

RESUME WRITING GUIDE

*A CDO guide to writing a high impact resume
that best showcases your experience,
education and career objectives*



Yale SCHOOL OF MANAGEMENT

Career
Development
Office

Introduction

Your resume is a marketing tool you'll use to promote your background throughout your internship and full-time search processes. You will be asked for it by alumni with whom you will have informational interviews, you will use it if you attend conferences and in some instances, it could be the first touch point you'll have with an employer. Crafting a compelling resume allows you to distinguish yourself and will propel the reader to want to learn more about you.

A resume should not present everything there is to know about you. It is a selective summary of the most significant facts outlining professional and educational background, as well as additional interests and activities, tailored strategically to present the accomplishments, skills and experiences that are transferable to the position you seek. It should be designed to sell you to the employer. On average, a typical recruiter will only spend a few seconds reviewing your resume so it's imperative that your resume clearly summarizes your past experiences and skills and reflects how your background aligns with the position of interest. A well-constructed resume increases your chances of garnering an interview. A resume with typographic errors, misspellings, irregular formatting, and/or assertions that cannot be substantiated will usually disqualify a candidate from serious consideration from a position.

The *Yale SOM Resume Writing Guide* was developed to help you construct the best possible resume that concisely highlights your education, experiences and skills. This guide provides you with the following information:

- The Yale SOM resume format guidelines
- Resume writing tips for each section
- Framework for developing strong accomplishment statements
- Examples of well written resumes
- Resume checklist
- Functional profiles

We encourage you to read through the guide as you craft your resume and to revisit it periodically as you transition through the phases of your job search.

As questions arise, you can always reach out to us.

Career Development Office
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THE YALE SOM RESUME FORMAT

Why is the Yale SOM format SO important? The majority of the top business schools have a very standard (and very similar) format. This is because Recruiters ask for it! Recruiters like to see consistency, which makes it easy to find the information they are looking for in just a few quick seconds.

Here are some guidelines for using the Yale SOM Resume Format:

- Type font should be Times New Roman with 10 or 11 point type size
- Margins should be no less than 0.5” on each side
- Leave periods off at the end of bullets
- Personal information should NOT be included (i.e., photo, age, marital status, dependents)
- While individuals will have a primary resume, you may also want to create different versions of your resume that are tailored to specific industries, functions, employers, or opportunities

The following page contains a snapshot of what the resume format looks like in the template. To access the template, please log onto the Yale SOM portal.

CONTENT & TIPS FOR WRITING A HIGH IMPACT RESUME

The format of a resume is important for the reader to be able to locate the information seamlessly, but once they have found what they are looking for, the content becomes the most important part. The writer wants to hook the reader into taking more than a few seconds to review his or her resume. Here are some guidelines for writing content by section in the Yale SOM Resume:

SECTION I – Contact Information

Purpose

- Personal information goes at the top of the resume and is a simple identifier. Section should include your full name and contact information, including your email address.

Tips

- Please ensure you have an appropriate and professional voicemail message on your cell phone, including an ‘out of office’ message during school holidays and vacations.
- As a general rule, it is good to put your address. When a resume does not have an address, it may signify that a candidate is trying to hide their location of residence. If a company does not have money to relocate candidates, they may assume the candidate lives out of town/state and may pass on their resume.

Example

- **DANIELLE BULLDOG IV**
135 Prospect Street, PO Box 208200 | New Haven, CT 06520 Tel. (203)
555-5555 | E-mail: danielle.bulldog@yale.edu

Education

Tips

- Present your graduate and undergraduate institutions in reverse chronological order with the most recently attended school first.
- If your GMAT score is greater than 720 (95% percentile), list it in this section.
- If your GPA is greater than 3.5, list it in this section.
- List any Latin honors (i.e., *cum laude*) or scholarships from previous degrees.
- Include Yale SOM academic distinctions, leadership roles, extracurricular activities, and related coursework.

Examples

- GMAT: 780 (99th percentile); Forté Scholar and Teach For America Scholarship recipient
- Distinction (top 10%) in six courses, including Investor, Sourcing & Managing Funds, and Economics
- Elected to Student Government as Cohort Representative
- Selected as an Admissions Tour Guide
- Co-leader of Education Club Fall Job Trek
- Co-Coordinator for Education Leadership Conference Expo

Professional Experience

Purpose

- The heart of your resume is the organization and presentation of your professional experience. When developing this section, your goal is to highlight the skills/achievements most relevant and directly transferable to the position you're seeking. Describe your major activities (transactions and projects), but place the *greatest emphasis* on accomplishments you can legitimately claim as your own.
- Resume reviewers seek out information that can serve as a topic of conversation or likely interview question. Each position listed in your resume should have at least one bullet that clearly points to and serves as a "short cut" for the most salient aspect of that experience.

Tips

- Use strong action verbs to begin each bullet.
- Include the city and state/country of work experience, don't assume (i.e., Paris, France vs. Paris, Texas).
- Draw the connections between past experiences and the occupational skills required in the role one is applying for (readers often lack the time needed to draw inferences and make connections based on resume bullets. Please be as explicit as possible regarding how your past achievements relate to the position of interest).
- Ensure each bullet point reflects an accomplishment (vs. a responsibility).
- Use the "SAR" (Situation – Action – Result) framework to write the accomplishment statements. This includes describing the Situation (S), the Action taken (A) which might include the analysis of the opportunity, the planning and preparation, and the resources involved, and the Results (R) obtained. Be sure to state if you presented your results to clients or senior management, and what next steps were taken.
- Quantify impact as often as possible (e.g., % sales growth). If possible, try to relate the size and/or scope of accomplishment (e.g., "first," "affecting 3 of 5 firm clients", "increasing audience 200%", etc.). Focus on your individual impact and please be careful not to exaggerate or misrepresent your background. In situations where the responsibility and activities had little quantitative benefit, you should make the effort to "qualify" results. For example, "Championed a quarterly learning seminar that increased collaboration between sales, marketing, and finance" or "Developed a proposal to refocus traditional media spend on a social media strategy, recommendation was supported and acted upon by senior leadership".
- Expand upon accomplishments wherever possible:
 - Improved quality, productivity, teamwork
 - Increased sales, profits
 - Reduced costs
 - Planned/designed a program/training process to improve, reduce or change some factor
 - Decreased turnover, failures, breakdown, shrinkage, overtime, etc.

Examples (Accomplishment Statements):

- Designed and implemented new promotional point of sale displays, which arrested share loss and increased overall market share by 6%
- Initiated advanced assembly procedures to increase production 10% by reducing turn-around time from five to four days. Presented report on procedural improvements to senior management, informing next round of strategic planning
- Modeled worldwide flow of trade and capital to predict multi-year exchange and interest rate movements
- Led sales team of 12 professionals in doubling market share of company's largest product segment from 15% to 30%, despite negative economic indicators in industry sector
- Drafted congressional testimony, speeches, and editorials on energy policy and national security issues
- Developed a spreadsheet for determining salary and benefits plan impact on bank finances; model has become company-wide standard and is still utilized

- Led a 10 member cross-functional task force charged with improving administrative processes, resulting in overall savings of \$3M annually
- Created and presented a program to educate regional branches in anti-fraud compliance best practices
- Compiled and distributed weekly activity reports to all vice presidents and senior managers (meeting all deadlines and attaining the highest degree of accuracy)
- Prepared budget and P&L analysis for product lines, providing management with estimates of product profitability for strategic planning in the Latin American market
- Trained new employees in customer service, secretarial, and telephone procedures, generating a 30% reduction in customer complaints. One of five employees nominated for annual “Customer Orientation Award” by supervisor
- Studied 30 bids and contracts from outside service providers, totaling more than \$30M annually, and presented recommendations to senior managers, resulting in five new preferred provider relationships
- Analyzed statistical reports to pinpoint cost overruns, saving \$500K annually in raw material sourcing
- Created new loan procedure that resulted in \$200K savings and 50% improved processing turnaround time
- Identified attractive overseas investment opportunities in Malaysia and Indonesia; presented proposals to managing partners, resulting in two successful deal closings

Additional Information

Purpose

- The additional information section holds great importance in making a strong statement about you. This section not only exhibits your enthusiasm to learn new things but also helps in sketching your personality beyond the work environment. This information can be crucial in making a connection with the interviewer.

Tips

- Use this space to highlight additional information such as (but not limited to) membership in professional organizations, licenses/certifications, language skills, volunteer activities, special projects and independent studies when those exceed the scope of basic coursework, non-traditional computer skills that may be job relevant, and any additional personal interests or achievements (e.g., long-distance running, exhibition of artwork, etc.).
- Avoid politically or religiously sensitive topics.
- Include relevant work authorization (if appropriate).
- If listing interests use specifics to make more interesting and conversation provoking. Most MBAs, for example, like travel. It adds more color to say “travel (have visited 49 US states and 30 countries)” or “adventure and budget travel” or “travel to world’s top 50 tourist attractions”
- Consider using humor to add personality or humility. For example, listing activities you enjoy but might not necessarily excel at (“truly terrible golfer” or “challenged home chef”)

Examples

- StartingBloc Fellow, Boston 2012 Institute for Social Innovation
- Class Agent, Williams College Alumni Fund
- Languages: French (conversational)
- Enthusiastic hiker (Adirondack Park, Zion, Bryce, Acadia, Banff, Jasper and Yosemite National Parks; 17 of the 48 peaks over 4,000 feet in the White Mountains of New Hampshire)
- Interests include crossword puzzles, travel, running and ultimate Frisbee
- Yale Grad Rugby Club forwards play and Travel Logistics Manager; competitive rower
- Co-developed NEED Young Professionals’ Organization, founded to advocate for ending poverty in Ft. Worth, TX

- Avid reader; passionate basketball, football and movie fan; sufficient but eager cook
- Mentor, Student Sponsor Partners NY – high school student mentee achieved goal of college attendance
- Interests: News media, golf, my hometown of Cleveland, exploring the art museum of every city I visit
- Language Skills: Proficiency in Brazilian Portuguese (advanced) and Mandarin Chinese (beginner)
- Software Skills: Advanced Microsoft Excel Modeling and Programming, ArcGIS, Stata, Microsoft Access
- Interests: Practitioner and teacher of Vinyasa Yoga, lover of deep strategy board games, avid traveler

THE YALE SOM RESUME CHECKLIST

Please use the following checklist to ensure all requirements have been met prior to uploading your resume to CMS. We understand that each of you have different backgrounds and career aspirations so if you have any questions while writing your resume, please e-mail us at som.cdo@yale.edu.

While each individual will have a primary resume, you may also want to create different versions of your resume that are tailored to specific industries, functions, employers, or opportunities.

1. Formatting

Although the resume content is the most important part of your resume, having a clean, well-formatted resume will make it easier for employers to find the critical information they need to know about you.

<input type="checkbox"/>	Yale SOM resume template used (hint: if you are having trouble with the template or if you are having any spacing issues, show the gridlines so that you can see where the sections begin and end)
<input type="checkbox"/>	Resume is one to two pages
<input type="checkbox"/>	Formatting consistent throughout entire resume (e.g. headings, font sizes, bold)
<input type="checkbox"/>	Font and size = Times New Roman 11 point font (10 point minimum)
<input type="checkbox"/>	Margins no less than 0.5" on each side
<input type="checkbox"/>	Heading all in SMALL CAPS
<input type="checkbox"/>	Dates Prior work experience - use years only (20XX – 20XX) Internship – list as “Summer 20XX”
<input type="checkbox"/>	Bullet points correct (•) and do not use periods at the end of each bullet/statement
<input type="checkbox"/>	Proofread – grammar punctuation, spelling correct

2. Contact Details

This section includes your name and contact information where an employer is able to contact you.

<input type="checkbox"/>	Name at the top of the page, bold, all capitalized in the correct format [FIRSTNAME LASTNAME] or [FIRSTNAME (PREFERREDNAME) LASTNAME]
<input type="checkbox"/>	Mailing address – address where you receive your mail (in case a company sends you information)
<input type="checkbox"/>	Telephone – number you can be contacted or can easily access messages; country/area code in parentheses
<input type="checkbox"/>	E-mail
<input type="checkbox"/>	Photo – do not include

3. Education

This section allows employers to gain insight into your post high school academic performance.

<input type="checkbox"/>	Education list in reverse chronological order, with Yale SOM listed first
<input type="checkbox"/>	School name in BOLD CAPITAL letters
<input type="checkbox"/>	School location includes City and State (or Country if not in US)
<input type="checkbox"/>	Date for all schools is graduation year only (20XX) <i>For Yale SOM, please state expected graduation year (2017 or 2018)</i>
<input type="checkbox"/>	Graduate and undergraduate degrees listed with majors
<input type="checkbox"/>	Yale SOM degree = Master of Business Administration (MBA) or Master of Advanced Management (MAM); <i>no need to state Candidate for ...</i>
<input type="checkbox"/>	Academic achievement reflected Yale SOM – if GMAT > 720 (95th percentile) or if any academic distinctions (top 10% of class) Undergraduate – include Latin honors or if GPA > 3.5/4.0
<input type="checkbox"/>	Education related activities included in bullet points (e.g. academic awards, scholarships, leadership positions, exchange program, teaching assistant roles, club activity)

4. Work Experience

This section is the heart of your resume and where many employers focus. Make sure to leverage this section to communicate knowledge and skills that are relevant to the position for which you're interested. Place more emphasis on most recent experiences as opposed to earlier positions.

<input type="checkbox"/>	Company name in BOLD CAPITAL letters
<input type="checkbox"/>	If company not widely known, business is described in one sentence, in italics under company name
<input type="checkbox"/>	All accomplishment statements start with a powerful action verb (see appendix for list of action verbs)
<input type="checkbox"/>	Statements are concise, relevant and results-oriented rather than a list of tasks and responsibilities
<input type="checkbox"/>	Accomplishments statements are quantified wherever possible <ul style="list-style-type: none">- Currency included when stating monetary value- If indicating numbers: K= thousands, M = millions, B = billions (e.g. 1,000,000 = 1M)- Note: there are several ways to denote amounts (i.e., millions can be M or MM). No matter what you choose, it is just important that you be consistent throughout the resume
<input type="checkbox"/>	Verbs all past tense if job is completed; current jobs can have present and past tense actions
<input type="checkbox"/>	Jargon and abbreviations eliminated
<input type="checkbox"/>	Key words and phrases relative to target work area included

5. Additional Information

This last section provides you with the opportunity to highlight additional information you would like employers to know about you outside of work and school and infuse your personality into your resume.

<input type="checkbox"/>	Professional qualifications & memberships included (e.g. CFA, CPA, licenses, accreditations, affiliations)
<input type="checkbox"/>	Language skills included (proficient and fluent, do not include basic)
<input type="checkbox"/>	Volunteer work included
<input type="checkbox"/>	Interests included (e.g. hobbies, sports, unique interests)

6. Other

Additional information to keep in mind when crafting your resume.

<input type="checkbox"/>	Be honest – many employers conduct background checks and ask for references after extending offers, make sure all statements are true
<input type="checkbox"/>	Proofread • Proofread • Proofread
<input type="checkbox"/>	Have the CDO, Career Coaches, friends and/or family proofread your resume
<input type="checkbox"/>	Save resume in multiple formats for easy application submission; make it easy for the recipient to find your resume once it's detached from an e-mail by saving the file with a meaningful name such as your first and last names. Adding the company name may also help you manage multiple versions of your resume. <ul style="list-style-type: none">- Word- PDF- Text for digital submission
<input type="checkbox"/>	Make sure your resume and any online profiles (e.g. LinkedIn) are consistent and don't include any contradictory statements. Proofing to make sure years of employment match is particularly important.

APPENDIX

LIST OF RESUME ACTION VERBS

LIST OF RESUME ACTION VERBS

Achievement

Accelerated
Accomplished
Achieved
Activated
Amplified
Attained
Broadened
Circumvented
Conserved
Effectuated
Elected
Executed
Expanded
Expedited
Generated
Identified
Improved
Increased
Insured
Manufactured
Marketed
Mastered
Mobilized
Obtained
Orchestrated
Overhauled
Produced
Reduced
Reorganized
Reproduced
Resolved
Restructured
Revitalized
Simplified
Solicited
Streamlined
Succeeded
Upgraded

Teach

Accommodated
Advised
Awarded
Certified
Clarified
Coached
Collaborated
Consulted
Counseled
Educated
Exhibited
Explained
Facilitated
Fostered
Guided
Helped
Instructed
Mentored
Modeled
Navigated
Participated
Taught
Trained
Tutored

Administrative

Adopted
Amended
Arranged
Charted
Collected
Consulted
Contributed
Coordinated
Deducted
Dispensed
Displayed
Distributed
Documented
Established
Executed
Hired
Hosted
Implemented
Installed
Maintained
Measured
Nominated
Observed
Offered
Ordered
Outlined
Partnered
Performed
Prepared
Processed
Provided
Purchased
Recorded
Rendered
Served
Serviced
Sourced
Supported

Manage

Acquired
Administered
Advanced
Approved
Assigned
Authorized
Chaired
Challenged
Closed
Contracted
Controlled
Decided
Delegated
Designated
Directed
Enlisted
Handled
Initiated
Instilled
Instituted
Issued
Managed
Motivated
Presided
Recruited
Retained
Reviewed

Communication

Addressed
Advertised
Arbitrated
Articulated
Assembled
Bridged
Briefed
Charted
Circulated
Cited
Communicated
Conducted
Contacted
Conveyed
Convinced
Corresponded
Critiqued
Debated
Delivered
Demonstrated
Edited
Harmonized
Informed
Interviewed
Lectured
Mediated
Negotiated
Persuaded
Presented
Promoted
Proposed
Publicized
Reported
Represented
Responded
Suggested
Translated
Wrote

Organize

Allocated
Anticipated
Appraised
Arranged
Catalogued
Categorized
Classified
Collected
Consolidated
Convened
Edited
Eliminated
Employed
Finalized
Gathered
Grouped
Incorporated
Linked
Mapped
Monitored
Organized
Planned
Regulated
Scheduled

Creative

Adapted
Authored
Blended
Changed
Commissioned
Conceived
Conceptualized
Constructed
Created
Cultivated
Customized
Designed
Developed
Devised
Directed
Drafted
Envisioned
Established
Formulated
Founded
Illustrated
Influenced
Initiated
Introduced
Invented
Launched
Modeled
Originated
Revamped
Revised
Shaped
Staged
Updated
Visualized

Research

Assessed
Compared
Critiqued
Defined
Derived
Detected
Determined
Disclosed
Discovered
Dissected
Evaluated
Examined
Explored
Inspected
Interpreted
Investigated
Located
Measured
Predicted
Proposed
Qualified
Rated
Recommended
Researched
Reviewed
Searched
Studied

Financial

Accounted
Adjusted
Allocated
Analyzed
Appraised
Assessed
Audited
Balanced
Budgeted
Built
(models)
Calculated
Capitalized
Charted
Classified
Compared
Compiled
Computed
Consolidated
Constructed
Controlled
Created
Disbursed
Diverted
Estimated
Evaluated
Exchanged
Figured
Financed
Forecasted
Formulated
Modeled
Projected
Reconciled
Researched
Tabulated
Valued

Technical

Adapted
Adjusted
Applied
Built
Computed
Constructed
Converted
Designed
Diagnosed
Diagrammed
Engineered
Experimented
Fabricated
Innovated
Integrated
Maintained
Modified
Programmed
Proved
Purchased
Repaired
Resolved
Restored
Solved
Specified
Systematized
Tested

APPENDIX FUNCTIONAL PROFILES

BUSINESS DEVELOPMENT

Core Skills: Research & Analysis, Communication, Leadership

Potential Role	Value Profile
<i>Corporate Development Manager</i> <ul style="list-style-type: none">• Lead the development of strategic and financial models including the assessment of market conditions, competitive pressures, business challenges, and return on assets• Lead the development, preparation and presentation of analysis results to senior management• Identify and recommend viable solutions to streamline capital planning processes• Identify sources of data and influence data procurement to support performance measurement, comparative metrics and dashboards, as well as strategic and capital planning and analysis• Consult with business units to keep measures aligned with strategic initiatives and when possible with industry standards and/or benchmarks	<i>Research and Analysis</i> <ul style="list-style-type: none">• Research, gather and organize capital and financial data• Analyze, model, and forecast information for capital business case development• Quantitative and statistical analysis and evaluation <i>Communication</i> <ul style="list-style-type: none">• Strong verbal and written communication• Persuasion and influence• Executive presence• Relate financial information to the broader business <i>Leadership</i> <ul style="list-style-type: none">• Facilitate senior management discussion• Develop consistent methodology for strategic planning across business units• Foster team collaboration and facilitate conflict resolution• Cultivate and maintain effective partnerships/relationships <i>Knowledge & Experience</i> <ul style="list-style-type: none">• Experience in budgeting and long range planning• Thorough understanding of financial statement construction and analysis• Experience in consulting, project management and staff management• Strong knowledge and understanding of accounting principles

Strategic Planner

- Identify potential growth opportunities
- Develop and manage project and implementation work plans for pursuing new opportunities
- Perform analysis in support of business development efforts including financial modeling and primary market research
- Develop terms and terms sheets; develop negotiation strategy; lead and/or participate in the negotiations
- Manage contract development and due diligence processes associated with new alliances
- Secure buy-in and necessary approvals and manage related communications
- Streamline organizational structures and operation processes
- Lead strategic planning and implement best practices

Research and Analysis

- Source, gather and organize information
- Financial and market analysis
- Evaluate and assess business opportunity

Communication

- Presentation, formal and informal
- Negotiation/closing deals
- Strong verbal and written communication
- Create and draft proposals
- Build and maintain client relationships
- Sell an idea to get buy-in from critical players

Management and Leadership

- Develop vision and strategy
- Project management
- Recognize and incentivize team member talent
- Coach and develop team capabilities
- Facilitate conflict resolution
- Quick and independent thinker
- Entrepreneurial initiative

Knowledge & Experience

- Marketing experience

CONSULTING

Core Skills: Research & Analysis, Problem Solving / Strategic Thinking, Communication, Leadership

Potential Role	Value Profile
<p>Management Consultant</p> <p>Internal Consultant</p> <p>Specialty Consultant</p> <ul style="list-style-type: none"> • Define scope, recommend approach, and manage execution of major strategic planning projects for clients • Codify frameworks and methodologies for approaching major strategic issues, leveraging both existing corporate intellectual capital as well as developing innovative concepts • Apply various quantitative methods to analyze and interpret information from multiple data sources • Developing business models, financial models, and other analytical models to provide projections and forecasts • Critically review results, seeking opportunities to optimize business performance and provide actionable recommendations to clients • Target potential clients and expand current accounts by evaluating business needs • Collaborate with clients and other stakeholders to develop a solution, to drive to consensus, or to gain alignment 	<p><i>Research & Analysis</i></p> <ul style="list-style-type: none"> • Perform competitive analysis • Conduct extensive process and data analysis • Analyze client issues, findings and proposals • Research issues and synthesize findings • Strong detail-orientation <p><i>Problem Solving / Strategic Thinking</i></p> <ul style="list-style-type: none"> • Frame solutions to client problems; develop hypothesis • Develop analysis plan to further explore the business problem and verify the hypothesis • Enhance processes to add significant value to client • Recommend corrective or improvement actions • Manage project implementation • Think creatively, independently and innovatively <p><i>Communication</i></p> <ul style="list-style-type: none"> • Strong writing skills for writing client reports • Strong verbal skills to present and communicate ideas effectively both informally and formally • Listen actively and ask critical/probing questions • Recommend valuable insights to clients • Manage client relationships, often with middle and senior management <p><i>Leadership</i></p> <ul style="list-style-type: none"> • Work with project and cross-functional teams • Lead an engagement team • Initiate new ideas • Self-manage and operate independently • Ability to operate in ambiguous environments • Respected by colleagues as a leader; to lead when not in charge <p><i>Knowledge & Experience</i></p> <ul style="list-style-type: none"> • Strong academic performance • Significant project management and client management experience

CORPORATE SOCIAL RESPONSIBILITY

Core Skills: Research & Analysis, Communication, Leadership

Potential Role	Value Profile
Corporate Philanthropy Manager <ul style="list-style-type: none">• Benchmark models for corporate volunteerism programs• Develop expanded opportunities for employee community engagement• Develop mechanisms to improve communications to global employee population• Identify and discuss the outcomes of existing models of change• Examine private, bilateral and multilateral funding for targeted programs, partnering with other functions to strengthen donor relationships• Analyze community needs, and make recommendations to modify corporate strategy in response to those needs	<i>Research and Analysis</i> <ul style="list-style-type: none">• Conduct research on emerging opportunities• Create business models including value of social investment and ROI• Analyze data and correlate to key social values and consumer group norms <i>Communication</i> <ul style="list-style-type: none">• Strong verbal and written skills• Presentation• Establish and maintain key relationships – ability to interact with a broad range of colleagues from the non-profit and for-profit sectors <i>Leadership</i> <ul style="list-style-type: none">• Lead strategic planning• Envision philanthropic mission• Create business plans and action items• Collaborate with business units• Direct multi-functional team efforts• Program development and project management• Negotiation <i>Knowledge & Experience</i> <ul style="list-style-type: none">• Strong interest in corporate social responsibility and volunteerism• Previous non-profit, foundation, micro-finance or international development experience
Corporate Sustainability Director <ul style="list-style-type: none">• Develop and maintain knowledge of industry, public sector trends and issues important to the development and management of action plans• Develop and disseminate relevant data that support industry issues• Manage and develop program initiatives and projects around sustainability• Identify opportunities for partnerships and collaboration that could leverage corporate dollars and accelerate achievement of sustainability action plan goals• Engage key stakeholders to facilitate the development, implementation and evaluation of sustainability and issues management action plans• Gather and review relevant data on sustainability initiatives and communicate information to stakeholders• Manage communications to highlight sustainability action plan progress, focusing on programs addressing key sustainability issues• Respond to requests for information relating to corporate position in sustainability	<i>Research & Analysis</i> <ul style="list-style-type: none">• Analysis and problem solving• Conceptual thinking• Synthesize information, make recommendations• Ability to manage large amounts of information and extract key issues <i>Communicate</i> <ul style="list-style-type: none">• Verbal and written communication skills• Presentation• Ability to convey complex information to support executive decisions <i>Leadership</i> <ul style="list-style-type: none">• Plan and organize resources around strategic goals• Initiate action plans• Project management• Manage budgets• Ability to think strategically, operate tactically <i>Knowledge & Experience</i> <ul style="list-style-type: none">• Strong interest in sustainability and its application to business• Experience in marketing communications, public relations or corporate marketing• Knowledge of economics and an ability to assess financial implications of marketing decisions• Experience with conservation or environmental issues management

ENTREPRENEURSHIP

Core Skills: Research & Analysis, Communication, Leadership

Potential Role	Value Profile
Entrepreneur <ul style="list-style-type: none">• Create, sustain, and when necessary, dissolve a business entity• Organize resources and factors of production around new and innovative products or services• Efficiently and effectively direct resources to produce new and additional value• Direct all business activities and use of all business resources toward accomplishment of goal	<i>Research & Analysis</i> <ul style="list-style-type: none">• Calculate risk/benefit potential of new product or service• Research and understand market demographics and consumer needs• Convert market and product potential into resource terms• Synthesize, summarize and interpret research results <i>Communication</i> <ul style="list-style-type: none">• Articulate passion to reveal vision• Translate vision for diverse audiences, including financial partners, employees, suppliers, and distributors• Convey critical information to stakeholders <i>Leadership</i> <ul style="list-style-type: none">• Envision innovative process, product or service• Opportunist, with ability to recognize unmet or emerging market need• Initiate business processes• Organize available resources in new and more valuable ways• Focus energy on outcome and results• Build effective, energized and focused teams• Organize production and delivery resources• Use and manage the factors of production (land, labor, capital, intelligence and knowledge, and creativity)• Sustain a business entity• Passion for envisioned outcome to efficiently and effectively exercise innovative capability <i>Knowledge & Experience</i> <ul style="list-style-type: none">• Strong beliefs about a market opportunity• Passionate expertise with strong insight into product or service area• Social entrepreneurs' principal objectives include the creation of a social and/or environmental benefit• Willing to accept calculated personal, professional or financial risk to pursue opportunity• Comfort with ambiguity• Marketing, business development, operations and/or technology experience a plus

**FINANCE: INVESTMENT BANKING, INVESTMENT MANAGEMENT,
PRIVATE EQUITY, VENTURE CAPITAL**

Core Skills: Financial, Research & Analysis, Communication, Leadership, Project Management

Potential Role	Value Profile
<p><i>Credit Rating Analyst</i></p> <ul style="list-style-type: none"> • Monitor a portfolio of municipal securities • Produce analytical summaries of company credit data 	<p><i>Research & Analysis</i></p> <ul style="list-style-type: none"> • Gather and analyze company financial statements, industry, regulatory, and economic information • Cash flow, financial analysis, and business analysis <p><i>Communication</i></p> <ul style="list-style-type: none"> • Write rating reports • Present information; respond to questions from managers and clients • Make presentations to rating committee and senior management
<p><i>Investment Banking</i></p> <p><i>Corporate Finance</i></p> <ul style="list-style-type: none"> • Collect and assess financial and analytical data • Work with a team on various analytical and statistical projects using graphs, tables, spreadsheets, and statistical ratios • Recommend long or short views on suitable equity positions • Prepare written ratings reports • Analyze new credit requests and make credit recommendations • Perform analysis of bank-wide financials on a profitability measurement, plan and general ledger basis • Perform analysis of income statements, balance sheets, and net interest margins • Translate operating plans and forecasts into financial plans and projections to insure that the organization achieves its financial targets, recommending appropriate corrective action as needed • Provide timely explanations of variances between actual results and forecasts/budgets, and direct management attention to corrective action where necessary • Evaluate proposals around pricing, marketing and distribution of products as they are brought to market 	<p><i>Financial</i></p> <ul style="list-style-type: none"> • Value and model companies using WACC, DCF, Free CashFlow, Sensitivity and Projection analysis • Analyze financial statements quantitatively and qualitatively • Analyze firm positioning relative to financial markets • Understand relative valuation and how individual companies interact in the broad market <p><i>Research and Analysis</i></p> <ul style="list-style-type: none"> • Assess and forecast future consequences from strategic financial decisions of the firm • Measure program performance against the goals of the firm • Research and evaluate corporate client, industry, and type of security appropriate for financing • Analyze financing and investment choices open to the firm <p><i>Communication</i></p> <ul style="list-style-type: none"> • Present financing recommendations both formally and informally • Communicate ideas effectively both formally and informally • Sell your ideas; listen, align, propose, modify, and close <p><i>Leadership</i></p> <ul style="list-style-type: none"> • Initiate new project ideas • Innovate to add value to solutions • Work on project teams and cross-functional teams • Work efficiently under pressure and manage multiple deadlines • Pay close attention to detail • Possess energy/stamina <p><i>Knowledge & Experience</i></p> <ul style="list-style-type: none"> • Previous banking or mergers & acquisitions experience is a plus

Potential Role	Value Profile
<p>General Finance</p> <ul style="list-style-type: none"> • Translate operating plans and forecasts into financial plans and projections to insure the organization achieves its financial targets 	<p><i>Financial</i></p> <ul style="list-style-type: none"> • Value and model projects using WACC, DCF, Free Cash Flow, Sensitivity and Projection analysis • Manage credit risk of firm • Analyze financial statements quantitatively and qualitatively <p><i>Research & Analysis</i></p> <ul style="list-style-type: none"> • Analyze financing and investment choices open to the firm • Assess and forecast future consequences from strategic financial decisions • Measure subsequent program performance against goals • Review monthly, quarterly and yearly operating results • Analyze past performance of projects to recommend changes/improvements <p><i>Project Management</i></p> <ul style="list-style-type: none"> • Initiate new project ideas and be innovative • Pay close attention to detail in project work • Work on project teams and cross-functional teams • Present and communicate ideas effectively both informally and formally • Interact and influence at all levels, from line staff through senior management • Results focused <p><i>Knowledge & Experience</i></p> <ul style="list-style-type: none"> • Strong accounting background, merger & acquisition experience and/or credit training are a plus • Understand managerial accounting and the impact it has upon firm positioning
<p>Private Banking Private Client Services Private Wealth Management</p> <ul style="list-style-type: none"> • Identify and develop new business opportunities • Provide investment advice and portfolio management to high net worth individuals • Present capabilities and strategies to clients and prospects • Coordinate client and team meetings • Coordinate execution of solutions with key financial product groups • Manage and administer the assets of major institutional investors such as pension funds, endowments, financial institutions, corporations and governments • Develop and manage relationships with high net worth individuals and family groups, advising them on ways to build and protect their financial assets • Complete projects and presentations on various products, market strategies, key transactions and research analysis for various business units • Work closely with professionals throughout the organization, including senior private client services management, group heads, investment bankers, research analysts, product specialists and fellow associates 	<p><i>Communication</i></p> <ul style="list-style-type: none"> • Understand key client needs and advise clients in investment decisions • Create, build and manage long-term relationships • Exercise verbal and written communication skills to convey information, facilitate client meetings, and meet client investment goals • Establish and maintain personal and professional integrity with clients and firm <p><i>Sales Management & Leadership</i></p> <ul style="list-style-type: none"> • Target prospective clients and develop marketing strategies to bring in new assets • Design creative wealth management approaches and sales focused initiatives • Facilitate and direct team resources to achieve investment goals • Ability to calculate and take measured risk • Maintain high energy, drive to achieve, and entrepreneurial spirit • Work well in a meritocracy, and exercise good professional judgment <p><i>Knowledge & Experience</i></p> <ul style="list-style-type: none"> • Strong financial market knowledge

Potential Role	Value Profile
<p>Real Estate Finance</p> <ul style="list-style-type: none"> • Create financial models and complete analysis of real estate transactions • Review and evaluate leases and other real estate documents • Prepare and execute real estate negotiations • Collect pertinent data and complete market analysis • Perform assessment, measurement and analysis functions using simulation models to measure current and planned exposures of net income and capital to risk • Prepare monthly reports, Balance Sheet and Income Statement forecasts, projections regarding interest rate spreads, ratios, GAAP analyses, and rate shock analyses • Reconcile forecasts of net income and the market value of portfolio equity with operating results, reporting variances, reasons and corrective action recommended • Perform cost benefit and break even analyses of products, services, programs and assets presently in place and/or proposed 	<p>Research & Analysis</p> <ul style="list-style-type: none"> • Analyze valuation and financial information • Quantify and qualify valuation and financing data through calculation of NPV, IRR, ROI, ROE, LTV • Create financial models to support financing proposal • Project and forecast future financial performance <p>Communication</p> <ul style="list-style-type: none"> • Strong interpersonal skills • Relationship building and client management • Excellent verbal and written communication skills • Presentation and influencing skills <p>Leadership</p> <ul style="list-style-type: none"> • Coordinate multiple projects and competing priorities • Facilitate team work among all transaction partners • Manage and direct team resources <p>Knowledge & Experience</p> <ul style="list-style-type: none"> • Successful experience using comprehensive risk simulation models in a financial institution or classroom simulation of similar complexity • Experience in performing cost analysis of financial products and services • Exposure to Atlas, Dyna or project management software is a plus

Risk Management

- Identify, assess, monitor and control the risks inherent in transactions
- Conduct underwriting, portfolio analysis & management, deal structuring, statistical modeling and risk calculation through mastery of various risk processes and tools
- Evaluate new trade and deal structures
- Establish proper risk controls and limits on business activity
- Assess pricing and valuation models
- Develop risk measurement and analysis methodologies
- Build stress testing and event risk analysis tools
- Develop integrated risk reports for senior management
- Prepare counterparty credit reviews and portfolio reviews
- Analyze potential credit risk exposure for various derivative transactions

Research & Analysis

- Seek pertinent data, challenge assumptions and consistently execute
- Evaluate data and information to build RM models and assess risk potential
- Identify, assess, monitor and control transaction risk potential
- Create accurate statistical models
- Master use of risk management processes and tools to measure, manage and control risk

Leadership

- Innovative and conceptual thinking
- Set and achieve key financial management goals
- Make disciplined decisions
- Exceptional written and oral communication skills
- Build strong relationships with functional teams
- Enthusiasm to further develop leadership potential
- Flexibility and adaptability to change

Potential Role	Value Profile
<p>Securities Analyst Equity Research – Buy Side</p> <ul style="list-style-type: none"> • Conduct original research developing equity investment ideas • Develop financial models for stock selection • Work with senior management to obtain company and industry information • Work with active Equity Portfolio Managers to test the latest thinking on stock selection, asset allocation, industry forecasting, risk management and optimization • Conduct financial analyses and valuations of companies, analyze corporate strategies, and develop insights into the capital market's perspective of a company and recommend long and short views 	<p>Research</p> <ul style="list-style-type: none"> • Research and evaluate companies • Research market and industry trends • Synthesize and interpret data <p>Analytical: Quantitative and Qualitative</p> <ul style="list-style-type: none"> • Formulate levels of risk • Company analysis • Evaluate financial standing of investments and financial statements • Analyze investments based on qualitative information, such as the company's philosophy, staff, etc. <p>Communication</p> <ul style="list-style-type: none"> • Strong writing skills • Organize and communicate decisions • Build relationships and maintain contact with investment banks and corporate representatives <p>Leadership</p> <ul style="list-style-type: none"> • Manage investment exposures within a controlled risk framework • Formulate buy/sell ideas and recommendations, and participate in decision making • Organize work flow and tasks • Pay close attention to detail • Maintain integrity and exercise good judgment <p>Knowledge & Experience</p> <ul style="list-style-type: none"> • Accounting background • Knowledge and passion for the market and investing

Securities Analyst
Equity Research – Sell Side

- Conduct original research developing and enhancing stock selection models
- Work with active Equity Portfolio Managers to test the latest thinking on stock selection, asset allocation, industry forecasting, risk management and optimization
- Conduct financial analyses and valuations of companies, analyze corporate strategies, and develop insights into the capital market's perspective of a company
- Work with client service teams to identify and evaluate critical financial and strategy issues
- Create and maintain financial models
- Write company and industry reports and notes on companies for distribution to the institutional and retail clients
- Market recommendations to institutional clients
- Work with senior management to obtain company and industry information.
- Develop models for stock selection, sector allocation, performance attribution and portfolio risk analysis
- Perform fundamental and valuation analysis and recommend long and short views

Research & Analysis

- Analyze individual company data, industry trends, and macro-economic factors
- Interview company representatives to gather qualitative research data
- Create financial models using Excel and other technology tools
- Synthesize and interpret data
- Calculate and quantify equity valuation
- Forecast earnings and stock prices
- Pay close attention to details

Communication

- Write research reports and updates on companies and industries
- Present and research ideas and sell recommendations to institutional clients both directly and through sales force
- Prepare written material for morning calls
- Comfortable formulating and giving an opinion
- Adept at building working relationships with clients and sales force

Leadership

- Ability to establish integrity and exercise good judgment

Knowledge & Experience

- Accounting background very helpful
- Involved in personal investing or mock portfolio
- Passion for the market

Potential Role	Value Profile
<p>Trader</p> <ul style="list-style-type: none"> • Execute trades and track orders • React effectively in a constantly changing environment, operating as a market maker, while buying and selling for the firm's portfolio • Gather and assess information from economic reports, market fluctuations and political situations and use that information to analyze the impact on the markets • Develop quantitative models for equities or fixed income trading • Execute statistical arbitrage • Construct market neutral portfolios 	<p>Financial</p> <ul style="list-style-type: none"> • Assess/initiate risk positions for various markets • Understand various products on a macro and micro level <p>Leadership</p> <ul style="list-style-type: none"> • Ability to manage people effectively • Act as liaison to facilitate transactions among multiple parties • Analyze and improve information flow among traders on desk • Work efficiently and effectively under pressure • Handle and prioritize multiple tasks competing for time • Conduct business with decisiveness and sound judgment • Express and nurture passion for the markets • Take measured and calculated risks <p>Knowledge & Experience</p> <ul style="list-style-type: none"> • Understand how financial markets operate from a broad perspective and relative to marketplace

GENERAL MANAGEMENT

Core Skills: Research & Analysis, Communication, Leadership

Potential Role	Value Profile
Manager <ul style="list-style-type: none">• Develop strategy and concepts, implement projects, work in cross-functional and international teams• Conduct competitive/industry analysis• Identify business opportunities, leverage creativity and entrepreneurial freedom• Provide project leadership in matrix teams• Conduct market studies, research competitive intelligence reports and analyze results• Develop and recommend strategies for various businesses under the corporate umbrella	<i>Research & Analysis</i> <ul style="list-style-type: none">• Analyze business, budget and financial data• Quantitative and qualitative analysis skills• Identify, quantify and solve key business problems <i>Communication</i> <ul style="list-style-type: none">• Strong verbal and written skills• Articulate vision clearly• Adjust communication to needs of different audiences• Listen and respond to diverse perspectives <i>Leadership</i> <ul style="list-style-type: none">• Establish compelling vision, and convert vision to action• Manage projects, capital and financial resources, and people• Coach, nurture and challenge team potential• Results oriented with proven ability to execute a project or strategy• Initiate necessary actions to correct issues or achieve goals• Build partnerships and alliances to achieve business goals and objectives• Resolve conflicts and understand key stakeholder needs• Demonstrated entrepreneurial ability in a business initiative or large project• Willingness to accept responsibility• Geographic flexibility; extensive travel may be required as projects may be located throughout the world• High level of flexibility; comfortable with constant and rapid change• Ability to work comfortably in international settings <i>Knowledge & Experience</i> <ul style="list-style-type: none">• Foreign language skills a plus

HUMAN RESOURCES

Core Skills: Research & Analysis, Communication, Leadership

Potential Role	Value Profile
<i>Strategy and Operations Consultant</i> <ul style="list-style-type: none">• Participate in large, complex client engagements that identify, design, and implement creative business and technology solutions for large companies• Provide service excellence by identifying key client business issues, determine client needs by supplementing standard assessment techniques and tools with innovative approaches, evaluate and validate analysis and develop recommendations for the client in the context of the overall engagement• Implement and oversee the quality of deliverables and effectively manage day-to-day relationships to ensure exceptional performance• Participate in the development and presentation of proposals for business development activities• Lead small engagements or components of large, complex engagements	<i>Research and Analysis</i> <ul style="list-style-type: none">• Analytical skills• Strong quantitative skills• Innovation and creativity• Develop customized solutions <i>Communication</i> <ul style="list-style-type: none">• Listen and ask probing questions• Strong verbal and written skills• Presentation• Convey complex information in a clear manner• Influence and negotiate• Interpersonal relationship management skills <i>Leadership</i> <ul style="list-style-type: none">• Build and maintain effective client relationship• Initiate action• Manage client engagements, project budget and timelines• Lead project team• Solve problems to deliver satisfaction• Goal setting with results orientation• Ability to adapt to rapid change• Ability to maintain professional presence and charisma• Express and deliver passion for role

MARKETING

Core Skills: Research & Analysis, Communication, Problem Solving, Leadership, Strategy

Potential Role	Value Profile
Marketing Manager <ul style="list-style-type: none">• Build deep and profitable customer relationships through analysis, including segmentation, customer profiling and customer life-cycle management• Perform advanced analysis to improve effectiveness of off-line and on-line marketing programs• Provide support as well as strategic direction for developing and enhancing sales promotions• Stimulate incremental sales, reduce costs and increase profitability• Develop and implement a marketing and communication strategy utilizing multiple communications platforms• Identify, evaluate and analyze new product opportunities and new product concepts• Lead project teams in the development and commercialization of potential new product opportunities	<i>Research & Analysis</i> <ul style="list-style-type: none">• Analyze marketing plans and programs• Forecast revenues and develop budgets• Analyze Profit & Loss (P&L) statements <i>Communication</i> <ul style="list-style-type: none">• Present marketing plans to senior management• Communicate with individuals across the organization• Negotiate contracts with vendors, advertisers, etc.• Build consensus• Resolve conflict <i>Leadership</i> <ul style="list-style-type: none">• Organize and manage resources• Execute trade and consumer promotions• Manage and/or monitor budget• Lead cross-functional teams• Find new solutions to problems• Pay close attention to details• Show enthusiasm and initiative• Comfortable making a decision with incomplete information

Brand Manager, Consumer Packaged Goods

- Oversee and manage brand equity, including positioning, advertising, consumer promotion and pricing
- Set strategic direction through development of the annual marketing plan, including on-going business reviews of product formulation, product specifications, production processes and schedules, product availability and quality standards
- Manage brand financials including profit and loss, budget development and variance reconciliation
- Identify, sell, and execute incremental business opportunities
- Identify and manage innovation pipeline

Research & Analysis

- Analyze marketing data and consumer trends
- Perform competitive analysis
- Forecast revenues and develop budgets
- Analyze business issues and opportunities
- Own the brand; manage profit and loss

Communication

- Develop clarity of purpose for your brand
- Present product programs to senior management
- Communicate with individuals across the organization
- Negotiate contracts with vendors, advertisers, etc.
- Focus work to produce results
- Achieve corporate goals through brand management

Leadership

- Lead cross-functional teams
- Organize and manage multiple tasks/assignments to meet deadlines
- Coordinate product launches and product improvements
- Execute trade and consumer promotions
- Initiate new creative ideas
- Comfortable making a decision with incomplete information

Market Research Manager

- Design and conduct qualitative and quantitative research to better understand consumer targets
- Mine for and analyze consumer trends
- Design research to support new product launch decisions
- Study historic statistics to predict future sales, gather data on competitors, and provide the necessary information for deciding how to promote, distribute, design and price products or services
- Devise methods and procedures to assess consumer preferences

Research & Analysis

- Strong analytical skills
- Market research methodologies and skills
- Synthesize research data
- Independently research market data and consumer issues

Communications

- Present findings in a clear, meaningful way
- Write research reports
- Convey complex information in models to support recommendations

Problem Solving

- Innovation
- Interpersonal team skills

Knowledge & Experience

- Quantitative skills are very important to marketing researchers; courses in mathematics, statistics, econometrics, sampling theory, survey design and computer science are extremely helpful.

NON-PROFIT MANAGEMENT

Core Skills: Research & Analysis, Communication, Leadership

Potential Role	Value Profile
<p>Program Manager</p> <ul style="list-style-type: none"> • Develop strategy and concepts, implement projects, work in cross-functional and international teams • Conduct industry analysis, identifying trends, technological changes, and financial implications • Conduct market studies, research competitive intelligence reports and analyze results • Identify opportunities, leverage creativity and entrepreneurial freedom • Provide project leadership in matrix teams • Manage relationships with lending institutions, grant-making organizations, investment managers, insurers, auditors and government agencies • Provide high-level financial expertise and leadership, anticipating needs before they become problems • Assess business objectives and resource needs, determine staffing and funding levels, and identify growth areas • Manage systems for ensuring financial integrity, including internal controls and compliance with all governmental and industry standards • Analyze financing and investment choices • Project future consequences from strategic financial decisions • Measure program performance against goals 	<p><i>Research & Analysis</i></p> <ul style="list-style-type: none"> • Source, gather and organize data and market information • Analyze, evaluate and synthesize information • Create financial and economic models to support proposals • Analyze business processes, propose and implement improvements • Quantitative analysis and qualitative reasoning <p><i>Communication</i></p> <ul style="list-style-type: none"> • Strong writing skills • Ability to communicate effectively with board members, senior management, peers, subordinates, and clients • Strong influencing and presentation skills • Coach and consult in process improvement initiatives <p><i>Leadership</i></p> <ul style="list-style-type: none"> • Articulate organizational mission • Establish goals and plans to accomplish mission • Manage projects • Train, coach, and develop team members • Facilitate team performance • Ability to convert passion for the mission of the organization into business actions • Willingness to accept responsibility • High level of flexibility and a tolerance for ambiguity • Ability to manage constant change • Self-starter, resourceful, hands-on, risk taker <p><i>Knowledge & Experience</i></p> <ul style="list-style-type: none"> • Prior experience in a core business function, and ability to leverage through a related role in a different environment • Demonstrated entrepreneurial ability in a business initiative or large project, or experience in an entrepreneurial culture • Foreign language skills a plus, depending on population served by organization

OPERATIONS

Core Skills: Research & Analysis, Problem Solving, Communication, Leadership

Potential Role	Value Profile
<p>Operations Research Analyst</p> <ul style="list-style-type: none"> • Formulate mathematical or simulation models of problems, relating constants and variables, restrictions, alternatives, conflicting objectives, and their numerical parameters • Analyze information to conceptualize and define operational problems • Collaborate to ensure successful implementation of chosen problemsolutions. • Perform validation and testing of models to ensure adequacy; reformulate models as necessary • Define data requirements; gather and validate information, applying judgment and statistical tests • Study and analyze information about alternative courses of action in order to determine which plan will offer the best outcomes. • Prepare management reports defining and evaluating problems and recommending solutions • Break systems into their component parts, assign numerical values to each component, examine the mathematical relationships between them • Specify manipulative or computational methods to be applied to models 	<p><i>Research & Analysis</i></p> <ul style="list-style-type: none"> • Analyze business operations • Analyze production and delivery requirements • Analyze systems and workflow • Reviewing related information <p><i>Problem Solving</i></p> <ul style="list-style-type: none"> • Develop and evaluate options • Implement solutions • Critical Thinking <p><i>Communication</i></p> <ul style="list-style-type: none"> • Active listening; strong verbal communication skills • Business writing skills • Influencing and presentationskills • Convey complex information in simplified terms • Collaborate
<p>Operations Manager</p> <ul style="list-style-type: none"> • Define and articulate business processes • Perform analysis on any aspect of the supply chain • Evaluate vendors and potential supply chain partners • Research industry best practices • Communicate goals to cross functional teams • Develop strategies to cut costs, improvequality, and improve customer satisfaction • Examine opportunities to streamline production, purchasing, warehousing, distribution, and financial forecasting. • Ensure that projects are implemented according to agreed upon time and cost metrics 	<p><i>Research & Analysis</i></p> <ul style="list-style-type: none"> • Analyze supply chain and develop improvementopportunities • Maintain up to date awareness of new methods and technologies to improve productivity • Evaluate vendor proposals for cost/benefit value • Make recommendations for capital investments based on productivity or competitive improvement potential <p><i>Communication</i></p> <ul style="list-style-type: none"> • Provide clear direction to teammembers • Coach, and train team members in new methods or processes • Write and present operations reports for senior management • Convey budgetary information, variances and reconciliations clearly <p><i>Leadership</i></p> <ul style="list-style-type: none"> • Set quality standards • Organize operations to flow in a meticulous manner • Evaluate business processes to optimizeresources • Develop business goals, organize resources for optimum efficiency • Respond to changing conditions • Ability to drive implementation of solutions to completion • Ability to leverage political astuteness and organizational savvy <p><i>Knowledge & Experience</i></p> <ul style="list-style-type: none"> • Familiarity with distribution center operations, transportation, supplier operations, operations management, cost-benefit analysis, process improvement, and logistics strategy

APPENDIX RESUME EXAMPLES

DAN BULLDOG

Finance

135 Prospect Street, PO Box 208200 | New Haven, CT 06520 Tel. (203)
555-5555 | E-mail: dan.bulldog@yale.edu

EDUCATION

YALE SCHOOL OF MANAGEMENT Master of Business Administration (MBA)

New Haven, CT
2017

- Active Member: Finance, Energy and Technology Clubs
- Finalist, Chicago Booth IPO Challenge, one of 15 teams selected nationwide to compete in final round
- UBS Investment Banking Case Competition, one of four students selected to represent Yale in national contest

UNIVERSITY OF VIRGINIA

New York, NY
2008

Bachelor of Arts (BA), Foreign Affairs and Philosophy *cum laude*

- GPA: 3.70/4.00
- Dean's List, Golden Key National Honor Society (top 15% of graduating class)

PROFESSIONAL EXPERIENCE

UBS INVESTMENT BANK Summer Associate, Leveraged Finance Group

New York, NY
Summer 2016

- Supported group's efforts to originate, structure and execute bank loans and high yield bond financings for corporate clients and financial sponsors across numerous sectors and transaction types
- Prepared financial models incorporating pro forma financial statements, debt schedules, LBO analyses, WACD analyses and credit ratio analyses
- Led meetings with internal credit committee to explain and justify financial models. Coordinated with capital markets team to assess deal pricing and ratings guidance
- Prepared pitch materials analyzing capital structures, credit agreement covenants, and comparable company debt

SHOREBANK INTERNATIONAL Business Analyst, Capital Mobilization and Transaction Advisory Group

Chicago, IL
2013 – 2015

- Managed a \$74 million structured investment vehicle channeling debt capital to financial institutions in East Africa. Performed financial and operational analysis on borrower entities, managed flows of funds between lender syndicate and borrower entities, and prepared quarterly and annual reports to investors in the fund
- Monitored financial and operational status of portfolio companies, working extensively throughout Africa and Asia
- Analyzed potential portfolio companies, researched macroeconomic conditions in target markets, and prepared investor presentations in support of a \$130 million emerging markets private equity fund

SPANDANA MICROFINANCE Business Development Manager

Hyderabad, India
2011 – 2013

- Prepared investor presentations, served as a liaison to potential investors, coordinated with investment banks, managed virtual data room and analyzed investor term sheets; contributing to company's \$20 million second round and \$60 million third round of private equity financing
- Performed credit risk analysis on \$500 million loan portfolio; supporting organization's efforts to raise local currency debt financing from Indian commercial banks

SHEARMAN & STERLING Legal Assistant, Leveraged Finance Group

New York, NY
2008 – 2011

- Executed numerous transactions representing commercial banks, investment banks and borrowers in the syndicated leveraged finance market. Transaction highlights include the \$45 billion leveraged buyout of TXU Corp. by KKR and TPG. Oversaw due diligence process; tracked and analyzed corporate documents, financial statements and project budgets; drafted government filings, performed lien searches and analyzed results

ADDITIONAL INFORMATION

- Extensive professional experience in India, Bangladesh, Uganda, Tanzania and Sudan
- Member, Yale Graduate School Rugby Team

DANIELLE BULLDOG

Consulting

135 Prospect Street, PO Box 208200 | New Haven, CT 06520 Tel. (203)
555-5555 | E-mail: danielle.bulldog@yale.edu

EDUCATION

YALE SCHOOL OF MANAGEMENT **Master of Business Administration (MBA)**

New Haven, CT
2017

- GMAT: 770 (99th percentile)
- Academic distinction (top 10%) in three courses including Probability Modeling and Statistics
- Leader, Consulting Club; Active Member, Education and Women in Management Clubs
- Awarded first place, Case for Community Competition – developed business plan proposal for local farm

CORNELL UNIVERSITY

New York, NY
2010

Bachelor of Science (BS), Civil Engineering, *summa cum laude*

- GPA: 3.97/4.00; self-financed 100% of college education
- National Engineering Honor Society, National Civil Engineering Honor Society
- Elected Treasurer, Tau Beta Pi Engineering Honor Society
- Women's Varsity Squash Team; two-year Team Captain, Academic All Ivy Team (2007-2008)

PROFESSIONAL EXPERIENCE

BAIN & COMPANY **Summer Associate**

Brussels, Belgium
Summer 2016

- Analyzed Central and Eastern European beer market to help foreign brewery devise targeted expansion strategy
- Examined and quantified growth potential in new product category for major international brewery; researched five relevant case studies from other industries to help inform decisions and shape implementation plan

UNITED STATES PEACE CORPS. **MINISTRY OF EDUCATION AND VOCATIONAL TRAINING** **Math and Science Education Volunteer**

Mbinga, Tanzania
2010 – 2015

Strategic Development

- Conceived a week-long girls' empowerment conference. This model was incorporated into Peace Corps training and replicated by Peace Corps Volunteers throughout Tanzania. The conferences aimed to encourage students and equip them with the knowledge, skills, and abilities to protect themselves from HIV/AIDS
- Planned and facilitated three separate girls' empowerment conferences, receiving full-funding for the conferences through grants from the President's Emergency Plan for AIDS Relief
- Collaborated with the school board to plan the first Advanced-Level school for girls in the district. Obtained funding for, and oversaw the construction of two dormitories and four classrooms for school
- Trained headmistress to identify fundraising opportunities and on the grant-writing process. Resulted in obtaining computers, sewing machines, books and bicycles for school use
- Selected to plan and facilitate the training of new Peace Corps Volunteers. Led technical training sessions, delivered feedback on practice teaching sessions, and shared cultural integration strategies

School Leader/Educator

- Managed six teachers as head of the Science Department. Partnered with teachers on curriculum and resource development to improve National Exam scores
- Taught 75 students math for three years using innovative teaching techniques. Students placed 2nd out of 345 schools in the Southern Zone on the National Math Exam, achieving the highest class average in school history
- Reduced the number of failures on the National Math Exam by 70% over a two year period by initiating a school-wide math review program and incorporating best practices from all math and science teachers in the school

ADDITIONAL INFORMATION

- Languages: Swahili (proficient), French (conversational)
- Founded and instructed a Chess clinic for marginalized children at an inner-city primary school
- Interests: avid reader (fiction and non-fiction), experimental baker, and rookie ice hockey player

DAN BULLDOG II

Technology/e-Commerce

135 Prospect Street, PO Box 208200 | New Haven, CT 06520 Tel. (203)
555-5555 | E-mail: dan.bulldog@yale.edu

EDUCATION

YALE SCHOOL OF MANAGEMENT Master of Business Administration (MBA)

New Haven, CT
2017

- GMAT: 770 (99th percentile)
- Active Member: Technology, Marketing, Retail and Entrepreneurial Clubs
- Yale SOM Community Blogger

PEKING UNIVERSITY (*top ranked university in China*) Bachelor of Engineering (BE), Electrical Engineering

Beijing, China
2009

- Graduated with honors (top 5% of class)
- Two-time recipient, University Academics Merit Scholarship
- Awarded first prize in China's National Undergraduate Electronic Design Contest (2007)

PROFESSIONAL EXPERIENCE

AMAZON.COM Product Management Intern, Retail Traffic and Technology

Seattle, WA
Summer 2016

- Conceived and implemented 70+ customer-facing merchandising campaigns across 18 product categories to assess potential applications and profitability of new "Top Rated by Customers" technology
- Recommended strategies to successfully leverage Top Rated data in retail merchandising through additional development and implementation with a potential gain of \$400M per year
- Identified target customer and value proposition for new website feature that assists customers in finding products of interest; worked with User Experience designer to generate mockups and specifications for new highly interactive feature

NOKIA SIEMENS NETWORK Program Manager, Packet Networks Global Programs

Beijing, China
2013 – 2015

- Managed \$8 million budget and supervised multiple cross-functional teams in China, Israel and Poland to produce new broadband and transport products for leading global operators and enterprises
- Led a team of 35 people, consisting of product management, R&D, quality management, operations and services, to develop the business line's first fully complete China-based product
- Directed mobile backhaul for customers in 30 countries; increased Key Performance Indicator by 28% and improved productivity by tailoring processes, restructuring team and enhancing technical competence

Senior Solution Manager, Packet Networks

2009 – 2013

- Led team for Packet Networks solutions in China Telecom account, generating annual revenue of more than \$50 million and obtaining 12% market share, a more than 30% increase compared to previous year
- Helped win Nokia Siemens' first contract from Shanghai Telecom in a highly competitive market by building customer relationships at multiple levels and driving global R&D to implement customer requirements

ADDITIONAL INFORMATION

- Languages: Mandarin Chinese (native), English (fluent)
- Landscape photographer; gadget blog reader; and debater of geopolitics over a bottle of cabernet sauvignon
- Ambassador for the 2008 Beijing Olympic Games
- President of non-profit board for domestic violence

DANIELLE BULLDOG II

Environment/Sustainability

135 Prospect Street, PO Box 208200 | New Haven, CT 06520 Tel. (203)
555-5555 | E-mail: danielle.bulldog@yale.edu

EDUCATION

**YALE SCHOOL OF MANAGEMENT AND
YALE SCHOOL OF FORESTRY & ENVIRONMENTAL STUDIES** **New Haven, CT
2017**
Master of Business Administration (MBA) and Master of Environmental Management (MEM)

- GMAT: 770 (99th percentile)
- Co-Leader, Business & the Environment Club; Leader, Internship Fund; Yale SOM Sustainability Coordinator
- Finalist, Net Impact Case Competition: developed strategic human capital plan for social enterprise
- Member, Veterans Club

UNITED STATES MILITARY ACADEMY **West Point, NY
2010**
Bachelor of Science (BS), Mathematical Sciences

- GPA: 3.70/4.00
- Placed first among 200+ classmates in a bridge design competition; Finalist, MIT's Soldier Design Competition
- West Point Honor Committee; Varsity Track & Field, four time conference champion (Division I)

PROFESSIONAL EXPERIENCE

PRESERVE (*Consumer Products Goods company*) **Waltham, MA
Summer 2016**
Sustainability Intern

- Developed Preserve's first energy and waste tracking system for corporate HQ, established annual reduction goals; resulted in additional points on environmental portion of B Lab Impact Assessment
- Orchestrated effort to make Gimme 5 plastic collection program carbon, water neutral by 2013; created tool to calculate program's annual CO2 emissions; identified potential carbon, water offset investments
- Drove strategy to reduce cost, environmental impacts of plastic collection program by identifying new manufacturers

NESTLÉ WATERS NORTH AMERICA **Stamford, CT
Summer 2015**
Environmental Defense Fund Climate Corps Fellow

- Created energy and water efficiency tracking system and metrics for first-ever tea brand within Nestlé Waters N.A., to be integrated with Nestlé S.A. global sustainability management system and adapted for future tea bottling plants
- Reviewed bottling plant energy efficiency strategies with supply-chain management and identified cost-saving energy efficiency measures of \$110k at LEED-pending corporate HQ building, the results were presented to CEO
- Partnered with Director of Sustainability to develop a new strategic direction to expand nationwide recycling initiative

UNITED STATES ARMY **Europe and Afghanistan
2010 - 2015**
Operations & Logistics Officer

- Led a five-member team operating independently on a non-military base; served as senior relationship manager between contractors and military units, and lead logistics liaison for a regional Afghan police HQ
- Planned and executed the deactivation of an 837 member battalion, including the transfer of all personnel and the disposition of \$52M of equipment; completed project was \$100K+ under budget
- Managed seven Romanian personnel during initial US operations in Romania, influenced long-term logistics policies for US personnel operating in Romania, and directed over \$800K in contracts
- Created and distributed customized training guides in English and Dari that enabled 200 coalition police advisors throughout western Afghanistan to educate police units on new national logistics policies
- Redesigned monthly HR reports, reducing prep time by over 60% and eliminating repetitive errors

ADDITIONAL INFORMATION

- Awarded the Bronze Star Medal and the Combat Action Badge for performance in Afghanistan
- Collected over 2,000 pounds of donated clothes for orphanages, schools, and prisons in western Afghanistan
- Three-time New York Marathon Finisher

DAN BULLDOG III

Non-Profit

135 Prospect Street, PO Box 208200 | New Haven, CT 06520 Tel. (203)
555-5555 | E-mail: dan.bulldog@yale.edu

EDUCATION

YALE SCHOOL OF MANAGEMENT

New Haven, CT

Master of Advanced Management (MAM)

2018

- GMAT: 740 (97th percentile)
- Recipient, Dean's Merit Scholarship (full tuition)
- Active Member: Consulting Club and Net Impact (developed a database of Yale SOM-Net Impact alumni)

UNIVERSITY OF CAPE TOWN GRADUATE SCHOOL OF BUSINESS

Cape Town, South Africa

Master of Business Administration (MBA)

2016

(top ranked university in the Africa and Middle East region)

- Founder and Editor-in-Chief of *Sustainable Small Building Design*, an online journal featuring low-cost, energy-efficient, sustainable methods for domestic and international home construction (www.ssbdb.org)
- Relevant coursework: Greening Business Operations, Energy Systems Analysis, Cost-Benefit Analysis

UNIVERSITY OF WITWATERSRAND

Johannesburg, South Africa

Bachelor of Arts (BA), Sociology *summa cum laude*

2010

- GPA: 3.97/4.00; Graduated with honors (top 5% of class)
- Study Abroad, Florence, Italy, Spring 2005
- Player, FNB Wits Rugby Club

PROFESSIONAL EXPERIENCE

SECURE SPONSORSHIP AFRICA, INC.

Nairobi, Kenya

Executive Director

2012 – 2014

- Secured \$50K in angel investor seed funding and founded a consulting organization providing infrastructure support for the nonprofit sector; attracted four clients in first year of operation
- Created electronic funds transfer service, achieving 40% average utilization among clients' constituents and increasing average online donations by 47%
- Offered web-based marketing platform to clients as a cost-saving alternative to direct mail campaigns, reducing administrative labor by 140 hours (20%) during a single engagement

HABITAT FOR HUMANITY SOUTH AFRICA

Cape Town, South Africa

Project Leader, National Home Builders Blitz

2011 – 2012

Special Assistant to the President

2010 – 2011

- Designed and planned inaugural nationwide project to build 400 houses in more than 130 locations from start to finish in one week, achieving national goal. Residences achieved 96% occupancy within 3 months
- Helped identify and solicit national builders and suppliers for funding and house sponsorships, resulting in more than \$2M in donations. Worked alongside future homeowners as part of 'sweat equity' investment
- Analyzed media-spend across organization, then recommended and led 5-person team to implement new strategy for reaching a larger national audience (20% increase) with no increase to marketing budget

ADDITIONAL INFORMATION

- Languages: English (native), Afrikaans (native), French (fluent)
- Member, Association of Consultants to Nonprofits (2011 – present), contributor to Association Newsletter
- Hiked the Fish River Canyon in Namibia and climbed Mount Kilimanjaro 2008

DANIELLE BULLDOG III

Energy

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555-5555 | E-mail: danielle.bulldog@yale.edu

EDUCATION

YALE SCHOOL OF MANAGEMENT Master of Business Administration

New Haven, CT
2017

- Sustainability Leadership Team – Performed breakeven analysis of energy-saving features in new campus building
- Earned “Distinction” (top 10% of Class) in six courses, including *Investor, Sourcing and Managing Funds* courses
- GMAT score: 740 (97th percentile)

WASHINGTON AND LEE UNIVERSITY Bachelor of Arts (BA), Economics

Lexington, VA
2010

- *Magna cum Laude*, GPA: 3.6/4.0, Honor Roll 2003-2006
- Wrote thesis on relationship between economic development and CO₂ emissions intensity in developing and developed economies
- Studied abroad in Manaus, Brazil – Performed an independent study of sustainable bio-diesel production opportunities in the Brazilian Rainforest

PROFESSIONAL EXPERIENCE

adidas GROUP Climate Corps Fellow – Sustainability Venture Capital

Boston, MA
Summer 2016

- Led strategy initiative for global expansion of adidas GROUP’s greenEnergy Venture Capital Fund
- Created the “Global Energy Audit Program,” a \$3 million initiative to find and implement energy efficiency opportunities in the company’s global real estate portfolio. Wrote RFP, interviewed potential contractors, developed global energy supply financial model, and presented business case to adidas Group CFO

ADVANCED RESOURCES INTERNATIONAL, INC.

Arlington, VA
2011– 2015

- Served as youngest Project Manager in company history; promoted five times in four years. Voted “Employee of the Year, in 2009
- Managed cross-functional teams to provide over \$2.5 million in contract work to clients
- Led and co-wrote the first government-approved assessment of international shale gas resources for the U.S. Energy Information Administration. Results of the project were covered in every major media outlet and were used in a briefing to senior White House staff on international energy trends
- Reduced man-hours needed to quantify nation-wide CO₂ storage capacity estimates by 90% (from 80 hours to 8 hours) by rebuilding firm’s internal reservoir and economics models
- Selected by the Brookings Institution to serve on a panel of energy market experts for a report on the economic, political, and environmental implications of U.S. natural gas exports

CHINA BRAZIL CONSULTING Founder

Norfolk, VA
2010–2011

- Launched a consultancy that created brand identities and online sales platforms for sustainably-produced health and beauty products
- Created “Rainfloresta,” a line of 22 herbal supplements and skin-care products sourced from the Brazilian Amazon. Managed product procurement, led supplier negotiations, and designed marketing materials

ADDITIONAL INFORMATION

- *Language Skills:* Proficiency in Brazilian Portuguese (advanced) and Mandarin Chinese (beginner)
- *Software Skills:* Advanced Microsoft Excel Modeling and Programming, ArcGIS, Stata, and Microsoft Access
- *Other Interests:* Avid practitioner and teacher of Vinyasa Yoga, lover of deep strategy board games, active traveler

DAN BULLDOG IV

Healthcare

135 Prospect Street, PO Box 208200 | New Haven, CT 06520 Tel. (203) 555-5555 | E-mail: dan.bulldog@yale.edu

EDUCATION

YALE SCHOOL OF MANAGEMENT AND YALE SCHOOL OF PUBLIC HEALTH **New Haven, CT**
Master of Business Administration (MBA), Master of Public Health (MPH) in Policy & Global Health **2018**

- Academic Distinction (Top 10% of class) in Leadership Fundamentals
- Executive Director, Yale Healthcare Collective– Foster collaboration and convene leaders of Yale health care clubs
- Teaching Fellow, Critical Issues in Global Health– Lead discussion groups, advise students, and grade policy briefs
- Consultant, Global Social Enterprise Philippines– Selected in team to advise a Filipino social enterprise
- Research Associate, Global Health Leadership Institute– Research complex adaptive systems in health innovation scale up

UNIVERSITY OF WESTERN ONTARIO **London, ON**
Bachelor of Arts (BA), Honors Business Administration (HBA) with Distinction, (GPA: 3.9/4.0) **2010**

- Dean's Honor List; HBAA Leadership Award; Exchange at Bogazici University, Istanbul Turkey

PROFESSIONAL EXPERIENCE

WORLD HEALTH ORGANIZATION, *Multilateral UN Agency* **Geneva, Switzerland**
Intern, Public Health, Innovation, and Intellectual Property (PHI) Department **Summer 2016**

- Developed an impact evaluation methodology and produced a 40-page RFP for evaluating PHI's global strategy; RFP will ensure accountability and determine future policy directions in innovation and access
- Built consensus on the role and function of the evaluation oversight committee; critical for the evaluation's political success
- Conducted research and produced a report on Tanzania's health R&D infrastructure, which will be distributed globally to increase knowledge and used in Tanzania to build health innovation and access policies
- Distilled a 50-page policy document into a briefing used by the Assistant Director General in diplomatic negotiations

SICKKIDS FOUNDATION (SKF), *Hospital Philanthropy* **Toronto, ON**
Senior Strategy Analyst **2014 – 2016**
Strategy Analyst **2014**

- Managed 12 projects, led cross-functional teams, and presented quarterly updates to successfully implement strategic plan
- Facilitated a Management & Board discussion on cost structure that maximizes donor impact by analyzing SKF's costs, synthesizing market trends, and benchmarking organization against competitors
- Led a 15-member cross-functional team to spearhead the organization's IT change management efforts
- Built financial models to estimate the Canadian fundraising market size and identified \$75M+ new opportunities

KIVA, *Social Enterprise* **Cape Coast, Ghana**
Kiva Fellow, Volunteer **2013**

- Improved microfinance institution's (MFI) efficiency by automating processes and training staff to build capacity
- Interviewed 170+ borrowers on the social impact of their loans and provided field feedback to improve MFI products

ND-INSIGHT, *Healthcare Consulting* **Toronto, ON**
Research Associate **2011 – 2012**

- Modeled a medical technology's quantitative impact on clinical and health system outcomes to develop an evidence-based sales tool; tool is used by the client's national sales force to better tailor product offering to customer needs
- Conducted ROI assessment of client's IT shared services and benchmarked client against competitors; analysis aligned cost structure to leading organizations in the Ontario health sector and improved operational efficiency
- Built consensus and increased transparency among 14 healthcare CEOs on procurement financing

OLIVER WYMAN, *Management Consulting* **Chicago, IL**
Business Analyst **2010 – 2011**

- Developed a polio vaccine demand model; validated model with scientific experts to advise client on vaccine policy
- Process mapped India's healthcare regulations and synthesized complex research to support a successful client pitch

ADDITIONAL INFORMATION

- *Language skills:* Fluent in Turkish, basic French; *Computer skills:* SAS, Stata
- *Interests:* Avid traveler, vintage shopping enthusiast, yoga and meditation practitioner

DANIELLE BULLDOG IV

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Education

EDUCATION

YALE SCHOOL OF MANAGEMENT

New Haven, CT

Master of Business Administration

2017

- Recipient, Dean's Scholarship, G. Harold Welch Fund; GMAT: 750 (98th percentile)
- Distinction (top 10% of class) in 50% of coursework, including strategy, education management, and operations
- Leadership: 2014 Education Leadership Conference Co-Chair (manage 7 direct reports, conference attracts 750 attendees); Career Coach; Admissions Interviewer; Non-profit Board Fellow; TA for 3 courses; Best TA Award

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

Cambridge, MA

Master of City Planning (GPA: 3.89/4.00)

2011

- MIT@Lawrence Community University Partnership Graduate Assistant; Lawrence CommunityWorks Assistant Planner; Public Service Center Fellowship; Boston Affordable Housing Development Competition, 3rd Place

BROWN UNIVERSITY

Providence, RI

Bachelor of Arts, Urban Studies and Engineering, *magna cum laude with honors* (GPA 3.96/4.00)

2009

- Phi Beta Kappa, Sigma Xi, Tau Beta Pi, Highest GPA in Urban Studies, Urban Studies Commencement Speaker

PROFESSIONAL EXPERIENCE

MATCH EDUCATION

Boston, MA

Education Pioneers Summer Fellow

Summer 2016

- Spearheaded evaluation of Match Alumni Program and formulated program and data management strategy to improve outcomes for 240 Match alumni
- Created budgeting dashboard used at three schools, empowering school leaders to manage budgeting process

ACHIEVEMENT FIRST AMISTAD HIGH SCHOOL

New Haven, CT

Director of Service Learning and Student Life, SAT Math Instructor

2014 - 2015

Mathematics Instructor and Service Learning Coordinator

2013 - 2014

Project Management Experience

- Founded and directed Achievement First (AF) Amistad High School service learning program that created leadership opportunities for 240 students through 40 community service events and four ongoing programs
- Designed and ran summer service learning internship program to create leadership opportunities for 12 students
- Improved student investment in school community by organizing more than 100 community-building events, redesigning student government, and expanding college ready status program
- Managed staff to implement new school physical design plan on a limited budget to improve student environment
- Selected to participate in 2011-2012 AF Leadership Fellows as one of sixteen rising leaders at Achievement First

Instructional and Curricular Experience

- Developed SAT Math curriculum used by three teachers to impact 200 students at Achievement First high schools
- Led 70 juniors to a 140-point increase in their mean SAT Math scores by teaching differentiated SAT strategies, investing students in the test, tracking mastery and score growth, and building strong relationships with students
- Taught algebra to 60 ninth grade students, resulting in the highest algebra math scores in Amistad's 4-year history

TEACH FOR AMERICA (TFA) / ACADEMY OF URBAN PLANNING

Brooklyn, NY

Teach For America Corps Member / Mathematics and Urban Planning Instructor

2011 - 2013

- Exceeded "Significant Gains" benchmark for student achievement in both years of teaching, a feat accomplished by only the top 20% of Teach For America teachers
- Raised academic performance through development of new curricula for Senior Seminar in Urban Planning, Statistics, and Engineering courses for 80 students, including an affordable housing project that students presented at MIT
- Mentored four TFA corps members to successful completion of their first year of teaching as TFA School Team Leader

ADDITIONAL INFORMATION

- Mentored high school students by leading 11 Northwestern University Civic Education Project service-learning trips
- Computer skills: ArcMap, Adobe Creative Suite, STATA, Dreamweaver, Excel, PowerPoint
- Interests: Urban design, architecture, transit planning, popular economics, running half marathons

DAN BULLDOG V

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Consumer Packaged Goods

EDUCATION

YALE SCHOOL OF MANAGEMENT

New Haven, CT

Master of Business Administration (MBA)

2017

- Research Editor, Yale Center for Customer Insights; Chair, Marketing Club; Chair, Outreach Nonprofit Consulting Club
- GMAT: 720 (95% Percentile)

JOHNS HOPKINS UNIVERSITY

Washington, DC

Master of Arts (MA), Applied Economics

2014

- Key Coursework: Game Theory, Behavioral Economics, Econometrics
- GPA: 3.8/4.0

GRINNELL COLLEGE

Grinnell, IA

Bachelor of Arts (BA), Economics

2011

PROFESSIONAL EXPERIENCE

UNILEVER

Englewood Cliffs, NJ

Associate Brand Management Intern, Global Hair Brand Development

Summer 2016

- Created strategic market development plan to launch new format across all Unilever hair brands globally and grow market share in established markets by recommending next generation product development priorities
- Collaborated with regional and global cross-functional teams to establish the triggers and barriers for a new format launch in priority markets; managed concept, product and communications testing in Brazil, China and Japan
- Managed the creative development of storyboards for TV advertising in the UK, resulting in an outstanding test score in preview. TV commercials to air in August 2013

THE ADVISORY BOARD COMPANY

Washington, DC

Senior Marketing Manager, Business Intelligence

2014 – 2015

- Led re-launch campaign for business intelligence program; developed compelling value proposition and marketing strategy, conducted market analysis and implemented strategy resulting in \$750K in revenue
- Analyzed customer survey data, developed competitive landscape reports, created concise marketing collateral and presented to over 200 hospital executives; resulted in 72 potential client leads
- Managed two associates in achieving aggressive monthly and quarterly sales goals by providing coaching and resources

Dedicated Advisor, Business Intelligence

2013 – 2014

- Managed a portfolio of \$3MM and provided on-site consulting for 35 clients; led cross-functional client teams to define quality of care objectives, examine current antibiotics usage patterns and drive change management initiatives; resulted in a reduction of 1.74 days in average inpatient length of stay
- Analyzed client data to assess performance and conducted ad-hoc analyses for hospital executives resulting in over \$1.2MM in annual savings

Business Analyst, Business Intelligence

2012 – 2013

- Analyzed hospital quality and surgical data and delivered easy to use dashboards for physicians to illustrate opportunities for judicious use of broad spectrum antibiotics

Strategic Planning and Operations Associate – Audits Lead

2011 – 2012

- Conducted pro-forma analysis for expansion of client base to physical group practices and assisted in primary market research for new physician practice division; division launched in 2009

GRINNELL COLLEGE

Washington, DC & Grinnell, IA

Donald L. Wilson Program in Enterprise and Leadership Grantee

2010

- Developed grant proposal for One Economy Corporation to the Rosenberg Foundation for \$250K to support online programming targeted at recent immigrants; grant approved and project implemented in 2006

ADDITIONAL INFORMATION

- Computer skills: SAS, STATA, EViews, SQL
- Languages: Hindi, Dutch (basic)
- Interests: Concerts in unusual venues, non-profit consulting, road trips, veggie co-ops