can elevate a potential candidate to a top choice candidate.

✓ WHO SHOULD YOU ASK?
Select people who are able to provide examples of your expertise, character, and work ethic. Good references are people who are professional and who hold positions of responsibility. Examples include professors, academic advisors, graduate assistants, internship/work supervisors, coaches, or community leaders.

✗ WHO NOT TO ASK
Unless you have worked with them in a professional setting, don’t use family and friends. High School teachers are generally not appropriate for use after your first-year of college.

Gear WHO SHOULD YOU ASK?
Depending on your comfort level with the individual, you may choose to contact him/her directly (by calling or visiting them in person) or indirectly (via email). The indirect approach allows people to easily say no if they feel they don’t know you well enough or just would not have time to be a reference or write a letter. Keep in mind that you want a good reference so if someone says no, it’s probably a good thing. Be sure to give your references enough notice, particularly if a reference letter or form is required. A minimum of two weeks is generally expected.

PREPARING/COACHING YOUR REFERENCES
Once you have your references secured, it is important to speak with each about the image you would like to have portrayed to potential employers. Be sure to share copies of your resume and copies of the position description with all of your references. Make sure they know what your career goal is and why you will succeed in that career. Discuss your strengths, weaknesses, leadership skills, and communication abilities with all references. Make sure you like what they have to say about you; otherwise, you may have to find new references.

FOLLOWING UP
Regardless of whether or not you get the position you want, you should thank your references for taking time to help you. Be sure to send a thank you email letting them know whether or not you got the job.

SAMPLE REFERENCE LIST FORMAT

References for “Your Name”
Mr./Dr./Ms. First and Last Name
Title
Organization Name
Organization Address
Daytime Telephone
Email

*List 3-4 professional/academic references.
YOU ARE MEANT TO EXPLORE NEW DIMENSIONS

If you’re interested in tackling the challenges facing our communities, our country and the world, chances are that Lockheed Martin is working on them. We are looking for college students and graduates ready to start their careers in a meaningful way in the areas of:

- Engineering
- Software / Computer Science
- Finance
- Accounting
- Cyber
- Other Technical Disciplines

Learn More at https://www.lockheedmartinjobs.com/college-students

Voted #6 Top Ideal Employer – Engineering — Universum Undergraduate Survey 2016

© 2017 Lockheed Martin is an EEO/AA Employer.
HOW TO DEVELOP A PERSONAL STATEMENT FOR RESEARCH OPPORTUNITIES

Are you interested in research? These opportunities are a great way to gain experience in many different fields. Most research opportunities require you to highlight your passions and research interest in the form of a personal statement.

PURPOSE

- To state your professional goals and what or how you hope to contribute to this program.
- To share your interest and enthusiasm for the specific work you are applying to do.
- To demonstrate what you can contribute to the program to which you are applying.
- To state the specific lab you want to work in and why.

FIRST STEPS

Read the personal statement prompt/question carefully and analyze what it is asking for. Visualize your audience: will this be read by a scientist? A physician? An administrator? Make yourself as desirable to the selector as possible while being honest about yourself.

THE BASICS

| Recite your research interests as they relate to the work you are applying for. |
| Share your year of study, current major, related academic and career goals, and impressive academic credentials. |

EXPERIENCE IN THE FIELD

| Mention special connection to this work such as prior experience or family background. |
| Write something unique about your research interests or an idea that fuels your own research interests. |
YOUR PROPOSED CONTRIBUTIONS TO THE PROGRAM AND HOW YOU WOULD BENEFIT

List personal qualities that would benefit the program, demonstrated through examples.

State what you can do for them and what you seek to gain from the opportunity.

Explain how this specific work fits into your academic and research goals.

WRITING AND MECHANICS

- Check that the opening statement is supported in the body and consistent with the closing statement.
- Make positive statements: "I have experience in..." not "I don’t have experience in x, but do have..."
- Organize the statement so it flows from sentence to sentence and paragraph to paragraph.
- Proofread for grammar, spelling, paragraph breaks, and correct punctuation.
- Use the more powerful "I am," rather than "I have always been."
- Use strong word choices, particularly verbs and adjectives.
- Craft clear, engaging opening and closing sentences.
- Correct usage conveys your attention to detail.

QUESTIONS TO ASK YOURSELF

☐ Does this statement show my interest in this specific program, or could it be sent to any program?
☐ Does this statement describe me specifically, or could any good student in my field use this?

AVOID

- Clichés such as “to make the world a better place;” instead, explain exactly how such a lofty goal will be achieved.
- Providing unrelated information, e.g., explaining when you learned you were not interested in computers.
- Using phrases like “this opportunity will be fun and interesting for me;” focus on what you can contribute.
- Restating the question/topic, rewriting your transcript or resume.
- Any background earlier than high school.

ADDITIONAL SUGGESTIONS

- Share your finished personal statement with the faculty member writing your recommendations.
- Limit the statement to one and a half to two pages with at least one and a half-line spacing.
- Reread the personal statement multiple times out loud for clarity, logic, and flow.
- Include a header with your name on each page, which will be numbered as well.
- Have someone else read the statement.

*From the UMBC Office of Undergraduate Research*
SHOWCASING YOUR WORK

In order to give employers a full understanding of what you have to offer and give yourself an edge in today’s competitive job market, consider showing work samples. This is not just for arts students! Portfolios can be used to show samples of your writing, technical projects, design projects, presentations, video productions, game development, and photography skills. Some employers even require applicants to submit writing samples or portfolio links with their application materials.

WRITING SAMPLES

Strong writing is a critical skill across industries. Writing samples help employers gauge your writing ability and style. Be sure to submit samples that are relevant to the industry and position to which you are applying! If you are unsure what the employer is looking for with the sample, it is O.K. to ask for clarity. It is best to submit recent samples. Also be sure to remove any personal identifiers such as name, address, or email of those referenced.

How Long Should a Writing Sample Be?

Samples should be concise; one to four pages are usually sufficient. Reviewers are primarily interested in how well you convey your ideas as opposed to specific content.

What Should I Consider When Selecting a Writing Sample?

Follow employer’s instructions; it is O.K. to ask for clarity if you are unsure what they are looking for. If the employer does not specify, submit a sample that closely matches the subject matter or position. If you have no relevant work experience (for example, you are applying for an entry-level job), you may submit a school assignment. Examples include a lab report for a science-related position, an op-ed article for a journalism position, or an assignment from a business or technical writing class.

PORTFOLIOS AND PERSONAL WEBSITES

Portfolios and personal websites (referred to as e-portfolios often times) build on your resume and are the best ways to showcase your work to employers and graduate schools. They include artifacts and documents that demonstrate your accomplishments and skills. Presentations, charts, reports, personal statements, a list of professional development programs, conferences attended, speeches, and accolades such as links to articles you were mentioned in are all examples of content to be included. It is important to also includes lots of photos.

Students may have both physical portfolios and e-portfolios. In fields such as teaching, engineering, and journalism, work samples are often requested and a central portfolio or website is the perfect place for such samples to be displayed.

Computing students should use GitHub as the platform to display programming projects. However, only post your best work there. This link should be included on the resume as well.

EXAMPLES OF WRITING SAMPLES:

- Research paper
- Policy brief or memo
- Lab report
- Blog post relevant to industry
- Op-ed
- Newspaper article

Especially for entry-level jobs, class papers are perfectly acceptable if they are most relevant to the position.

For a nominal fee, you can purchase your own domain for a personal website. However, there are several free platforms you can use.

CHECK OUT:

- WordPress
- Weebly
- OPResume
- Wix
- FolioTek
- Dribbble
- FolioSpaces
- Vimeo (video)
- YouTube (create a channel to display video work)
- ArtStation (games/video/entertainment)

EXAMPLES OF WRITING SAMPLES:

- Research paper
- Policy brief or memo
- Lab report
- Blog post relevant to industry
- Op-ed
- Newspaper article

Especially for entry-level jobs, class papers are perfectly acceptable if they are most relevant to the position.
Go to my.umbc.edu/go/biginterview to start your FREE account today

What is Big Interview?

Big Interview is an online interview training system that features a new and innovative way to help you prepare more effectively for a job interview. Training and practice are combined to help improve your interview technique and build your confidence.

You can video record your responses to pre-recorded interview questions, review and rate your responses, share them with others (professors, family members, friends, mentors) or forward them to interviews@umbc.edu for review by a Career Center representative.

Isn’t it time to start your career in cyber?

There are 209,000 unfilled cybersecurity jobs in the US.

88% of our students are placed in cyber jobs. The average salary is $81,000.

Learn more at: umbctraining.com/cybercareers
BUILD YOUR NETWORK

NETWORKING 101

WHAT IS NETWORKING?
Connections exist everywhere, and networking is the process of making personal and professional connections and building relationships over time. When you think networking, think: intentional, information—gathering, and initiative.

Be Intentional. Create a network of helpful contacts to support your career goals and aspirations.

Gather Information. Learn about industries and potential employers.

Show Initiative. Build relationships that you can access when you need career direction.

WHY NETWORK?
There are millions of job positions waiting to be filled. Unfortunately, you will probably only see about 5-25% of them. These other “hidden” jobs are advertised and subsequently filled by word-of-mouth. According to the U.S. Department of Labor, approximately 70% of jobs are found through social and professional networks. Networking has become an essential tool to break into this “hidden job market.”

TRADE AND PROFESSIONAL ASSOCIATIONS
Just about all occupations have some sort of professional association or group at the local, national or international level. Professional associations are great places to build your network, learn about employment trends in your industry, and locate job and internship opportunities. Find associations related to your career through the Career Center Links by Major or through faculty recommendations. Volunteering at association events can be a great way to meet lots of people in your field, and student membership for professional associations is often discounted to help you get your network started.
10 TIPS FOR EFFECTIVE NETWORKING

PREPARE AHEAD
• Be timely for scheduled meetings.
• Proofread your resume and bring contact information.
• Develop an organized system for recording industry notes.

PRESENT YOURSELF WELL
• Stand for introductions, shake hands and make eye contact.
• Opt for formal introduction titles (Mr./Mrs./Dr.) unless given permission to do otherwise.

DO YOUR RESEARCH
• Learn about the employer ahead of time and prepare thoughtful questions.
• Be aware of industry trends and newsworthy events happening at the company.

GROW YOUR NETWORK
• Attend events, job fairs and make professional connections through school, work or social events.
• Evolve your networking by exploring contacts in your extended network (like LinkedIn).

ASK QUESTIONS AND LISTEN ACTIVELY
• Pose open-ended questions that facilitate conversation.
• Build relationships through demonstrating strong communication skills.

EXPAND YOUR ONLINE PRESENCE
• Make connections through professional social media to keep up on trends and connect with new people and organizations.
• Maintain active profiles on sites and keep them updated with current academic and professional information.

ASK FOR HELP
• Ask for advice from professionals who have been through this process.
• Be clear that you are asking for information and help, not a job opportunity.

ALWAYS BE READY TO GIVE YOUR PITCH
• Be ready to market yourself on the spot with your 30 second commercial.
• Know and be ready to communicate your strengths and skills.

BE CONSCIOUS OF YOUR DIGITAL IMAGE
• Clean up your online identity by using tools like privacy settings and Google Alerts.
• Be aware that employers may search your social media using your email address or phone number.

STAY IN TOUCH WITH YOUR NETWORK
• Follow up regularly with your contacts to maintain a professional relationship.
• Personalize emails and LinkedIn messages to all networking contacts.
• Contribute in your professional network by attending meetings or being active on professional social media.
WHY ARE INFORMATIONAL INTERVIEWS HELPFUL?

- To learn about yourself and about possible career options appropriate for you.
- To get valuable information for your job hunting and career planning processes.
- To enlarge your circle of expert contacts in the area. It’s never too early to establish contacts. Remember, it is who you know (or get to know) that often gets you a job or internship.
- To learn about a particular organization, how you might fit in, and what problems or needs you might be able to help the employer solve. Knowing these things will help you to develop needed skills and qualifications for the industry you are considering.

WHO SHOULD I INTERVIEW AND WHERE DO I FIND THEM?

Identifying people to connect with is easy by using LinkedIn; target UMBC alumni. Look for individuals who work in settings you might enjoy and jobs or industries that interest you. Generate a list and start searching for possible connections. See p. 50 for tips on networking on LinkedIn.

WHO’S IN MY NETWORK?

List individuals, companies, alumni, professional associations, or other resources that you could tap for an informational interview.

INFORMATIONAL INTERVIEW TO-DO LIST

- First impressions are always important, so treat this interview accordingly. Dress professionally, arrive early and be courteous to everyone you meet.
- Observe the details of the work environment; take note of the small things like dress style, how people communicate, and presence or absence of humor; consider how these play into your values. Be sure to take notes so that you can refer to them later.
- Show enthusiasm but be mindful of your contact’s time and schedule.
- Collect business cards from the people you meet and ask if they have any referrals they you could contact.
HOW DO I SET UP AN INFORMATIONAL INTERVIEW?

Depending on how you’ve networked with your contact, you can call, email or send a LinkedIn message requesting an informational interview. Explain your request and clarify that you’re looking to learn more about the profession or company, NOT seeking a job interview. Schedule the meeting at their convenience, and allow 30-60 minutes for a meaningful conversation. If you are meeting at your contact’s office, make sure you have clear directions, and it’s always good to follow up phone conversations with a confirmation email.

SAMPLE REQUEST EMAIL

Dear Mr. Planner:

This summer I will graduate from UMBC with a degree in Physics and would like to talk to professionals working in the field to discover exactly what jobs are like from people who are doing them.

Your name was in a very interesting article I recently read in The Baltimore Business Journal on physicists working in the Baltimore area, and I am writing to you in the hope that you will be able to help me by either spending half an hour with me at your convenience or by referring me to someone in the area whom you would recommend.

I will call you within a week to see if I can arrange a meeting or to get your advice for a referral. I understand that you are busy, and I appreciate your help. I look forward to talking with you. I can be reached at (410) 555-1234.

Sincerely,

Your name typed here

HOW DO I WRITE A LETTER OR EMAIL REQUESTING AN INTERVIEW?

• Show your interest in the company/industry and share your source of information.

• Outline your strongest qualifications by focusing on bigger picture occupational goals (think about what direction you’re headed in and how it would help this person to know that). This is a great place to do some personal branding and marketing, too.

• Suggest an action plan by requesting an interview and write that you’ll be following up via a phone call to talk about interview details.

• Express your appreciation for their time and assistance.

HOW SHOULD I PREPARE FOR AN INFORMATIONAL INTERVIEW?

• Research the job, company or industry and write down thoughtful questions that will spark conversation with your contact. You can meet with a career specialist or use online resources like Vault or FOCUS 2 assessment.

• Know your own interests, skills, values, and how they relate to the career field represented by the person you will be interviewing.

• Have plenty of specific and open-ended questions in mind.
THE THANK YOU LETTER/EMAIL
Expressing your gratitude is an important professional step and not one to skip. Within 24-hours, send a thank you note or email and be sure to:

- Compliment their knowledge, expertise, helpfulness, and company/organization.
- Define how the person helped you.
- Thank them for the information they provided and share details of any next steps that were discussed such as a referral or a new resource for you to explore.
- Say you will keep them advised of your progress – maintaining your network is a key to professional growth.

WHAT HAPPENS AFTER THE INTERVIEW?
- Review your notes and evaluate your experience. How did you manage in scheduling and conducting the informational interview? How sufficiently did you prepare? How did you come by the information you gathered? What information do you still lack? Do you need to interview more people in order to gain additional viewpoints?
- Follow-up with a thank you note. You may decide to follow-up now or later with a resume and an application letter.
- Make appointments to interview the referrals that you might have received.

SAMPLE INFORMATIONAL INTERVIEW QUESTIONS

<table>
<thead>
<tr>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>What skills and/or personal characteristics are important to do well in this job?</td>
</tr>
<tr>
<td>What do you feel is the best educational preparation for entering this career today?</td>
</tr>
<tr>
<td>What is a typical day like?</td>
</tr>
<tr>
<td>What parts of this job do you find to be the most satisfying? Most challenging?</td>
</tr>
<tr>
<td>How competitive is this field?</td>
</tr>
<tr>
<td>How does a person progress in this field?</td>
</tr>
<tr>
<td>Why did you decide to work for this company/organization?</td>
</tr>
<tr>
<td>What should I do before I graduate to make myself marketable (for example, internships, extracurricular activities, classes)?</td>
</tr>
<tr>
<td>Are there any professional organizations you’d suggest I join?</td>
</tr>
<tr>
<td>What websites, journals, or books should I read?</td>
</tr>
<tr>
<td>Is there anyone else you would suggest I speak to?</td>
</tr>
</tbody>
</table>

SAMPLE THANK YOU EMAIL

Dear Ms. __:

Thank you very much for taking the time to meet with me on Thursday to discuss the professional growth possibilities in ______ industry. I was impressed by your knowledge of ______ and appreciated your insight regarding the ways I can use my skills to contribute to ________.

You gave me the name of ______ at ______ to contact and we have an appointment early next month when she returns from a business trip.

I will be in contact from time to time, to keep you posted on my career research and will send a copy of my updated resume as soon as it is ready. Thank you for your help and valuable information.

Sincerely,

Your name typed here
BODY LANGUAGE:
WHAT YOU SAY WITHOUT SAYING ANYTHING

In networking and interviewing, body language is a significant part of making a strong first impression. How you present yourself can indicate positivity, enthusiasm or openness, but it can also communicate aggressiveness, lack of confidence or discomfort. The best way to evaluate body language is to get feedback from others. Practice with a friend, colleague or a career counselor in a practice (mock) interview setting.

Networking events are great ways to practice conveying positive body language messages prior to an interview situation, so make sure to think about these aspects as you attend career fairs and other networking opportunities that provide you the valuable opportunity to make a face-to-face connection!

Make and maintain eye contact when meeting and speaking with others.
Greet people with a firm handshake.
Smile and nod to show interest and focus on the conversation.
Sit up straight and avoid slouching or closed body language.
Try not to cross your arms across your body; instead, place your hands in your lap.
Avoid hiding your hands, fidgeting or playing with your hair.

Adapted from Smith, J. (2011, August 31). Interview body language mistakes that can cost you the job. Forbes.com
PERSONAL BRANDING: 
MAKING THE IMPRESSION YOU’RE AIMING FOR

Personal branding is an important (and sometimes underestimated) component of career development, and presenting a confident personal brand when networking can be the key to gaining access to new opportunities. As you’re beginning to think about what you are portraying, there’s a simple equation to consider: 

**Authentic**  
Just as company brands are built on providing quality goods and services, personal brands are built on people delivering on their claims and showcasing the strengths they identify. Being genuine and authentic when communicating your brand can help build confidence within your network.

**Consistent**  
People are confused by mixed messages, so think carefully about what you’d like to convey, and then share that consistently across all platforms, whether it’s face-to-face networking events, formal interviews, or through social media.

**Trustworthy**  
What’s the value of being trustworthy? Reputations grow, opportunities arise and growth and development are more accessible than ever. When people trust your brand, they trust you and earning someone’s trust is a valuable first step toward developing your professional branding.

EXERCISE

WHAT’S YOUR BRAND?

List five things (adjectives) that you’d like an employer to say/think about you when reading your application or interviewing you:

List five adjectives that people often use to describe you (ask them, if you need to):

Is there a gap between what you want to convey and what you actually portray? Brainstorm some ideas to shift your personal brand so that your brand says what you mean to say:

---

Adapted from “Personal Branding: Who You Are vs. Who You Want To Portray” by Alan J. McMillan (The Vault, 2016)
CRAFTING YOUR 30-SECOND COMMERCIAL

A great way to introduce yourself and your personal brand is through a 30-second commercial that you can “deliver” when meeting people for the first time at networking events such as career fairs or information sessions. First impressions are important and can make people nervous, so it’s important to practice this beforehand. Think about a commercial; introduce the product (yourself), highlight the key points (academics, relevant experiences, strengths), and make the sale (state your goals and what you can bring). The goal of a 30-second commercial is to make a brief, memorable impression when you meet someone.

YOUR 30-SECOND COMMERCIAL SHOULD

• Identify who you are
• Highlight a few strengths and accomplishments
• Show how you can bring added value to an organization
• Be concise.

As you can see in the sample pitches, the students highlight their names, major/industry, strengths, and specific interest in the organization. Remember, the 30-second commercial can also be useful when writing resumes/cover letters, writing emails to employers, or when leaving voicemails. Also, don’t forget to PRACTICE. Practicing will help you deliver your 30-second commercial seamlessly with confidence. However, you don’t want to sound like a robot!

Sample Pitches:

Hello, my name is Barry Stewart and I am a UMBC student studying financial economics with an accounting certificate. I am in my junior year and I am very interested in an accounting internship with your firm. Currently, I am serving as the treasurer for the UMBC Accounting Club where I have been effective in managing our budget for events, activities and outreach programs. I believe my enthusiasm for helping others increase their financial literacy mirrors your firm’s dedication to helping others navigate their tough financial situations.

Hi, my name is Noor Ahmad and I am a visual arts major at UMBC. I am graduating in May and looking for full-time opportunities that engage my creativity and also allow me to use my strong interpersonal skills. Through volunteering at a non-profit in Baltimore, I found that I can connect visual arts and helping people better understand themselves and their community roles. My knowledge of current technology and a detail-oriented perspective can help me to make a valuable contribution to collaborative work environments.

EXERCISE

Who you are:

Key points:

Goal/value added (what problems can you help to solve?):

Now write a draft (6-8 lines):


LINKEDIN: SOCIAL NETWORKING, PROFESSIONAL STYLE

WHAT IS PROFESSIONAL SOCIAL NETWORKING?
Your gateway to reaching 500 million professionals in 200 different countries, including UMBC alumni, top influencers in your field, and recruiters looking for people with your talents and skills.

WHY LINKEDIN?
You can connect with professionals in your field, source new job and intern opportunities, explore industries and companies of interest and build an online network to learn and share content.

HOW CAN I LEARN MORE?
Just starting out? Schedule a 30-minute “LinkedIn Profile” appointment to get the foundations. Want to know more about the functions of LinkedIn and how you can use it to network and find employment? Schedule a 60-minute “LinkedIn Advanced Strategies” appointment.

DO’S vs DON’TS

- Upload a photo – profiles with photos are more likely to receive views.

- Use a casual photo with others in it (think the difference between headshot and Facebook profile.)

- Customize your headline so that it stands out and says who you are (not just what you do).

- Let LinkedIn automatically select your last job title as your headline – especially if you’re changing careers.

- Write a meaningful summary that snapshots your strengths and identifies what you’re seeking in a position.

- Copy and paste a generic or clichéd description of the jobs you’re seeking.

- Ask for recommendations from professionals with whom you’ve worked, and offer to recommend them as well.

- Sit back and wait to be recommended – take the initiative in reaching out to others.

- Carefully proofread and edit your profile as a professional document.

- Use slang or humor that could be misconstrued.
LINKEDIN PRESENCE: START WITH A PROFILE

Your LinkedIn profile is your online professional presence, so don’t just fill in the necessary categories. Include things like: experience (work and internships), volunteer work, activities, certifications, student organizations, and skills.

PHOTOS
Choose a professional headshot or photo of yourself alone for your profile picture. LinkedIn lets you choose a background photo from their images, or you can select a photo of your own to customize your profile appearance. Color, texture, professionalism and industry relevance are things to consider.

SUMMARY
This should sum things up. Include a snapshot of who you are, your skills and strengths, and what you’d like to be doing. This can (and should) be creative and attention-getting – think 30-second commercial in text format.

CONNECTIONS
The number of direct connections you currently have. The larger your network, the wider audience you can reach, so work on getting this number up there. Remember that connections should be relevant and meaningful and that your foundation network may be family, friends, professors, employers and coworkers – but the network will grow if you nurture it.

HEADLINE
Create a catchy headline with keywords to target your area of study or career ambitions – LinkedIn automatically substitutes your current role here, so if you are a career changer, make sure this matches your new goals.

SKILLS
The Skills section is a great way to draw attention to your profile. Add skills to your profile that demonstrate your abilities, and think wide ranging – technical, computer, communication, interpersonal, problem-solving and more.

PUBLIC PROFILE URL
Customize this link to make it easier for people to find your profile, and you can add it to your website, business card or other professional documents.
ALUMNI NETWORKING

Click on “schools” and navigate to UMBC’s university LinkedIn page and click on the “see alumni” button to see any individual on LinkedIn who has been affiliated with UMBC.

You can selectively search for relevant alumni connections based on location, company, industry, major or relevant skills.

If you find a relevant alumni connection and want to open up a line of communication, be sure to:

- Select their profile and then send a message – don’t click “connect” right from the alumni search page or you can’t customize your message.
- When you’re writing your inquiry, identify yourself as a UMBC student/alumni and state your interest in connecting with them.
- Don’t be put off if you don’t receive a response – remember that not everyone uses social media for the same reason; cold networking may not be their thing.

NETWORKING ON LINKEDIN

The conversation on LinkedIn starts through connecting and “connect” always begins with a message. The message feature of LinkedIn is a running chat but remember that professional networking is different from casual correspondence. Here are two samples of different networking outreach messages based on whether it’s a familiar contact or someone you’ve never met.

ALREADY CONNECTED IN PERSON

“Hello Ana, it was great seeing you at the Animation Convention in Baltimore last week. I really enjoyed our conversation about your project, and I hope that we can collaborate soon like we discussed. I’d love to introduce you to some of my contacts as well so feel free to reach out. Best, Taylor.”

NEW CONNECTION/COLD CALL

“Ms. Grant, I recently attended your networking presentation during UMBC’s Career Month event, and I wanted to thank you for sharing all of your valuable expertise. I especially appreciated your insights on using social media as a professional networking tool. Would you please help me to build my professional network by accepting my invitation? I would enjoy staying connected with you as I continue to develop my professional brand. Thank you.”

UMBC ALUMNI-STUDENT NETWORKING GROUP

This group connects active alumni on LinkedIn to current UMBC students and recent graduates in support of career exploration and development. To join, create a LinkedIn account (see page 44) and search “UMBC Alumni-Student Networking.”
We’re Growing!!

Bowler Pons is a rapidly-growing small business looking for good people who embody our values to go forth and do great things for our clients, teammatos, and community! We’re always looking for motivated and capable engineering, cybersecurity, IT, and management professionals to join our diverse team and help us innovate, design, deploy, and support enterprise solutions for our valued security-focused clients.

Climb your way to ABA success!

Calling all Psychology, ABA, and Human Services majors!

Looking for ABA therapists and Interns to join our growing team!

verbal beginnings

Team-Based Approach
Professional Development
Ability to Diversify Experience
Direct Supervision
Training Programs

Current Opportunities

The world’s leading payments company, PayPal, brings together a family of brands that are revolutionizing the way the world moves money. We offer outstanding opportunities for entry level candidates in a broad range of fields.

Check out our current opportunities by visiting www.PayPal.com/university to learn more and apply.

Software Engineer | User Experience Designer | Finance and Accounting
Risk Management | Analytics and Strategy | Product Manager

FOLLOW US: Glassdoor LinkedIn
We’re Hiring
Forward Thinkers

LOOKING TO TRANSFORM TOMORROW, TODAY

Leidos is hiring forward thinkers. We’re a company with over 40 years of elevating careers and solving national security, health, and infrastructure problems in ways no one else can. We’re on the cutting edge of cyber network protection, taking on cancer at a genetic level and re-engineering America’s critical infrastructure. Leidos offers internships and is currently seeking problem solvers for entry-level positions in:

- Computer Science
- Computer Engineering
- Electrical Engineering
- Cybersecurity
- Mechanical Engineering
- Aerospace Engineering
- Systems Engineering
- Biological Sciences
- Civil Engineering
- Business

Help tackle the biggest problems in national security, health and infrastructure today, to transform the world tomorrow and make the world a better place for generations to come.

Apply today.
jobs.leidos.com

Morgan Stanley Baltimore

At Morgan Stanley Baltimore, we aim to build a community that can deliver the finest financial thinking, products and performance in the world. Our people come from diverse backgrounds, but we all are high achievers who share integrity, intellectual curiosity and the desire to work in a friendly, inspiring environment.

Our Baltimore office started over a decade ago with just 60 people. The excellent higher education programs and talent market helped Morgan Stanley Baltimore to grow to over 1,000 employees that fill a wide variety of crucial roles in Operations, Finance, Legal and Compliance, and Technology. The Baltimore office is our largest North American office outside of our New York Headquarters.

Interested in learning more? Visit www.morganstanley.com/campus

Available Opportunities

Operations Division
Full Time & internship opportunities for undergraduates

Technology Division
Internship opportunities for undergraduate and graduate students

Questions? Email opscolrec@morganstanley.com

Morgan Stanley

Morgan Stanley is an equal opportunity employer committed to diversifying its workforce (M/F/Disability/Vet).
INTERNERSHIPS, CO-OPS AND RESEARCH

Gaining real-world experience is one of the best ways to make yourself a competitive candidate for full-time jobs and graduate school. Consider participating in one or more of these popular applied learning experiences:

**INTERNSHIPS** are supervised, structured learning experiences in a professional setting that allow you to gain valuable work experience in your chosen field of study. Internships require a minimum of 120-hours on site (typically, at least 10-hours per week during the fall and spring and either part-time or full-time during the summer).

**CO-OPS** are paid positions that require you to alternate semesters between full-time work and full-time academic study for at least two semesters. Students are often offered full-time employment with the organization upon graduation.

**RESEARCH OPPORTUNITIES** are available both on and off campus. These experiences offer a unique way to better understand your academic interests and consider how graduate school may play a role in your future. Paid summer positions with housing and travel are also available.

**“HOW ELSE CAN I GAIN EXPERIENCE?”**

Employers are interested in any experience that allows you to develop skills that will be relevant to the workplace. You can include more than internships, co-ops, and research such as:

**Volunteering**
Any kind of service to your community is valuable. You can make the greatest difference by deeply committing yourself to one or two organizations, establishing trust and taking on increasing responsibility over time.

**Campus Involvement**
Leadership in any campus organization, no matter the interest area, is likely to impress employers. Think of ways you can make a significant impact like recruiting new members, improving events, or implementing strategies to promote efficiency.

**Service-Learning**
These structured volunteer experiences are recognized by UMBC and may sometimes be part of a for-credit course. Go to The Shriver Center (located in Public Policy) to learn about how to pursue experiences in local nonprofits and schools.

**Personal Projects and Entrepreneurship**
Did you make a short film, start a small business, develop an app, build a computer or write a popular blog? If it’s relevant to your career interests, it can boost your appeal to employers.
JOB AND INTERNSHIP SEARCH STRATEGIES

The process of searching for a job or internship is really the process of marketing your skill sets – convincing an employer to “buy” what you have to offer. To do this effectively, and to be competitive, you will need to know what you’re selling (for example, your skills, experience, education, and interests) and who you’re selling it to (the targeted position, industry, and employer). Next, you will need to come up with a good advertising brochure (your resume) and an effective sales strategy (a job and internship search techniques targeted to your field).

1. MAKE AN APPOINTMENT WITH A CAREER ADVISOR.

Career advisors are available to assist you one-on-one by helping you to map out an effective job or internship search strategy. Call 410-455-2216, stop by Math/Psychology 201 to schedule an appointment, or sign up for an appointment online through UMBCworks.

2. NETWORK.

Tell your family, friends, professors and former employers that you are looking for a job or internship. Don’t downplay your skills – they won’t advocate for you if you can’t advocate for yourself. (See p. 42).

3. IDENTIFY POSSIBLE EMPLOYERS.

Taking a proactive approach can help you tap into the hidden job market. Remember, over half of current position openings are never posted, so it’s critical that you take the initiative to reach out and inquire about opportunities.

- Identify organizations in your area that are doing the kind of work that interests you. Use Buzzfile to identify employers by State and Industry/Major.
- Consider organizations you’re already affiliated with or interested in.

4. RESEARCH AND CONTACT EMPLOYERS DIRECTLY.

- Once you have a list of employers you would like to target, research the companies (See p. 71) and contact them. Systematically contact each one through email or LinkedIn (See p. 50). Make sure to tailor your pitch to the company, and that your language is professional.
- For example: “As a junior Visual Arts major at UMBC, I’ve spent the past few years learning about film production, and I am hoping to apply my skills in new settings. The work that your studio has produced for local arts festivals is impressive, and I would love to contribute to it. Would you consider discussing the possibility of taking me on as an intern?”
When conducting a job search, it is important to be organized and to follow up with employers. After attending one of the recruiting events above, ALWAYS follow-up with the employers via email or LinkedIn. It is appropriate to follow-up by phone as well, especially after you have applied for a position and want to check-in to determine where the employer is with their hiring process. Keep track of your communication and applications throughout your search using Excel or a Google Sheet.

**SAMPLE JOB/INTERNSHIP SEARCH RECORD**

<table>
<thead>
<tr>
<th>ORGANIZATION</th>
<th>POSITION</th>
<th>CONTACT PERSON</th>
<th>PHONE</th>
<th>EMAIL</th>
<th>TYPE OF CONTACT &amp; DATE</th>
<th>ACTION NEEDED</th>
<th>IMPORTANT LINKS</th>
<th>DATE APPLIED</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABC Corp.</td>
<td>Job #58</td>
<td>Joe McFake</td>
<td>##</td>
<td>??</td>
<td>Sent Email 11/5</td>
<td>Apply via UMBCworks</td>
<td>URL</td>
<td>11/29</td>
</tr>
<tr>
<td>XYZ Tech, Inc.</td>
<td>Job #3</td>
<td>Jane Cho</td>
<td>??</td>
<td>@</td>
<td>Met at UMBC info session 10/29</td>
<td>Connect on LinkedIn</td>
<td>URL</td>
<td>11/3</td>
</tr>
<tr>
<td>A News Co.</td>
<td>Job #67</td>
<td>Sue Smith</td>
<td>##</td>
<td>@</td>
<td>Applied on website</td>
<td>Follow-up in 2 weeks</td>
<td>URL</td>
<td>10/7</td>
</tr>
</tbody>
</table>
**GETTING STARTED IN UMBCworks**

This online recruiting and job/internship listing system allows you to view and apply for part-time, full-time jobs, research, and internship/co-op opportunities.

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Log in to UMBCworks. You will find the link under myUMBC &gt; Guide &gt; Topics &gt; Jobs &amp; Internships, or on our website.</td>
</tr>
<tr>
<td>2.</td>
<td>Go to “My Account” and complete the “Personal,” “Academic,” and “Privacy” sections. You may also want to fill in the “Profile” section (optional). You can add your photo, customize your page, publish or not publish your personal profile and share your profile via an external link, if desired.</td>
</tr>
<tr>
<td>3.</td>
<td>Upload your resume to UMBCworks. Click on “Documents” &gt; “Pending” and then &quot;add new.&quot; Please be sure to check out our resume guide (p.16-19) and samples (p.20-29).</td>
</tr>
<tr>
<td>4.</td>
<td>In order to apply for positions in UMBCworks, your resume must be reviewed and approved by the Career Center. Come to our drop-in hours or schedule a 30-minute resume review appointment with a career advisor. You can click “Schedule Appointment” on the homepage of UMBCworks or call us at 410-455-2216 to schedule.</td>
</tr>
<tr>
<td>5.</td>
<td>Apply for positions under Jobs &gt; UMBCworks. (You may also want to search the other links under Jobs &gt; Idealist.org, USAJOBS.gov, and LinkedIn.) Search by job title, company, location and more. You can also click on “See all jobs” and “More Filters” for additional search options such as position type, major or location.</td>
</tr>
</tbody>
</table>

**TIPS FOR USING UMBCWORKS**

**WHAT KIND OF POSITIONS ARE IN UMBCWORKS?**

All kinds! We have full-time jobs (entry-level and experienced), part-time and on-campus jobs, internships, co-ops, research positions, fellowships, and entrepreneurial opportunities, and temporary positions.

**I CAME UP WITH TOO MANY OR IRRELEVANT RESULTS.**

To avoid unrelated postings intended for all majors, be sure to click the button next to "Ignore Jobs with All Majors Selected."

**I WAS HOPING FOR MORE SEARCH RESULTS.**

There may be several reasons. First, make sure you have selected a broad range of majors (focus on your skill sets versus your majors) and try searching by keyword. Also, remember that employers are constantly posting positions to UMBCworks. You may be searching in an “off-season” time, so click the “Saved Searches” drop down beside the advanced search. You can save your search and even choose how regularly you’d like to be emailed new positions that match your specifications.

**ADDITIONAL RESOURCES**

- **EMPLOYMENT AGENCIES:** One way to gain experience is to connect with a third-party recruiter at a local agency for temporary or temp-to-permanent opportunities. See a Career Specialist for a list of recommended agencies.

- **NON-UMBC JOB AND INTERNSHIP WEBSITES:** If you are having trouble finding opportunities through UMBCworks, try external sites such as Indeed.com, Idealist.org (for nonprofits), Internships.com, or check LinkedIn’s job search section.

- **INDUSTRY-SPECIFIC JOB AND INTERNSHIP WEBSITES:** There might be specific online databases for people seeking opportunities in your field. Check out the “Links by Major” section on the Career Center’s website or Buzzfile.com.
INTERN SUCCESS PRACTICUM

Congratulations! You’ve landed an internship, co-op, or research experience. Now, ask yourself: How will you make the most of it? How will you make a great impression, overcome challenges, and build a relationship with your supervisor? And how will your experience be recognized on your UMBC transcript?

WHAT IS THE PRACTICUM?
The Career Center offers a zero-credit course that, with a few simple requirements, provides needed structure and support to current interns. PRAC 95/98/99, better known as the Intern Success Practicum, is pass/fail and must be completed simultaneously with the internship. There is NO tuition or fees, and the requirements can be completed online.

EARNING CREDIT FOR INTERNSHIPS, CO-OPS AND RESEARCH
Depending on your degree program, you may be able to earn academic credits toward graduation for your applied experience. Career Center Practicum Coordinators can help you select a course and connect with the appropriate faculty. Please note: Faculty make the final determination as to whether or not your experience qualifies for credit. In addition, you are responsible for enrolling yourself in any credit-bearing course.

WHO SHOULD REGISTER?
The Intern Success Practicum is encouraged for all students regardless of your degree program and year. Many students register voluntarily. However, you may be required to register if:

- You want to earn credit for your experience through an internship/research course that requires the Practicum.
- You are an international student who needs Curricular Practical Training (CPT) to accept paid off-campus work.
- You landed a full-time spring or fall position and need to “hold your place” as a full-time student.
- You obtained your position through a Career Center resource such as UMBCworks or an on-campus interview/career event.

Want to know more about the Practicum?  
Contact: internships@umbc.edu

BENEFITS OF THE PRACTICUM

RECOGNITION
Your experience is sanctioned by UMBC and noted on your official academic transcript, with the possibility of earning academic credit too.

PROFESSIONAL GROWTH
Relevant workshops and employer panels help you take your experience to the next level

FEEDBACK
Performance evaluation from your site supervisor

CONNECTIONS
Meet other UMBC interns and share your experience

SUPPORT
Obtain advice and encouragement to overcome challenges

HOW TO REGISTER

Log in to UMBCworks
Click “Intern Success, Work & Service Practicums” under “Shortcuts”
Fill in all required fields and upload a letter or email verifying that you were offered the internship. A Practicum Coordinator will review your registration within five business days.
FELLOWSHIPS
AND STIPENDS FOR APPLIED LEARNING

Although many internship and research opportunities are paid, some are not—particularly at start-up companies and in the nonprofit sector. If you are interested in entrepreneurship, public service, or on-campus undergraduate research, consider applying for funding through these programs.

PUBLIC SERVICE SCHOLARS PROGRAMS

The Shriver Center coordinates several fellowship programs on behalf of the state of Maryland.

**THE GOVERNOR’S SUMMER INTERNSHIP PROGRAM (GSIP)**
introduces Maryland’s best and brightest college students to the challenges and rewards of working within state government. Fellows are paid a stipend of $3,000.

**THE SONDHEIM NONPROFIT LEADERSHIP PROGRAM**
introduces Maryland’s undergraduate and graduate students to the nonprofit sector. Fellows are paid a stipend of $3,000.

**THE MARYLAND DEPARTMENT OF TRANSPORTATION (MDOT) Fellows Program** exposes students to careers in the state sector within Maryland’s integrative transportation system. Fellows are paid a stipend of $3,500.

These programs take place during the summer, with application deadlines in the spring. Visit the UMBC Shriver Center’s website to learn more.

UNDERGRADUATE RESEARCH AWARDS (URA)

UMBC’s Undergraduate Research Awards provide up to $1,500 to undergraduate students to support their research or creative work with a UMBC faculty mentor on an original project. UMBC students of all years and disciplines are invited to apply.

In addition, Entrepreneurship URAs provide up to $1,500 to undergraduate researchers to support the development of a solution to either a technical or social problem in collaboration with a UMBC faculty mentor.

URA experiences are completed over a full academic year, with application deadlines in the spring. Visit UMBC’s Office of Undergraduate Research website to learn more.

SHATTUCK FAMILY INTERNSHIP PROGRAM FOR ENTREPRENEURSHIP AND SOCIAL CHANGE

This program places students from diverse backgrounds in mentored internships to better prepare them to launch start-up or nonprofit ventures. Students receive training and on-hands experience to empower them to become the next generation of entrepreneurs or nonprofit leaders.

This program is available in the fall and spring semesters. Students receive a stipend of $1,500 for an experience averaging 8 to 10 hours per week. Visit the UMBC’s Alex. Brown Center for Entrepreneurship website to learn more.
GETTING STARTED WITH UNDERGRADUATE RESEARCH
ON-CAMPUS RESEARCH AT UMBC

STEP 1
IDENTIFY RESEARCH TOPICS

Investigate aspects of your field that you would be interested in researching.

- Consider what has interested you most in your coursework.
- Read about current research at UMBC on the websites of academic departments. Hint: click the “Faculty” page to learn about specific professors’ interests.
- Talk to current and past professors, teaching assistants, and advisors about potential research topics.
- Visit UMBC’s Undergraduate Research page (ur.umbc.edu) and click “myMajor.”
- Search potential topics through AOK Library.

STEP 2
REACH OUT

After identifying 3-4 areas of interest, begin contacting professors/researchers who are engaged in research in these areas and communicate your interest. Begin two to three months in advance.

Send an introductory email
Include:

- Your name, year in school, and major
- How you came to know of the individual and his/her research
- Your reasons for seeking research experience (short-term goal-- obtain research experience; long-term goal--go to graduate school)
- Attach your resume

Follow up in person
Visit UMBC professors during office hours.

- Bring your resume
- Remind professor who you are and why you are visiting
- Be direct and succinct; professors will want to see you have come prepared

DEADLINES FOR SUMMER RESEARCH
Apply by early February. Start your search for summer opportunities in November.

OFF-CAMPUS RESEARCH OPPORTUNITIES
OFFICE OF UNDERGRADUATE RESEARCH AT UMBC

UMBC’s Office of Undergraduate Research (ur.umbc.edu) has a wealth of resources to help students obtain research at various institutions both locally and across the country. Multiple workshops are offered each fall and research opportunities are also posted in UMBCworks.
THE CAREER FAIR
AN EXERCISE IN BUILDING GRIT

DO YOUR RESEARCH
Create a list of representatives that you’d like to speak with and make sure you know about their products and services, as well as any employment needs they might have. The UMBC Career Center will post a list of registered employers prior to the fall and spring fairs, including the major fields of study for which they are recruiting.

RESUME READY
Prepare by printing multiple copies of your updated resume and by choosing a professional outfit (see p. 79). Career fairs are not as formal as interviews, but you should dress in business or “business casual” attire and avoid clothing items like jeans, sneakers and workout clothing. Items like padfolios and clipboards are helpful to take notes and write down important information, and don’t forget to bring a couple of pens along.

IN IT TO WIN IT
Getting the most out of a career fair means interacting with employers, asking and answering questions, and gathering information to grow your professional network. Be confident in your verbal communication and body language, and use career fairs to practice and perfect your 30-second commercial. Career fairs can help you prepare for interviews, so connect with as many people as you can to get comfortable. Remember to hand out your resume to recruiters and get business cards to maintain networking contacts.

TAKE IT FROM HERE
Follow up with all of your new networking connections by joining their LinkedIn network (see p. 50) and sending emails that remind an employer that you met at the career fair. Remember details of conversations, jot down talking points and craft professional correspondence that helps to solidify your image in a recruiter’s mind.

WHY ATTEND A CAREER FAIR?
Career fairs can be a starting point for discovering internships, submitting resumes, and making connections with industry professionals. Learning to navigate career fairs will not only help you to practice your networking skills, but also to grow your network by making contact with future potential employers.

“WHAT IF THEY AREN’T RECRUITING FOR MY MAJOR?”
Keep an eye out for employers who indicate they are hiring for “all majors,” which will be advertised in the Career Fair booklet and online prior to the fair. Many small and medium-sized companies have limited recruiting budgets, so while they might not advertise that they are recruiting all majors, you can explore opportunities by talking with representatives, researching online for opportunities, and use your LinkedIn network to see similar options.

TIP: Career fairs are busy and often crowded – travel light by avoiding backpacks, large bags and coffee cups!

TIP: Need help preparing for the career fair? Come to the Career Center and schedule an appointment to review your resume, practice your 30-second commercial and identify employers that you should target at the fair.
RED FLAGS

“IS THIS POSTING FOR REAL?”

Have you ever seen a position posted that seems to be administrative in nature; however, once the company is contacted, the description suddenly changes and the “employer” is offering to send you a check for a significant amount of money…all you need to do is deposit the check and return a portion of the funds using a wire service? This is a job scam.

These scams involve a con artist who pretends to be an employer and uses a job advertisement to lure an unsuspecting job seeker. Con artists are quite convincing, and may even use real company names and corporate logos to convince you that they are legitimate employers. Once you wire them money, there is no chance of recovering funds. Don’t fall for it!

Avoid applying or responding to positions that have these fraudulent job red flags:

- You must provide your credit card, bank account number or other personal financial documentation.
- The posting appears to be from a reputable, familiar company yet the contact names, numbers and email addresses on the job don’t match the company’s contact information (such as the domain in the contact’s email address does not match the domain used by real representatives of the company). For example, employers calling itself “Omega, Inc.” with a “Yahoo!” email address.
- The job posting includes many spelling and grammatical errors.
- You are offered a large payment in exchange for allowing the use of your bank account.
- You are asked to forward, transfer or wire money to/for an employer. If you see words like “package-forwarding,” “wiring funds,” “PayPal,” “eBay” or “foreign agent agreement,” be cautious.
- The position description neglects to mention what the job responsibilities actually are and instead focuses on the amount of money to be made.
- Companies that you can’t find references to in search engines or on sites like the Better Business Bureau.
- The employer responds to you immediately after you submit your resume (not including an auto-response you may receive acknowledging receipt of your resume). Typically, resumes sent to an employer are reviewed by multiple individuals or aren’t viewed until the posting has closed.
- Interviewers who tell you you’re a finalist even though you haven’t had much of an interview.

If you are unsure about the validity of a job emailed to you, just ignore the sender, and delete the message. If you find a questionably fraudulent job posted in UMBCworks, please report it to the Career Center, careers@umbc.edu

WHAT TO DO IF YOU ARE THE VICTIM OF A SCAM

- If you have sent money to a fraudulent employer, notify your bank or credit card company to close the account and dispute charges.
- Notify the UMBC Police Department, 410-455-3136 and Career Center, 410-455-2216.
- If the incident occurred completely over the internet, file an incident report with www.cybercrime.gov/ or by calling the FTC at: 1-877-382-4357.
- Report the incident to UMBC General Counsel’s office, 410-455-2870.
GOVERNMENT JOB AND INTERNSHIP SEARCH

The federal government recruits and hires students and recent graduates interested in careers in public service. These job openings will be in many different career fields and at a variety of government agencies. When applying for a federal government position, it is important that you start early and have a strategy. Identify your strengths and skills and determine which agencies you would like to target, keeping in mind that you, ideally, would like to work for an agency that fits or matches your unique skill sets. Keep in mind that federal jobs also require unique information in applicant resumes.

FEDERAL WORK PROGRAMS

Student hiring programs are often a “foot in the door.” The following is a summary of the U.S. government work programs for current students and recent graduates. For additional information on each of these programs use USAjobs.gov and the Pathways website.

RECENT GRADUATES PROGRAM

Provides developmental experiences in the Federal Government intended to promote possible careers in the civil service to recent graduates (within two years—six years for vets) from qualifying educational institutions or programs.

INTERNSHIP PROGRAM

This program is designed to provide students enrolled in a wide variety of educational institutions with opportunities to work in agencies and explore federal careers while still in school.

PRESIDENTIAL MANAGEMENT FELLOWS PROGRAM

An entry-level, two-year government-wide flagship leadership development program for advanced degree candidates (graduate and professional). It is designed to attract and select from among the most competitive candidates in the country. Upon successful completion of the program, participants will be eligible for conversion to full-time federal employment.

WORKFORCE RECRUITMENT PROGRAM (WRP)

This program is for students with disabilities: A direct hiring program managed by The Department of Labor. WRP connects public and private sector employers nationwide with highly-motivated current students and recent graduates with disabilities who are seeking internship or permanent jobs. The WRP is run on an annual basis and requires a phone interview with a WRP recruiter. Registration takes place in the early fall. If you are interested in this program, contact a Career Specialist in the Career Center at 410-455-2216 for more information.

PREPARE FOR A WAIT!

It can take weeks to months before you will hear back about an application and there may be little or no communication from the agency. Don’t let a long wait deter you—federal employment can be very rewarding.

Note: In order to apply for most federal government positions, United States citizenship is required.
**FEDERAL JOB SEARCH STRATEGIES**

- Go to USAjobs.gov and create an account. We suggest you "build" your resume in the system. However, you can also upload a document.
- Be sure to tailor your resume to match each position for which you apply.
- When initially submitting your transcript, it may be unofficial, but be sure to have an official one before going to the interview.
- In USAjobs, you may save searches and set up customized alerts so that you will receive email notifications (However, don’t rely on this. You should still check USAjobs regularly).
- When you receive an alert, apply right away if you meet the minimum qualifications and are interested in the position. When applying for government jobs, time is of the essence. Consider various locations. Most government agencies allow telecommuting.
- Check YouTube and social media such as LinkedIn; some agencies have channels which include videos full of tips and resources on their application process.
- Aim for a government internship while you are a student. Many agencies convert their interns to permanent when you receive your degree.
- If you are targeting a specific agency, apply directly on the agency website. Submit several applications to the same agency; some of the positions may even have the same job title.

**TIPS ON WRITING THE FEDERAL GOVERNMENT RESUME**

Most government agencies will now accept a standard resume; however, applications tailored for specific jobs that are a good match for your skills and talents will be more successful than sending out a standard resume for many jobs. So, be sure to tailor your resume for each position.

| Your employment section is most critical. You must go into detail and describe each position thoroughly. |
| For each position, include key words and core competencies to highlight your accomplishments. Be sure to match your skills to the position. |
| Write your accomplishments in the active voice; for example: researched and developed vs. responsible for researching and developing (this is in the passive voice). |
| When summarizing what you did, follow the CCAR approach:  
  **C** (Context): What is the context?  
  **C** (Challenge): What is the challenge you handled?  
  **A** (Action): What action did you take to resolve the problem?  
  **R** (Result): What was the outcome? |
| Write a “compelling story” using CCAR. Be sure to include numbers and figures, and percentages where applicable. |
| Bullets are not necessary on the government resume. |
| The rule about page length does not apply here—the more detail, the better. The typical length for a recent graduate should be between two to three pages. |

**FEDERAL RESUME SAMPLE JOB DESCRIPTION**

**APPLIED ENGINEERING PRINCIPLES AND CONCEPT KNOWLEDGE** to evaluate designs for $5MC-130 Hercules rinse rack that complied with military regulations and FAA height restrictions. Researched concepts that incorporated a reverse-osmosis water-filtration system to reclaim used water to reduce water usage and required minimal maintenance over the system’s lifetime. Reviewed plans, manuals, instruction books, technical standards and guides to identify problem areas and assess feasibility. Performed cost analysis on potential rinse rack positions and systems.

*Adapted from “Student’s Federal Career Guide, 3rd Edition” e-book by Kathryn Troutman and Paul Brinkley*
If you’re a student with a disability, you might have specific questions or concerns about approaching the job search process, navigating interviews, and determining if, when, or how to disclose your disability. The Career Center and The Office of Student Disability Services (SDS) and Accessibility Resources are essential resources for helping you to understand your rights and responsibilities and how they apply to the world of work.

It is important to remember that you are not required to disclose your disability to an employer. What you should know is that if you require accommodations to perform the essential functions of the job, then you need to disclose disability-based limitations in order to gain access to those accommodations. Disclosure is personal and challenging; luckily, there are resources to help you.

WHAT YOU SHOULD KNOW ABOUT ADA

Under the Americans with Disabilities Act (ADA), you must be qualified to perform the essential functions or duties of the job, with or without a reasonable accommodation. You need to know that:

- You’re entitled to reasonable accommodations for your disability (but must ask for them and follow their process). Be prepared to suggest possible options that will allow you to do the job safely and productively.
- You may request accommodations regardless of whether the opportunity is an internship (paid or unpaid), full-time, or part-time.
- An employer is required to keep your disability confidential from other employees.
## PRE-EMPLOYMENT/INTERNSHIPS/RESEARCH OPPORTUNITIES

<table>
<thead>
<tr>
<th>AREA OF CONCERN</th>
<th>QUESTIONS TO ASK YOURSELF</th>
<th>THINGS TO DO</th>
</tr>
</thead>
</table>
| DISCLOSING YOUR DISABILITY       | • What’s the size and background of the employer?  
• What are the requirements of the position? Can I perform the job functions with or without reasonable accommodation?  
• What’s the style of the employer? What information is available about their accommodation process?  
• Do they embrace diversity? Am I comfortable sharing my disability? Do I know my strengths and challenges related to this job? | • Meet with UMBC’s ADA Coordinator through the SDS office for information on when and how to disclose your disability.  
• Come to the Career Center and practice disclosing in an “interview prep,” “mock interview” or “evaluating offers” session.  
• View the Career Center website for tools to assess whether or not disclosure is necessary. |
| SITE SELECTION/ENVIRONMENT        | • Is this a space where my disability might affect my ability to do this job?  
• Does this environment have a culture in which my disability will be embraced?                                                                                                                                  | • Talk with your network of academic advisors, internship coordinators, former interns and counselors to get more information about the employment space and environment – don’t wait until after you’ve started. |
| INTERVIEWING                      | • Do I need accommodations to perform well in this interview?  
• What type of interview is this?  
• Do I feel confident in my ability to talk about my strengths and skills in this interview setting?                                                                                                           | • Watch for announcements regarding “Focus on Ability” workshops and plan to participate in learning more about these topics. These workshops are offered by the Career Center, SDS, and local employers.  
• Schedule an “interview prep” or “mock interview” appointment at the Career Center.                                                                                                                                  |

## WHAT TO DO POST-OFFER

Even if you didn’t disclose a disability to your employer during the hiring process but find that you want to request an accommodation, it’s important to ask for it. It’s not too late! The employer will need to review your specific situation in order to determine a reasonable accommodation in the workplace for a documented disability. You may be required to share documentation of your diagnosis, limitations and recommended accommodation(s) with human resources. Be sure to identify resources at your new job, such as human resources staff who have supportive roles for employees with disabilities, an EEO (Equal Employment Opportunity) or fair practices officer, an ombudsperson, and/or the ADA coordinator, and you can always visit the Career Center for an advising appointment.
TIPS FOR INTERNATIONAL STUDENTS

As an international student, you bring a set of unique experiences and perspectives. You may come to UMBC with strong skills from previous work experience in your home country. Employers here in the United States can greatly benefit from your skill sets. Learn to leverage your identity as an international student.

While some employers such as those associated with the U.S. Department of Defense have citizenship limitations on who they can hire, many employers are just looking for the best talent out there. Above all, employers want to hire individuals who will be an asset to their organization. Your job is to sell yourself to show you are the best fit for their needs.

LOOKING FOR AN ON-CAMPUS JOB?

If you are looking for an on-campus job, you will want to have a resume tailored to this purpose. For example, if you are applying for a cashier position at the campus bookstore, a resume focused on technical skills and experiences will not help to get that job, as it needs to include skills and experiences that involve customer service, strong communication, teamwork, and possibly volunteer or extracurricular activities.

F-1 SPECIFIC JOB/INTERNSHIP SEARCH RESOURCES

Links to these resources can be found at careers.umbc.edu. Click on “Students,” “Additional Resources for Specific Populations,” “International Students.”

- MyVisa Jobs Report
- E-verify H1B Database
- InternationalStudent.com
- usavisanow.com
- GoinGlobal – H1B database

RESUME TIPS

There are several differences between U.S. resumes and non-U.S. resumes. In order to match what U.S. employers are looking for, follow these tips:

<table>
<thead>
<tr>
<th>Focus on information that relates to the position you are applying to or field you are interested in, NOT personal details (i.e., age, marital status, race, or religion).</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never include a photo. Graphics are typically included only for art and design majors.</td>
</tr>
<tr>
<td>Do not list hobbies unless related to the position.</td>
</tr>
<tr>
<td>If you list languages under your skills section, don’t list English, as it will be assumed that you are fluent in English.</td>
</tr>
<tr>
<td>List your G.P.A. (grade point average) using a 4.0 scale—for example, 3.0/4.0). If you need assistance converting your GPA from a different scale, meet with a Career Center advisor or use an online G.P.A. conversion resource.</td>
</tr>
<tr>
<td>Be concise. Showcase your skills and experiences well, but you don’t want to overwhelm the employer.</td>
</tr>
<tr>
<td>Most relevant information should always be listed first.</td>
</tr>
</tbody>
</table>

**WORKING OFF CAMPUS: CPT BASICS (CURRICULAR PRACTICAL TRAINING)**

The Career Center works closely with the International Education Services Office (IES) to help students with F-1 Visas obtain CPT to work off-campus in internships, research, and co-op positions.

One of the requirements for CPT is that your off-campus work is connected to your academics. Students with F-1 Visas looking to work off-campus must enroll in the Career Center’s Intern Success Practicum for the work experience to connect to your UMBC academic record. See p. 59 for more information about the Intern Success Practicum.

**INTERVIEWING TIPS FOR INTERNATIONAL STUDENTS**

<table>
<thead>
<tr>
<th>Practice</th>
<th>Be punctual—be not only on time, but 10 minutes early</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Smile and show your enthusiasm for the company/position</td>
</tr>
<tr>
<td></td>
<td>Give a firm handshake—To both men and women, if this does not conflict with your customs</td>
</tr>
<tr>
<td></td>
<td>Make eye contact—it’s expected and conveys confidence and honesty</td>
</tr>
<tr>
<td></td>
<td>Demonstrate your professionalism—Wear a business suit, shower, press your clothes, shine your shoes, keep make-up and cologne/ perfume to a minimum</td>
</tr>
<tr>
<td></td>
<td>Communicate effectively—Be sensitive to clues that you’re being misunderstood</td>
</tr>
</tbody>
</table>

**IMPORTANT:** Review the IES website to learn more about requirements for CPT. Please note that you cannot legally begin any off-campus employment until you have a new I-20 showing your work permission, and this can only be obtained once you have completed all steps of the CPT application process.

Meeting with a Career Center advisor can help you to set yourself up for success with the U.S. internship/job search.

<table>
<thead>
<tr>
<th>Sell yourself</th>
<th>Be able to say why they should hire you</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never ask about salary, vacation or other benefits in an interview</td>
<td>Wait until you’ve been offered the job</td>
</tr>
<tr>
<td>Research</td>
<td>Be sure to thoroughly research the organization before the interview</td>
</tr>
<tr>
<td>Know the process</td>
<td>Be prepared to discuss your status honestly and to explain the OPT/sponsorship process to employers who may be unfamiliar</td>
</tr>
<tr>
<td>Follow up</td>
<td>Ask the interviewer where they’re at in the hiring process and when you can expect to hear back</td>
</tr>
<tr>
<td>Promptly send an error—free thank you letter/email after the interview</td>
<td></td>
</tr>
</tbody>
</table>
UMBC is the destination for applied, professional master’s programs.

**Technology**
- Cybersecurity
- Data Science
- Geographic Information Systems
- Health Information Technology
- Information Systems

**Engineering**
- Engineering Management
- Integrated Product Development and Manufacturing
- Project Management
- Systems Engineering
- Technical Management

**Social Sciences**
- Aging Studies
- Applied Sociology
- Entrepreneurship, Innovation and Leadership
- Industrial/Organizational Psychology
- Public Policy

**Education and Training**
- Education (MAT)
- Instructional Systems Development

I can only say how lucky I am to be here. I have had the pleasure of meeting wonderful people and having an excellent set of professors, who are always ready to help me. I am fortunate to study in a world class environment which has all the resources I need to excel in my academics and in my future career.

**SUHAS GOPALAPPA**
- ’18 M.S. ENGINEERING MANAGEMENT

CLAIM YOUR FUTURE
professional.umbc.edu
THREE KEY STEPS TO INTERVIEW SUCCESS

You landed an interview—Congratulations! Your resume and cover letter caught an employer’s attention, potentially among numerous candidates. Now it’s time to make a more personal connection, whether it’s in person or through the phone or Skype. Interviews are often the most important decision-making component for an employer, so making sure you’re prepared to do your best is part of your career development. We’ve narrowed the vast field of interview prep down to three key steps—follow these to find interview success.

DO YOUR RESEARCH

Knowledge is power, and in this case, your competitive edge when demonstrating your value to an employer. Knowing about their business, mission, industry, and products or services shows enthusiasm and helps to build your personal brand.

PLAN THE DETAILS

How can you best prep for your interview? Have copies of your resume, a reference list, a professional outfit on hand, and a clear path to your destination.

PRACTICE, PRACTICE, PRACTICE!

The potential for interview success is exponentially increased by reviewing and practicing your responses. Interview questions vary depending on the type of interview, but there are some questions that everyone should be prepared to answer. Practice is key.

HOW THE CAREER CENTER CAN HELP WITH YOUR INTERVIEW PREP

Career Center Appointments

We offer two types of appointments to help you become interview ready: interview preparation and practice (mock) interviews. During an interview prep appointment, we will review the basics, what to expect, provide tips, and give strategies for answering common interview questions. In a practice interview, we simulate a real interview and provide feedback and coaching on your answers. You have the option of recording the session so you can review it later.
1. INTRODUCTION

- Make a confident first impression with a strong handshake, good posture, and consistent eye contact. See p. 47 for more about Body Language.
- Reiterate your name as you meet new individuals as you’re being escorted into the interview room.
- Make sure you learn the names of your interviewers.

2. QUESTION & ANSWER

- The longest part of the interview – be prepared for a series of questions and possible follow-up questions based on your responses.
- Vary your eye contact, smile, and take your time to generate meaningful responses.

3. YOUR QUESTIONS

- Come prepared with a list of questions to ask the employer – think about the position, the company, and the industry when generating your questions.
- Modify your questions to match the tone and information shared in the interview if necessary.
- Take notes on what is shared.

4. CLOSING/WRAP-UP

- End on a positive note by sharing your enthusiasm and interest in the position. Leave a positive impression by smiling and shaking hands.
- Get contact information for your interviewers so that you can follow up.
STEP 1: DO YOUR RESEARCH

Your knowledge of the organization or company where you’re interviewing will play a big role in the success of your interview. Thoroughly researching the company will help you:

- Answer common questions about why this organization or position is a good fit, or what you find most interesting about the work. Taking the time to get to know your employer’s details shows genuine interest and boosts your appeal.
- To become more aware of the employer’s desired skill sets. Also, looking up company employees on LinkedIn can help you see the strengths they value and then you can align your strengths.
- Ask thoughtful questions. Make the most of your first impression by asking questions about things you’ve learned from your research. Again, efforts are rewarded in the interview process.

WHAT YOU SHOULD RESEARCH

INFORMATION ABOUT THE ORGANIZATION

- What’s the size, structure and ownership?
- What are the company’s services and products?
- What’s the public image of the company and what does it represent?
- Who are the competitors and how does the company stand in comparison?
- What’s the company’s history – are there any current events that I need to know about?

INFORMATION ABOUT THE POSITION

- What are the qualifications and attributes that the position is seeking?
- Are there any questions that may be challenging for me to answer based on the posting?
- Do I have a firm understanding of the position in general and in the context of this particular organization?

INFORMATION ABOUT THE INDUSTRY

- What are major issues that the industry is up against?
- What’s the state of the industry: on the rise or facing challenges?
- What can I learn about this industry from the news, recent events, prominent leaders, trends and history?

WHERE TO CONDUCT RESEARCH

INFORMATION ABOUT THE ORGANIZATION

- Review the company/organization’s websites and social media accounts, including any sub-accounts or hashtags related to the department/division/program.
- Check out their company profile and list of self-identified employees on LinkedIn.
- Search UMBCworks for their employer profile.
- Attend their employer information sessions, networking events, tables and site visits offered through the Career Center.
- See the Vault guides and employer database (access Vault through the Career Center’s website).
- Go to Buzzfile.com to find out what majors and in what states the employer hires.
- Conduct informational interviews with UMBC alumni, and current or former employees of this organization (see p. 44-46).

INFORMATION ABOUT THE POSITION AND INDUSTRY

- Find links to national trade and professional associations and other industry resources on the “Links by Major” page of the Career Center’s website.
- Review relevant LinkedIn articles.
- Read relevant industry magazines and blogs.
- Go to O*NET (www.onetonline.org) for comprehensive occupational and job outlook information.
TYPES OF INTERVIEWS

<table>
<thead>
<tr>
<th>TYPES OF INTERVIEWS</th>
<th>SCREENING INTERVIEW</th>
<th>ON-SITE INTERVIEW</th>
<th>GROUP/PANEL INTERVIEW</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What does this look like?</strong></td>
<td>Often a 30-minute interview conducted by a human resources representative, possibly on campus, over the phone or online</td>
<td>Extensive, in-person interview where you can see the work environment, interact with other employees and make your strongest case for employment</td>
<td>Three or more interviewers, most often key members of the organization who represent different departments or areas</td>
</tr>
<tr>
<td><strong>What should I expect?</strong></td>
<td>In this type of situation, an employer is assessing your overall presence and how well you can communicate</td>
<td>These can last 2-3 hours; occasionally you will be asked to present material on a relevant topic or to participate in a group presentation with other candidates</td>
<td>This style of interview attempts to assess your competency and gain multiple perspectives around you as a candidate</td>
</tr>
<tr>
<td><strong>Prep for success</strong></td>
<td>Review your resume and be prepared to answer basic questions about your background – these serve to &quot;screen&quot; viable candidates for a more formal interview</td>
<td>Ask questions about what to expect as these can vary based on the organization; be sure to take time to prepare a meaningful presentation—bring back up technology if needed</td>
<td>Be sure to address all of your interviewers equally and make memorable connections – even though some might not be relevant to your role, they are assessing your strengths</td>
</tr>
</tbody>
</table>

REMOTE INTERVIEWS:

What to Know about Phone/Videoconferencing Etiquette

Employers are using technology more often than ever to screen applicants as a time and cost saving measure. These interviews are either "live" or "recorded" and viewed at a later date. Focus on communicating yourself clearly and prepare like you would for an in-person interview. Log in to Big Interview from the Career Center’s website for best practices for phone and virtual interviews. Here are some additional tips for preparing:

**PHONE**

- A land-line is preferable to minimize connection challenges. You can reserve a room in the Career Center for your interview if you don’t have access to a land-line. If you must use a cellphone, be sure to check your signal prior to the call.
- Project energy and enthusiasm through your tone and voice.
- Speak clearly and audibly to avoid miscommunications.
- Have your documents (resume, job description) in front of you for reference and consider highlighting keywords or phrases you want to be sure to use.
<table>
<thead>
<tr>
<th>SERIES INTERVIEW</th>
<th>CASE INTERVIEW</th>
<th>ON-CAMPUS INTERVIEW</th>
</tr>
</thead>
<tbody>
<tr>
<td>All-encompassing on-site interviews that can span several days and be comprised of a variety of activities and requirements</td>
<td>A problem-solving interview that provides you with a scenario and information; you are tasked with providing logical solutions using what you’re given and any existing outside knowledge</td>
<td>Throughout the fall and spring, the Career Center hosts employers from a variety of industries for on-campus interviews. Students apply approximately two weeks in advance and the employer invites selected candidates to participate in an interview. On-campus interviews are available for career-related positions including internships, full-time jobs, and other post-graduation opportunities.</td>
</tr>
<tr>
<td>These are usually for academia and executive level positions</td>
<td>Your ability to problem-solve is being assessed, so you’ll be expected to explain your logic and reasoning in relation to the task</td>
<td>HOW TO SIGN UP: Search and apply for on-campus interview opportunities in UMBCworks under Quick Links or the Jobs tab. Apply by the stated deadlines (generally two weeks prior to the interview date). About a week before the interview date, under the Interviews tab, check on employer interview decisions and, when “invited,” sign up for interview time slots.</td>
</tr>
<tr>
<td>These are a marathon, not a sprint, so it’s important to prepare for a process and think through the logistics as much as the content</td>
<td>These are a marathon, not a sprint, so it’s important to prepare for a process and think through the logistics as much as the content</td>
<td>Interview Rooms are also available for students to request when needed for phone/Skype interviews. Please submit a room request form via careers.umbc.edu/interviewrooms.</td>
</tr>
</tbody>
</table>

**VIDEO-CONFERENCEING**

- Keep focused on the camera so that you appear to make eye contact with your interviewer.
- Dress for an in-person interview (no casual clothes).
- Test it out: Make a practice call to a friend prior to the interview to make sure that your audio/video are clear.
- Close other programs on your computer.
- Make sure your background surroundings are neutral. You can reserve a room in the Career Center for your remote interview.
- Keep your profile professional (picture, personal details).

**BOTH**

- Be in a distraction-free space where your interviewer will be able to clearly see/hear you.
- Research the company/agency website prior to the interview, taking note of their mission, values, and current information.
- Have a clock visible so that you can keep track of your time.
- Prepare thoughtful questions beforehand.
- Be prepared to give examples of your skills that match the position.
- Reserve a room in The Career Center for your remote interview.
TECHNICAL INTERVIEWS

WHAT IS A TECHNICAL INTERVIEW?

These interviews are designed to gauge your problem-solving skills, your ability to think under pressure, and your technical knowledge in your chosen field. In a technical interview, the interviewer wants to see how you think through a problem to reach a solution. Reaching the “correct” answer is not necessarily a requirement.

WHAT TYPES OF TECHNICAL QUESTIONS CAN I EXPECT?

Technical interviews may include general problem-solving questions, coding exercises, or logic puzzles as well as focused technical questions that are specific to the job you are applying for. Ask the recruiter what you can expect during the technical interview. For example, will you be given a coding task? This will help you to better prepare.

GENERAL PROBLEM-SOLVING QUESTIONS

These type of questions test your analytical thinking skills rather than specific knowledge of your field. These questions take a variety of forms. They may be open-ended with a variety of possible answers (“How would you improve the design of this pen?”), or they may be more precise, requiring a definite answer (“Why are manhole covers round?”). Some employers may ask you to solve logic puzzles.

FOCUSED TECHNICAL QUESTIONS

These focus on knowledge and skills required to perform the job. To prepare for these questions, familiarize yourself with the job description and the technical skills required, and then brush up on those skills.

WHAT IS THE BEST APPROACH TO ANSWERING A TECHNICAL QUESTION?

Think out loud. According to recruiters, the most important thing to remember when answering technical questions is to verbalize your thought process. The interviewer is as interested in your problem-solving approach as they are in your solution.

Draw pictures and show your work visually. Summarize your thought process after working in silence so the interviewer understands your problem-solving strategy. Always use examples!

Ask clarifying questions. Make sure you understand the question and have all the information you need to solve the problem. Some questions may be intentionally ambiguous to gauge your confidence in asking questions and your ability to gather data to tackle problems that are not clearly defined.

Don’t bluff your way through an answer. If you don’t know the answer, take some time to think it through. Think out loud as you consider possible approaches. If you have absolutely no idea, admit that you don’t know. Admitting that you don’t know is better than bluffing.

How many quarters would you need to reach the height of the Empire State building?
HOW TO PREP FOR PRE-EMPLOYMENT TESTS

When applying for a job, you may be asked to take an employment test as part of the screening process. Employers administer personality tests to determine if you are a good fit for the job and if the job is a good fit for you. Types of pre-employment tests may include: aptitude, personality, skills, and job knowledge. The pre-employment test is usually only one of a number of factors used to determine your suitability for the job.

Don’t sweat personality tests – there are no right or wrong answers. Personality tests are designed to measure “traits” that are associated with successful performance of a certain job. For example, a position involving sales would require applicants who tend to be outgoing and competitive, so the employer may give a personality test to determine if you have those traits.

If your prospective employer sees you are nervous or upset about being asked to take an assessment, they may be concerned about how you will handle the normal day-to-day job stress, so try to relax and you will actually fair better. It is not recommended that you try to fake it and answer questions in the way that you think the employer wants. The goal of the hiring manager is to save time and money by recruiting and training someone who will be a great fit for their organization. So, don’t fake your way through a personality test. Whatever your personality is, there is a job that is right for you.

WANT TO WORK IN THE WORLD’S FASTEST GROWING INDUSTRY?

YOU CAN DO IT.

APPLY TODAY
fdmgroup.com/us/apply
#FDMcareers
STEP 2: PLAN THE DETAILS

WHAT TO DO

Plan your route: find the exact location of your interview and GPS map and print copies of your directions in case technology fails (print an alternate route, just in case). Make sure to leave enough time to arrive early to your destination – it is better to be early and wait outside for a few minutes than to rush in at the last minute.

Do a test run: drive the interview route (keeping in mind that traffic can fluctuate), or if you are taking public transportation, be sure to travel the route and make sure that you will be able to arrive at your location on time.

WHAT TO BRING

Extra copies of your resume
List of three professional references
A written list of questions you’d like to remember to ask (take several and ask about two or three)
Padfolio and pen for note taking
Professional bag, briefcase or purse

OPTIONAL

Business cards
A copy of your portfolio materials to share with an employer

BUSINESS CASUAL: THE BALANCING ACT

Business casual is the balance between formal interview attire (like suits) and informal dress (like jeans and t-shirts). Every organization has its own version of business casual, which makes it a little hard to define. When choosing business casual for the office, take a look at what your coworkers are wearing as a model and, if in doubt, play it safe with more conservative clothes. Here are some examples of common business casual pieces to add to your wardrobe:

Some general rules of thumb are:

- Avoid clothes that are very casual, like jeans, t-shirts or athletic clothing and to opt instead for black or khaki pants, slacks or skirts.
- Neutral colors like black, navy and gray are good foundations (you can always accessorize with color and style).
- Avoid visible body piercings and tattoos until you know about the organization’s policies.
DO’S AND DON’TS OF A PROFESSIONAL IMAGE

• Choose professional, tailored attire. Two piece suits or dresses are customary in most professions. Consider the formality of the industry and company where you will interview - dress a bit more formal than their day-to-day attire

• Opt for solid, traditional colors and select conservative makeup and hairstyles

• Choose dress shoes in good condition or heels below three inches

• Neatly trim or shave hair and consider choosing traditional hair color

• Dress as the gender you will present as if hired or that makes you feel comfortable

• Consider covering up tattoos or removing piercings prior to your interview

• Check your breath before entering—mints are a great emergency tool

• Wear overpowering perfume or cologne

• Select dresses or skirts that are above the knee, or outfits with low necklines

• Wear wrinkled or informal clothing—they do not make a great first impression

• Choose accessories that might distract, like ornate ties, belts, distracting jewelry, or purses

• Wear outfits that are not in good condition, such as shirts, missing buttons or stockings with runs

• Accessorize with wild nail polish colors—keep it neutral

• Wear anything that makes you feel uncomfortable - confidence is key
STEP 3: PRACTICE, PRACTICE, PRACTICE

PRACTICE INTERVIEW APPOINTMENTS

WANT TO PRACTICE THIS SKILL MORE?

In order to build your confidence and ensure you are presenting yourself well, be sure to practice before an interview. Big Interview can be used to record yourself and get feedback from supervisors, faculty, mentors, and even the Career Center by sending your videos to interviews@umbc.edu. If you want in-person feedback, you can schedule a practice (mock) interview with Career Center staff by calling us at 410-455-2216.

BEHAVIOR-BASED INTERVIEWS

Behavioral-based interviewing is based on the premise that a person’s recent, relevant past performance is the best predictor of future performance. Instead of asking how you might behave in a particular situation, a behavioral interviewer will want to learn about how you did behave during certain situations. You will be asked to provide a specific example of a past situation or task to demonstrate the way you performed in that specific situation or task.

HOW DO I ANSWER A BEHAVIORAL QUESTION?

Prepare for behavioral questions by recalling recent situations that demonstrate your relevant skills. Use examples from your work experience, classes, leadership, teamwork or customer service experience. Be sure that each story has a beginning, middle, and end. Be specific; give a detailed account of one event. Use the STAR technique described below to structure your answer. Expect the interviewer to question and probe; for example, “What did you say?” “What were you thinking?” “What was your role?” Answers can take one to two minutes and should be descriptive, yet concise.

The S.T.A.R. technique is an easy method to use when responding to behavioral questions. It prompts you to hit key facts in the example or scenario that you’re sharing. This model helps you to be detailed but still remain concise, and to share enough information to provide a clear picture without over-sharing cumbersome or unnecessary details.
**SITUATION**
Describe the situation you encountered that will highlight your skill or strength. Remember to identify the setting of the example.

**ASK**
Describe the goal or the task that you had to complete while you were in this situation. Be concise but able to provide details if prompted.

**ACTION**
Describe the specific action YOU took to remedy the task or situation. This should highlight a strength or skill that you possess, and this is the focal point of your anecdote!

**RESULT**
Explain the results of your actions. Make sure the outcome reflects positively on you (even if the result itself was not favorable – e.g., things didn’t go as planned, but you learned the skill).

---

**EXAMPLE**
I was a member of a collaborative team that was conducting research for UMBC’s undergraduate research program with the goal of presenting at URCAD.

To approach a team member who was repeatedly failing to show up for our meetings, was not meeting deadlines, and created a problem for other members in the group.

I decided to meet with that group member individually so I could explain the team’s frustration in private. During our meeting, he shared that he had challenges with keeping organized, and that was mostly why he was missing our meetings and deadlines. I helped him to map out our team meetings for the future and checked in with him one day prior to the meetings to ensure that he was up to date.

After we started communicating more, this group member was more engaged and successfully met his deadlines. By modeling good organization skills and keeping him up to date, we were all able to more effectively complete our research in time for the URCAD presentation.
COMMON INTERVIEW QUESTIONS

ACADEMIC

☐ How did you choose your major?

☐ Tell me about a time that you encountered an academic challenge such as a difficult decision or a heavy semester. How did you deal with that?

☐ Which of your courses or projects have helped prepare you for this internship? Is it a weakness or challenge for you?

BEHAVIORAL

(Use the S.T.A.R. technique to brainstorm responses to these)

☐ Provide an example of a time when you used good judgment and logic in solving a problem.

☐ Describe a time in which you were faced with problems or stresses that tested your coping skills. How did you respond? What was the outcome? Looking back, what could you have done better?

☐ Give me an example of an important goal that you set in the past and tell me about your success in reaching it.

☐ Tell me about a time when you had to go above and beyond the call of duty in order to get a job done.

☐ Describe a situation where your decisions were challenged by your supervisor/professor. How did you react? What was the outcome?

☐ Describe a situation where you made a compromise for the over-all good of the team. Why was compromising the right thing to do? What was the outcome?

☐ Tell me about a time when you learned a valuable lesson from a success or a failure. How did this event shape your approach to problem solving?

☐ Tell me about a time when you delegated a project efficiently.

☐ Describe a time in which you worked with a difficult supervisor or teammate.

☐ Describe a time when you “went the extra mile” to help someone? Why did you assist them? What was the outcome?

☐ Let’s say your manager gave you ten things to do by 5:00 p.m. and you realized that you couldn’t finish them all. What would you do? How would you prioritize them?

☐ Give an example of when you were able to learn a new skill in a short period of time.

GENERAL

☐ Tell me about yourself.

☐ Why are you excited about this opportunity?

☐ What are your greatest strengths? What is a weakness or challenge for you?

☐ Why do you want to work for this company?

☐ What specific goals do you hope to accomplish in the next 5-10 years?

☐ Why are you the best candidate for this job?

☐ How do you handle ambiguity?

☐ Do you have any questions for me?
QUESTIONS BY INDUSTRY

BUSINESS/FINANCE

☐ In your opinion, what elements are necessary for a successful team and why?

☐ Tell me about the project you are most proud of, and what your contribution was.

☐ Pitch a stock. What have you been following in the news?

☐ What do you recall as the greatest trends affecting the economy today?

TECHNICAL

☐ Tell me about one of your most recent computer programming or technical projects. What did you contribute and what results did you achieve?

☐ Tell me about a time when you successfully explained a project’s status or technical issue to a customer.

☐ Share an experience in which you improved the performance of existing software.

SCIENTIFIC/ANALYTICAL

☐ How do you approach a multi-step problem?

☐ Tell us about the most recent research that you’ve conducted or participated in.

☐ Tell us about a time when you had to analyze information and make a recommendation. What were your thought processes? What was your reasoning behind your decision?

SERVICE/NON-PROFIT

☐ What attracted you to working for a nonprofit organization?

☐ Tell me about your most rewarding volunteer experiences.

☐ Do you have a personal connection to our mission? If so, why?

☐ Tell me about your experience with fundraising.

☐ Tell me about a time when you raised community awareness for a cause.

☐ Describe a time when you accomplished big results on a limited budget.

RED FLAG

“IS THAT QUESTION ILLEGAL?”

Be wary if the interviewer asks any questions about:

- Race/ethnicity
- Citizenship/nationality
- Marital status
- Whether you’ve had, or plan to have, children
- Sexual orientation
- Religion
- Age
- Physical or invisible disability
- Details of your discharge from military service
- Political, religious or ethnic organizations

Employers cannot legally ask direct questions about any of the above, and you are NOT obligated to supply this information. If they do. However, they may legally ask indirect questions such as, “Are you eligible to work in the U.S.?” or “Can you fully perform the functions of this job?”

HOW SHOULD YOU RESPOND IF YOU ARE ASKED AN ILLEGAL QUESTION?

Becoming offended or saying, “Isn’t that illegal?” will probably not help your chances of landing the job. You may choose to answer the question, if you feel comfortable doing so. Or you may deflect the question and refocus the conversation on more relevant topics. For example, if asked, “Do you plan to have children?” you could say, “My personal life is important to me, but I have always been deeply committed to my work.”
RESPONDING TO CHALLENGING QUESTIONS

During the interview, expect to be asked the following questions. These questions are challenging in that there are a variety of methods and strategies for how to effectively respond. It is strongly recommended that you schedule an appointment to meet with a career specialist for assistance with these and other questions:

“TELL ME ABOUT YOURSELF.”

This is the perfect opportunity to share your 30-second commercial customized for the job you’re interviewing for. Give an overview of your education, skills and experience related to this job. Practice, Practice, Practice!

“WHAT IS YOUR MAJOR WEAKNESS?”

There are several strategies for dealing with this question:

- **STRATEGY 1:** Identify a weakness that will not significantly hinder you in the job for which you are interviewing. Then highlight a strength that compensates for the weakness, and/or you can describe steps you are taking to overcome the weakness.

- **STRATEGY 2:** Point out something that they already know but does not appear to be a stumbling block (a low G.P.A., or a lack of certain technical skills, and then explain why this would not impact your success).

- **STRATEGY 3:** Be careful identifying a “weakness” that may also be viewed as a strength. Sharing that you are a “perfectionist” or “take on too much” can come across as cliche if not properly explained. Use this method with caution.

“WHY DO YOU WANT TO WORK FOR THIS ORGANIZATION?”

This is where your organization research can help you to shine. Knowing why you’re a good fit, not just for a job but for a company, can make you stand out. Know what their goals are and how you fit into them.

“WHY DID YOU LEAVE YOUR LAST JOB?”

The employer is trying to find out if you had any problems on your last job. Never say anything negative about yourself or your previous employer. Some common reasons for leaving might be: general layoff, job was temporary, moved to a new area, company went out of business, no room for advancement, wanted a job more aligned with your skills, or looking for more challenge.

“WHAT ARE YOUR FUTURE CAREER PLANS?”

The employer wants to know if you are ambitious, plan ahead, and set goals for yourself. It’s acceptable to communicate that you are considering several options as opposed to describing specific details. In the case of an internship, the employer may also want to know if you would consider working for them full-time after graduation.

RESPONDING TO SALARY QUESTIONS

When responding to questions about salary, avoid naming a figure. If the amount you give is too high you might eliminate yourself; if too low, you might undersell. If you’re absolutely required to provide a figure before an offer, research a salary range appropriate for the position, location and level of qualification. For additional information, see “Evaluating Job Offers” on page 84.
QUESTIONS TO ASK AT THE END OF YOUR INTERVIEW

The most effective questions to ask are ones that come from your employer research (See p. 73) or show interest in the position or organization. You want to show what you can do for the company, not what the company can do for you.

<table>
<thead>
<tr>
<th>What are the next steps in the interview process? How would you like to be contacted for follow up?</th>
</tr>
</thead>
<tbody>
<tr>
<td>How does the area I would be working in fit into the overall organizational structure?</td>
</tr>
<tr>
<td>Can you describe the corporate culture or atmosphere of your company?</td>
</tr>
<tr>
<td>What kind of supervision and training would I receive?</td>
</tr>
<tr>
<td>How will I receive feedback on my job performance?</td>
</tr>
<tr>
<td>Would I be working on my own or on a team? Can I meet my team members?</td>
</tr>
<tr>
<td>Would I be working with people outside of the company? Clients? Vendors?</td>
</tr>
<tr>
<td>Have you ever hired a UMBC student before? Are they currently working for you? May I speak to them at some point?</td>
</tr>
<tr>
<td>How would you describe the ideal candidate for this job?</td>
</tr>
<tr>
<td>What do you enjoy most about working here? What would you change if you could?</td>
</tr>
<tr>
<td>What specific projects do you see me starting first?</td>
</tr>
<tr>
<td>What particular computer equipment and software do you use?</td>
</tr>
</tbody>
</table>

ARE THERE QUESTIONS I SHOULD NOT ASK?

Never, never, never ask any questions about salary, benefits, vacations, holidays with pay, or sick days. You’re looking for a job, not a vacation. (see p. 89 on salary requirements).

Wait for the manager to bring up the issue of salary or wages. When they ask what salary you expect, ask what the standard salary is for your qualifications. Keep in mind that the company has a set salary for each job description and level of experience.

So, play it safe. Ask the manager to throw out the first figure.

IF I WANT THIS JOB, SHOULD I ASK FOR IT?

Absolutely. Managers get frustrated when people don’t say that they really want the job.

If the manager seems to be someone you’d like to work for, if the company seems solid and reputable, if they offer the security, growth, and challenge that you want, look the manager straight in the eye and tell him/her you want the job.
AFTER THE INTERVIEW

Once the in-person portion of the interview has concluded, there are important steps to be taken. The most important step is to send a letter and/or email thanking the employer for his/her time.

THANK-YOU LETTERS

A thank you letter is probably the most overlooked tool used by job seekers! Thank you letters give you an opportunity to thank the interviewer for his/her time, restate your interest in the position, and include any information about yourself that you may not have mentioned during the interview. Remember that thank you letters/emails are most effective if they are received within 24-hours after your interview!

It is important to send a tailored thank you letter or email to each person you met with during your interview. This is where you will want to reference the notes you took during your interview and address concerns/information that was shared. You may mail or email a thank you letter, though be sure not to lose the “formality” of the letter if you choose to send it by email.

FOLLOWING UP

Typically, there is no action to be taken after sending your thank you letter or email. However, sometimes the employer will give you a date when they will be making a decision. If the date has passed and you have not received a response, you may email or place a call to the employer to check the status of your application.

If you receive another job offer while you are waiting, simply contact the first employer to notify them that another offer has been extended to you. If you are their top candidate, this will alert the employer that you need a response sooner, potentially yielding you a job offer faster. If you choose to accept the alternate job offer, you should contact the first employer as soon as possible to withdraw your application. For help with making this important decision, be sure to review the section on evaluating job offers in this guide (See p. 88).

---

Want an internship with real responsibility?

Here, you’ll work side by side with senior developers, creating solutions for our customers’ thorniest problems. Not only will you have fun, you’ll gain the real-world experience and skills needed to launch your career in software engineering!

At Asymmetrik, we hire elite engineers and we believe in them. Here, you will have the power to play to your strengths. To build amazing things with others who share your passion. To contribute to a culture that is greater than the sum of its parts. And to hone your craft far beyond what you thought possible by working day in and day out with the best.

asymmetrik.com/careers

Be different. #BeAsymmetrik

---
Dear Ms. Stockwell:

Thank you very much for offering me the position of Customer Service Manager with Colonial Properties. I appreciate your discussing the details of the position with me and giving me time to consider your offer.

You have an impressive organization and there are many aspects of the position which are very appealing to me. However, I believe it is in our mutual best interest that I decline your kind offer. This has been a difficult decision for me, but I believe it is the appropriate one for my career at this time.

I want to thank you for the consideration and courtesy given to me. It was a pleasure meeting you and your fine staff.

Sincerely,

Dina Bernstein

Ms. Amanda Davis, Division Manager
Maryland Department of Human Resources
1000 Hilltop Circle
Baltimore, MD 21250

Dear Ms. Davis:

I am writing to confirm my acceptance of the Human Services Specialist position and to tell you how delighted I am to be joining the Maryland Department of Human Resources. The work is exactly what I have prepared for and hoped to do. I feel confident that I can make a significant contribution to the organization, and I am grateful for the opportunity you have given me.

As we discussed, I will report to work at 8:30 a.m. on May 28 and will have completed the medical examination and drug testing by the start date. Additionally, I shall complete all employment and insurance forms for the new employee orientation on May 29. As we discussed, my starting salary will be $45,000 and health and life insurance benefits will be provided after 60 days of employment.

I look forward to working with you and your excellent team. I appreciate your confidence in me and am very happy to be joining your team.

Sincerely,

Pamela Martin

Ralph Smith, President
S.T. Ayer Corporation
6921 Hilltop Boulevard
Baltimore, Maryland 21250

Dear Mr. Smith:

I am writing to inform you that I am withdrawing my application for the test engineer position. As I indicated during our interview, I have been exploring several employment possibilities. This week I was offered an administrative position with a local county government agency and, after careful consideration, I have decided to accept that offer. The position provides a very good match for my interests at this point in my career.

I want to thank you for interviewing and considering me for your position. I enjoyed meeting you and learning about the innovative community programs you are planning. You have a fine company and I wish you and your staff well.

Sincerely,

Regina Stacey

Source: Letters adapted from National Association of Colleges and Employers (NACE), 2011
EVALUATING JOB OFFERS
TIMING, TONE, TACTICS AND TIPS

You’ve successfully sold yourself during the interview and now the moment has come; the employer has selected YOU for the position! Congratulations! Now what? How do you know if the offer is fair? The process of accepting an offer can be overwhelming and intimidating. It is essential to proceed through this process with tact and professionalism. Below you will find tips how to evaluate an offer.

TONE, TIMELINESS & TACTICS

TONE
Be positive and persuasive - talk about how great you are. Think "win-win!"

TIMELINESS
While it is acceptable to ask for additional time to evaluate, it is also crucial at this stage to be mindful of the employer’s time frame and desire to fill the position.

TACTICS
Be sure to communicate with the employer throughout the process. If you are awaiting word about an offer from another employer, be sure to explain your situation. It is also appropriate to call any employers you are waiting to hear back from to tell them you have received another offer and inquire as to their time frame for making a decision.

EVALUATE THE WHOLE OFFER

POSITION - Nature of the work/duties, hours

LOCATION - Moving and cost of living, distance to work, teleworking options

BENEFITS - Such as, health, dental, vision, retirement, paid time off, stock options

COMPENSATION/SALARY - Benchmark the position(s) by researching the market value of the position(s) in your city/state. Consider:

- Financial needs, family considerations, professional development, and advancement
- Know your bottom line - the amount required to live at your comfort level. Use this figure to guide you as you evaluate whether to accept an offer.

DECISION
ACCEPTANCE IN WRITING

Once you make a decision, make sure you act quickly and accept the position in writing. If you are accepting the position, notify the hiring manager by telephone followed by a confirmation letter or an email. Keep the letter short and state the agreed upon salary and start date. When rejecting an offer, make sure you politely thank the employer for his/her time and interest. It is important to be courteous and respectful in this type of letter as well. (See sample acceptance and withdrawal letters in this guide on p. 87.)

AFTER ACCEPTING - NEXT STEPS...

THE DEAL IS DONE—Once you have accepted an offer (even if verbally), you are obligated to that employer even if you get a better offer later. Immediately stop interviewing and cancel all interviews. Telling an employer “no” after you have said “yes” is both unethical and unprofessional; remember, you are building your personal brand with each step of your career. A brand that can’t be trusted isn’t a brand you’d like to have!

RESPONDING TO SALARY QUESTIONS

Do some research beforehand so that you have an idea of the general range for positions in your field and level of experience. Meet with a Career Advisor or visit the Career Center’s website for salary research tools and resources. Good places to begin are “Negotiating and Evaluating Offers.” You can also find tools to help benchmark salaries based on position and location. During negotiations, try one or more of the following tactics:

- Demonstrate that you are knowledgeable about the going rate: “My research has shown that Information Systems interns typically earn between $15-$23, with an average of $19 an hour. Given my strong qualifications, I feel that a salary in the range of $17-$20 would be appropriate.”

- Turn the question back to the employer: “What would a person with my background, skills and qualifications typically earn in this position?”

- If they are inflexible on the salary, ask if any other aspects of the compensation package are negotiable such as vacation time or flexible hours. But remember, you should never try to negotiate before you have a firm offer.

WHAT’S A FAIR SALARY?

Because this process may be unfamiliar, we encourage you to schedule an “Interview Preparation/Evaluating Job Offers” appointment (30-minutes or 60-minutes—your choice) for more in-depth guidance. The Career Center is here to help you navigate this process with confidence.

Our new interview-prep software, Big Interview, has great resources on salary negotiation and tips for your first 90 days on your new job. Access Big Interview from the Career Center’s website or directly at my.umbc.edu/go/biginterview.
WHAT IS A GAP YEAR?
A gap year is time used to explore your strengths, interests, and the world around you. This generally involves taking 6 to 12 months “off,” which may be taken before, during, or after college, or even during your professional career. If you find yourself struggling to identify your talents and passions, you may benefit from taking a gap year to help you answer important existential questions such as “Who am I?,” “Where am I going?” and “How am I going to get there?”

TYPES OF GAP YEAR OPTIONS
ALTERNATIVE WORK EXPERIENCES: Jobs or internships in the U.S. or abroad
LEARNING OPPORTUNITIES: Study abroad or a semester at sea.
TEMPORARY AGENCIES: Placement in a short-term or temporary job.
TRAVELING: Long-term hiking, backpacking or a cross country road trip to explore less traveled areas of the U.S. and other countries.

PROS
- Obtain meaningful experiences and give back to others
- See other parts of the country or world
- Helps with self-exploration and career decision-making
- Learn transferable skills that can be added to your resume
- Gain more time to prepare graduate school applications

CONS
- Delays the start of graduate school or employment
- May impact repayment of college loans if volunteering
- Miss family and friends back home

For more gap year resources see: careers.umbc.edu/students/gradschool/gap-year/

EXPLORE EVERY ANGLE

UMBC offers 39 master’s, 24 doctoral degree programs and 23 graduate certificates. You’ve already experienced UMBC as one of the best universities for undergraduate teaching and innovation. Now consider exploring new avenues of research or enhance your professional skills in one of our many graduate programs. Funding opportunities in the form of graduate assistantships are available through many departments and provide tuition remission, health benefits, and a stipend.

If you are still completing your undergraduate degree, don’t forget to talk to your advisor about our accelerated bachelor’s/master’s program.

UMBC is a very special place; its position among the great American research universities is just unfolding. Continue your growth in one of UMBC’s exceptional graduate programs.

gradeschool.umbc.edu
gradeschool@umbc.edu
410-455-2538
It’s not only **WHAT** you do,  
It’s **WHY** you do it.

**What’s your expertise?**

Is it a STEM field or business? Foreign language or intelligence analysis? Security or counterintelligence?

Whatever your field, NSA has a position that mixes your expertise with our mission:

The safety and security of our families, our communities and our country.

**Apply today**

[IntelligenceCareers.gov/NSA](https://IntelligenceCareers.gov/NSA)

---

U.S. citizenship is required.  
NSA is an Equal Opportunity Employer.
INDEX

Body Language  47
Career Fair  62
Cover Letter
   Getting Started with a Cover Letter  33
   Sample Application Letter  35
Curriculum Vitae (CV)  32
Disabilities  66-67
Exploration
   Career Exploration  11
   Dependable Strengths  9
   Gap Year  90
   Goal Setting/Decision Making  13
   Myers-Briggs Type Indicator (MBTI)  9
   Self Assessment  9
Informational Interviewing
   How to Prepare for an Information Interview  44
   Request an Informational Interview (Sample)  44
   Sample Informational Interview Questions  46
   Thank You Letter After an Informational Interview (Sample)  46
Why, Who and How of Informational Interviewing  44-46
International Students  68
Internships, Co-ops and Research
   Get Started With Undergraduate Research  61
   Getting Recognition on Your Transcript  59
   Government Job and Internship Search  64-65
   Job and Internship Search Strategies  56-57
   Tips for International Students  68-68
Interviewing
   After the Interview  86
   Behavior-Based Interview  80
   Common Interview Questions  82
   FAQ: "What If They Want My Salary Requirements?"  89
   On-Campus Interviews  75
   Post Interview Correspondence (Sample Letters)  87
   Practice Interview Service  80
   Preparing for an Interview  78
   Questions by Industry  83
   Questions to Ask at the End of Your Interview  85
   Red Flags: "Is That Question Legal?"  83
   Research the Employer, Position and Industry  73
   Responding to Challenging Questions  78
   Stages of an Interview  72
   Technical Interviews  76
   Three Key Steps to Interview Success  71
   Tips for International Students  68
   Types of Interviews  74-75
   What to Bring, What to Wear  79
Jobs
   Acceptance in Writing  89
   Are You Career Ready?  7
   Evaluating Job Offers  88-89
   Government Job and Internship Search  64-65
   Job and Internship Search Strategies  56-57
   Red Flags: "Is This Posting for Real?"  63
   Students with Disabilities  66-67
   UMBCworks  58-59
LinkedIn
   Alumni Networking  52
   LinkedIn: Social Networking, Professional Style  50-51
   Profile (Sample)  51
Networking
   Informational Interviewing  44-46
   LinkedIn  50-52
   Networking  101
   10 Tips for Effective Networking  43
   30-Second Commercial  49
Personal Branding  48
Personal Statement  38
Portfolios and Personal Websites  40
References and Letters of Recommendation  36
Resume
   Action Verb List  18
   Resume Criteria Rubric  20-21
   The Do's and Don'ts of Resume Writing  19
   Tips on Writing a Federal Government Resume  65
   What it is and How to Start  16
Resume (Samples)
   Business Sample Resume  22
   Engineering Sample Resume  23
   Functional/Chronological Combined Sample Resume  24
   Liberal Arts Sample Resume  25
   Military Service Sample Resume  26
   Sample Resume Guidelines  20-21
   Science Sample Resume  27
   Technology Sample Resume  28
   Visual Arts Sample Resume  29
UMBCworks
   Getting Started in UMBCworks  58
   Tips for Using UMBCworks  58
Undergraduate Research  61
Writing Samples  40

INDEX OF ADVERTISERS

Asymmetrik  86
AXA Advisors  31
Basys  12
Bowler Pons Solutions Consultants, LLC  53
Campbell & Company  12
Chesapeake Bay Foundation  12
FDM Group  77
Kennedy Krieger Institute  17
Leidos  54
Lockheed Martin  37
Morgan Stanley  54
National Security Agency (NSA)  92
Next Century Corporation  72
Northrop Grumman  4
Parsons Cyber  77
Paypal  53
T. Rowe Price  6
UMBC Graduate School  90
UMBC Professional Studies  70
UMBC Training Centers  41
United Parcel Service (UPS)  15
Verbal Beginnings  53