



**Boston University** School of Management  
Feld Career Center

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## **School of Management Writing MBA-Level Resumes**

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**Feld Career Center**

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## Table of Contents

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I. Introduction	
Purpose of this Guide	1
Purpose of a Resume	1
II. Before You Begin Writing	2
Self-Assessment	2
Accomplishment Statements	3
PAR Formula	5
Tips for Writing Powerful Accomplishment Statements	
III. The BU Resume Format	
Technical Specifications	7
Content Guidelines	
Contact Information	8
Education	8
Guidelines for including GMAT and GPA	9
Experience	11
Additional Resume Sections	11
Information NOT to Include on Your Resume	14
Other Resume Formats	14
IV. Common Resume Concerns and How to Address Them	
Dual Degrees	15
Joint Degrees	15
Multiple Undergraduate Institutions	15
Study Abroad	15
Company Name Change	16
Gaps in Employment	16
Small Company Experience	16
Entrepreneurial Experience	17
Multiple Temporary Jobs	18
Short Term Work Experience	18
Self-Employment	
V. Electronic Resumes	
Keywords	19
Submitting Your Resume Electronically	19
Suggested Naming Conventions	20
Appendix A: Self-Assessment	21
Appendix B: BU Resume Template and Sample Resumes	23
Appendix C: Grammar Rules and Resume Action Verbs	
Rules for Capitalization, Dates, and Numbers	31
Resume Action Verbs	32

## I. Introduction

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### Purpose of this Guide

The purpose of this guide is to help you develop the best possible resume to market yourself with honest confidence. The Feld Career Center requires you to prepare your resume in the BU Graduate School of Management resume format in order to be included in the MBA Resume Book and to participate in the on-campus recruiting (OCR) program. This guide will teach you:

- ❑ What to do before you begin writing your resume;
- ❑ How to develop an effective, differentiated resume in the BU resume format;
- ❑ How to address common resume concerns;
- ❑ How to submit resumes electronically.

### Purpose of a Resume

Your resume is your introduction to a potential employer. More often than not, employers will scan your resume and make an assessment very rapidly. The purpose of your resume is to stimulate an employer's interest in meeting you. You achieve this by developing a resume that:

- ❑ Is visually powerful and entices the reviewer to READ it;
- ❑ Presents you in the best light: confidently, honestly and persuasively;
- ❑ Is results-oriented;
- ❑ Convinces the potential employer that you have the skills to be successful at a specific position;
- ❑ Moves you to the next step in the process - an interview.

*A resume IS* a marketing tool that distinguishes you from the competition by highlighting your major accomplishments, related experience and value. It is a presentation targeting the potential employer's needs and emphasizing YOUR CONTRIBUTION to previous organizations.

*A resume IS NOT* an autobiography that describes your life to date or a task list of everything you have ever done in your previous jobs.

## II. Before You Begin Writing

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Before you begin writing your resume, take two necessary steps:

1. Perform a comprehensive self-assessment;
2. Develop and organize accomplishment statements to include on your resume. Annual performance reviews from previous employers are excellent resources for this step.

### Self-assessment

Before you begin writing your resume, it is helpful to take time to reflect on your skills, interests and values. This self-assessment helps you write a more effective resume because you will:

- Identify your strengths and weaknesses;
- Highlight your skills and competencies;
- Brainstorm what you would like to do in your next job/career and why;
- Target the right opportunity for you;
- Communicate your accomplishments and transferable skills;

To help with your self-assessment, refer to the exercises and materials in *Appendix A*.


### Develop and Write Accomplishment Statements

Accomplishment statements allow you to document your work performance in a way that highlights your *impact* on an organization. Developing effective Accomplishment Statements will help you market yourself through your resume and in interviews because they will demonstrate your key skills, talents and capabilities. Moreover, Accomplishment Statements provide *measurable concrete* examples of your contributions.

#### *Duties and Responsibilities versus Accomplishments*

Many resume writers simply list the tasks of the job description or the general scope of their job. These are “duties and responsibilities” and are not effective in distinguishing you from the competition. Accomplishment Statements give specific examples of tasks you finished and demonstrate the ***impact or benefit of your efforts*** on an organization.

Here is an example, which shows the difference between “duties and responsibilities” and accomplishments:

<b>Duties and Responsibilities (Features) From Job Description</b>	 <b>Accomplishments (Benefits) On Your Resume</b>
Was responsible for sales in the Eastern region.	Led a team of three account executives and two support analysts. Produced \$20 million in new revenue, exceeding goal by 75%.
As HR Director, duties included saving money on corporate benefits.	Researched life insurance providers. Signed contract with a local supplier, which saved 10% over previous costs.

### P-A-R Formula

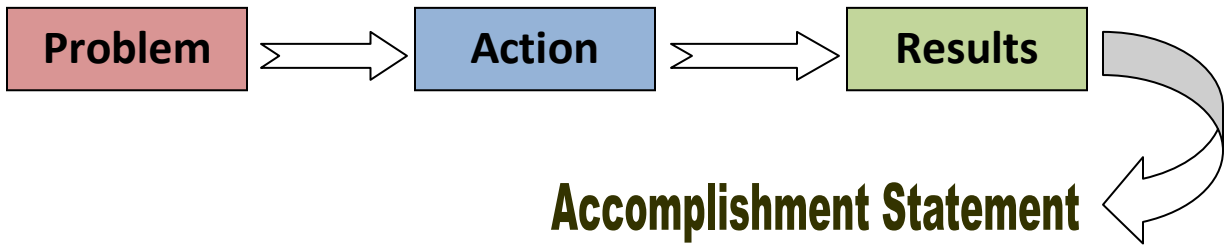
The two-step process outlined here will help you develop and write Accomplishment Statements using the PAR Formula.

**Step One:** Ask yourself “When have I .....?”

- Invented or improved something?
- Achieved more with fewer resources?
- Saved money?
- Reduced costs?
- Improved productivity or operations?
- Saved time?
- Increased sales?
- Took initiative and solved a problem?
- Did something newsworthy or noteworthy?
- Created an original report, paper or document?
- Created or designed a new department, process, program, procedure or product?
- Created and implemented a new procedure?

**Step Two:** Develop the Accomplishment statement by using the following **PAR** formula:

- **P**= Problem, Project, Challenge, Opportunity or Subject of your work
- **A**=Action Taken: What you did to solve the problem
- **R**=Results: What was the outcome or impact of your efforts



**Examples of the PAR Formula**

<b>Problem</b>	<ul style="list-style-type: none"> <li>❑ Company experienced many customer complaints from valued customers.               <ul style="list-style-type: none"> <li>○ 20+ complaints per month</li> </ul> </li> </ul>
<b>Action</b>	<ul style="list-style-type: none"> <li>❑ Established “hot line” to handle customer inquiries.</li> <li>❑ Purchased and implemented customer complaints handling software to track and resolve complaints.</li> </ul>
<b>Result</b>	<ul style="list-style-type: none"> <li>❑ Decreased customer complaints by 33% and product returns by 45%.</li> </ul>

**Accomplishment Statements:**

- ❑ Established “hot line” to handle customer inquiries, which decreased complaints by 33%.
- ❑ Implemented software to track and resolve customer complaints resulting in a 45% decrease in product returns.

<b>Problem</b>	<ul style="list-style-type: none"> <li>❑ High turnover of clerical support staff.</li> </ul>
<b>Action</b>	<ul style="list-style-type: none"> <li>❑ Analyzed data and turnover.</li> <li>❑ Convinced manager to hire additional resources.</li> <li>❑ Negotiated new benefits package to enhance job flexibility and content.</li> </ul>
<b>Result</b>	<ul style="list-style-type: none"> <li>❑ Reduced turnover by 50%.</li> <li>❑ Saved \$15,000 in employment agency fees.</li> <li>❑ Increased satisfaction of staff and quality of work.</li> </ul>

**Accomplishment Statements:**

- ❑ Negotiated new benefits package to enhance job flexibility and content, which resulted in increased satisfaction of staff and reduced turnover by 50%.
- ❑ Analyzed turnover of clerical support staff and made recommendations resulting in a savings of \$15,000.

## Tips for Writing Powerful Accomplishment Statements

1. Don't rush to complete your Accomplishments Statements. This is the ***heart of your marketing campaign***. Spend the time to document your performance.
  - **If your resume is full of powerful Accomplishment Statements, you'll shorten your job search.** Powerful Accomplishment Statements will likely result in more interviews. And since you'll use Accomplishment Statements in your interviews, you'll have better interview results as well.
  
2. Use before and after comparisons. They can easily be turned into Accomplishment Statements.

Before	After
Before I organized the inventory, orders took three hours to process.	After I organized the inventory, orders were processed in 20 minutes.

**Resulting Accomplishment:** Organized inventory and reduced order time by two and one-half hours per order.

3. Add numbers, data, facts, percentages and figures that give impact to your Accomplishment Statements.

Before	After
A long report	250 page status report
Managed staff	Managed 15 person staff
Saved money	Saved department \$75,000 annually
Short time	In less than three hours

4. Keep your sentences short and focused on the result.
  - A good example would be:
    - Initiated new process to reduce average turnaround time from five to three days.
  
5. Start your Accomplishment Statement with an "action verb."
  - Examples include: Implemented, Initiated, Designed, Planned, Led and Created etc. (*Refer to the list of Resume Action Verbs for suggestions*).

6. Rework your Accomplishment Statements several times to give them impact.

<b>First Draft Accomplishment Statement</b>	<b>Reworked Accomplishment Statement</b>
Completed project ahead of schedule.	Completed IT project ahead of schedule and \$250,000 under budget.
Proven record for system sales.	Sold enterprise software solutions generating \$50,000 in revenue per month.
Was good manager	Promoted three times in five years. As a supervisor, was rated in top 25% for last two years.

7. Make sure your statements are clear and verifiable. The test: Can you explain the results in detail to an interviewer?
8. Determine the company's needs and select Accomplishment Statements to meet those needs.
- Research the skills and competencies your potential employer values for the position;
  - Select your Accomplishment Statements to be consistent with the needs of the potential employer;
  - Be aware that resume readers and recruiters will most likely only read the first few bullets under each job. Therefore, the order of the bullets should reflect the skills that the potential employer finds most pertinent, and not those most important in the old job.

### III. The BU Resume Format

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#### Technical Specifications

##### *General*

An electronic template (Incoming MBA 1<sup>st</sup> Year Resume Template) is available for you to use when creating your resume in the BU resume format. To use the template, click in the text between brackets and begin typing. This template is available at:

<http://smg.bu.edu/vcc/Resumes/resumesSamples.shtml>.

The BU format is limited to a **one-page resume** for campus recruiting and for the resume books. GSM employers say that they prefer a one-page resume.

Note: Some industries (Consulting) prefer a special format; speak with your counselor to learn more about this.

##### *Fonts*

Use the same font type and font size throughout your resume, preferably 11 or 12 point, but never smaller than 10.

We recommend that you use a traditional, easy-to-read font such as Times New Roman or Arial.

##### *Margins*

“White space” makes it easier to read your resume. Left and right margins should be no less than 0.5 inches. Smaller margins may result in your resume being cut off when faxed to a potential employer. At a maximum, margins should be no wider than one inch.

Top and bottom margins should be a minimum of 0.5 inches and a maximum of one inch.

##### *Resume Sections*

The following sections are approved for the BU Resume Format:

- Contact Information
- Education
- Experience
- Two additional sections (such as Computer Skills, Activities, or Volunteer Work) can be used to highlight additional information.

Resume section headings should always be in **UPPER-CASE BOLD TYPE**.

## ***Resume Paper***

While you will most likely submit your resume electronically, you will also need hard copies. Use professional business resume paper. Be sure to select paper that is 32 lb. weight, made of cotton, and has a watermark. Acceptable paper colors include white, ivory or ecru. Do not use colors such as gray, pink or blue.

You may also select large resume envelopes that are 9 x 12 inches, which allow the resume to be easily handled and read.

## **Content Guidelines**

### ***Contact Information***

The contact information section is at the top of your resume. It should include the following information:

- Name
- Local address
- Telephone number (home telephone)
  - NOTE: Only include your cell telephone if it is your primary telephone. And be sure the message on your voicemail sounds professional and includes your full name.
- E-mail address
- Citizenship – List only for clarification or to highlight Dual Citizenship

**SUSAN SARANDON**

*Dual Citizenship USA & Great Britain*

1234 Beacon Street, Apt.12 • Boston, MA 02246 • 617-123-4567 • sarandon@bu.edu

### ***Education***

This section contains your educational history, listed in reverse chronological order. It should only include degree programs from institutions of higher learning. Be sure to include the full names of schools, along with their locations, your year of graduation and anticipated or obtained degree. Certificates and other educational experiences should not be included in this section; you may use the additional resume sections to detail these experiences.

Use this section to highlight:

- Your concentration
- Academic scholarships
- Leadership roles
- Club memberships
- Volunteer work on campus

- GMAT and GPA (optional)

If your degrees are not from an American university and are not in English, translate them to an equivalent American degree.

Your BU educational experience should be listed as:

#### General MBA

<b>BOSTON UNIVERSITY GRADUATE SCHOOL OF MANAGEMENT</b> MBA Candidate, May 2010 • Finance Concentration • President, BU Biotechnology Association • Recipient, Dean's Achievement Scholarship • GPA 3.75 GMAT: 700	Boston, MA
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#### MS-MBA

<b>BOSTON UNIVERSITY GRADUATE SCHOOL OF MANAGEMENT</b> Candidate for MS-MBA dual degree, May 2010 Master of Business Administration (MBA) Master of Science in Information Systems (MSIS) • Finance Concentration • Vice President, BU Marketing Club • Recipient, Dean's Achievement Scholarship • Resume Advisor and Volunteer, Feld Career Center • GPA 3.75 GMAT: 720	Boston, MA
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### ***Including GMAT and GPA on your resume***

While some industries (Consulting, Finance) require applicants to include your GMAT and/or GPA on your resume, this is your decision.

Consider including your GMAT score if it is 700 or above and if you are applying for jobs in industries such as consulting and investment banking.

Some employers place a great deal of emphasis on academic achievement. Because your grade point average is the only quantifiable way to measure this, some employers may require that you include your GPA and will use it to select students for interviews.

#### ***FAQ: When should I include my GMAT and GPA on my resume?***

The Feld Career Center recommends that students participating in the campus recruiting program include their **cumulative GPA** if it is 3.5 or higher. Your **cumulative GPA** is the average of your grades in *all* courses taken at Boston University towards your MBA, MSIS, or MSIM degree.

If you are also completing a degree program outside the School of Management (MS in Engineering, MA in International Relations, JD, etc.) you should list a separate GPA for that degree. Whenever you reference your “GPA” the assumption is that you are referring to your cumulative GPA. If you choose to include your GPA on your resume, you should update it after the completion of each semester to ensure that your resume accurately reflects your current academic achievement. GPA should always be carried to two decimal points and should never be rounded up (i.e., 3.47 is not the same as 3.5). Employers can and often will request a copy of your transcript(s) to verify this information.

Your GPA reflects the official record of your academic accomplishment at Boston University. Therefore it is critical that you represent your GPA accurately, both in writing (such as on your resume) and verbally (as in an interview). **Any misrepresentation of your academic accomplishment, whether verbally or in written form, is subject to action by the School of Management’s Academic Conduct Committee.**

**FAQ:** *If I don’t include my GPA on my resume, will employers still consider me?*

Some employers place a great deal of emphasis on academic achievement. Because your grade point average is the only quantifiable way to measure this, those employers may use the GPA as criteria for selecting students for interviews.

However, not all employers place a high value on the GPA. They may put more emphasis on work experience, leadership, and/or evidence of certain skills (i.e., ability to work in teams). Your resume should emphasize your unique strengths, so if you do not believe that your GPA is strong, you should not include it on your resume. At the same time, you will want to be prepared in case you are asked about your GPA during an interview. If asked, be honest in stating your GPA, and if you have extenuating circumstances, such as working 30 hours a week while in school, then briefly offer an explanation. In any case, emphasize your accomplishments and strengths.

**FAQ:** *Should I include my undergraduate GPA or those from other graduate programs?*

You may include GPAs from other programs, such as your undergraduate institution, as long as they are sufficiently high to help you stand out. If the GPA is not on a 4.0 scale, indicate it as follows:

- ❑ GPA: 7.75/8.0

If you do not have an officially calculated GPA, but know you were at the top of your class, you may list your experience as follows:

- ❑ Bachelor of Arts (BA), English, *summa cum laude*
- ❑ Graduated 3<sup>rd</sup> in class of 215
- ❑ Bachelor of Science in Business Administration (BSBA), with honors

**FAQ:** *Can I include my Concentration GPA on my resume?*

If you wish to include your concentration GPA, you should clearly indicate this on your resume. Your concentration GPA is the average of your grades in all courses in your concentration beyond the introductory course(s). Because the concentration consists of such a small number of courses, the Feld Career Center considers it misleading to include your concentration GPA on your resume unless you have completed all of the coursework for your concentration. Also, be aware that including your

concentration GPA on your resume may prompt an employer to ask you about your cumulative GPA during an interview. You will want to address this by being positive. Instead of focusing your answer on why you did not do well in some courses, talk about your strengths as they relate to the position for which you are applying.

## ***Experience***

The Experience section highlights your transferable skills. Employers should be listed in reverse chronological order. Entries should include:

- ❑ Company description
  - If the company or industry is not widely known, consider using a one-line description of the company. This is especially important for international students, as most potential US employers will not recognize the firms you worked for in your home country. Examples of a short description are:
    - Medical device company with over \$3 billion in sales.
    - A start-up technology company focusing on e-learning solutions.
    - A family-owned real estate company.
- ❑ Job title
- ❑ Locations of where you worked
- ❑ Dates of employment (years only)

Many recruiters have indicated that they quickly scan a potential candidate's resume and only read the first few bullets under each job. That being the case, consider placing your best accomplishments first and only use 3-4 bullets and accomplishments for each specific job. Be sure to review the section of this guide on Accomplishment Statements when you compose your bullets. Consider why you are including each bullet on your resume. Is it reinforcing the message you want to convey to this particular employer?

## ***Additional Resume Sections***

You may include ***no more than two additional sections*** on your resume. In these sections, you may add other relevant data to your resume that recruiters may find of interest and that do not fit elsewhere on the resume. For example, the section headings may include:

- |                       |   |
|-----------------------|---|
| ❑ Leadership roles    | ❑ Multicultural Competency                |
| ❑ Volunteer work      | ❑ Community activities                    |
| ❑ Publications        | ❑ Interests                               |
| ❑ Computer Skills     | ❑ Certifications                          |
| ❑ Military Experience | ❑ Honors and Awards                       |
| ❑ Patents             | ❑ Professional affiliations/organizations |

### ***Examples:***

#### Leadership

<b>LEADERSHIP</b>	President, Rotary Club of New England, 2005-Present. Vice President, Smith College Alumni Association, 2003-Present.
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### Licenses and Certifications

In some fields, receiving a license or certificate is a prerequisite for employment. This information should always appear on your resume.

<b>LICENSES</b>	State of Florida Real Estate Broker, 1982. #BK 12345. Massachusetts Engineer in Training (Certificate # 12345).
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<b>CERTIFICATIONS</b>	NASD Series 7 and 63. Completed computer training in Microsoft NT Networking and Cisco Networking, 1999.
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### Technical Skills

If you are seeking a position that requires technical expertise with certain types of hardware or software, include in a separate section only those skills that may be of interest to the employer and in which you are truly proficient.

<b>TECHNICAL SKILLS</b>	Java, C++, C, Pascal, SQL Server, MS Access, XML
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### Multicultural Competency

For some jobs, fluency or familiarity with one or several languages is a plus and should be highlighted. Describe your level of skill as Fluent, Intermediate or Conversational

<b>MULTICULTURAL COMPETENCY</b>	Fluent in German and French. Reading ability in Italian and Portuguese
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### Interests

Only include an Interests section if you have a unique interest or one about which you are particularly passionate.

<b>INTERESTS</b>	Qualified for and completed three Boston Marathons, 2003-2005. Accomplished vocalist, including opera, classical and liturgical.
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### Volunteer and Community Activities

Volunteer and Community activities offer you the ability to demonstrate that you are a well-rounded and interesting candidate. It may also offer you the opportunity to highlight your leadership skills.

<b>VOLUNTEER ACTIVITIES</b>	Big Brother Big Sister of Boston, 2005-Present. Volunteer Big Sister for 12 year old girl.
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<b>COMMUNITY ACTIVITIES</b>	United South End Settlements, Boston, MA, 2006-Present. Math Tutor for Graduate Equivalency Diploma (GED). President, School Advisory Committee, Belmont, MA, 2005-2006.
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### Awards

If you have received honors and/or awards for your outstanding work or in your volunteer capacity, you may want to include this information on your resume in a separate section.

<b>AWARDS</b>	Recipient of the first award for “Outstanding Service in International Operations” at IBM International. “Red Cross Volunteer of the Quarter”, October-December 2007.
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### Publications

Include a list of publications of which you are an author only if you think it would be of interest to potential employers. For instance, perhaps you were a co-author on a professor’s journal article while working on a prior degree in biology, and are now seeking a job with a biotech firm. We suggest you use The American Psychological Association (APA) Citation Style or an alternative appropriate to your discipline.

American Psychological Association (APA) Style

<b>PUBLICATIONS</b>	Jones, D. R., Smith, M. R. & Your Name, (1991). Name of article, Name of publication, Volume (Issue), Pages.
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If you are a prolific writer, you can save space by summarizing your experience.

<b>PUBLICATIONS</b>	Co-author of 14 manuscripts. Published articles in numerous trade publications, including <u>Ad Age</u> and <u>Ad Week</u> .
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### Information NOT to Include on Your Resume

In the US, it is not appropriate to include personal information on your resume, such as age, sex, marital status, children, religious affiliation or pictures. This standard varies from culture to culture, so if you are applying for a job outside the US, verify the norm for resumes in the country/region in which you are applying for jobs.

### Other Resume Formats

#### *Multiple-Page Resume Format*

Multiple-page resumes are appropriate when a job candidate has more than ten years of professional experience. You are welcome to develop a multiple-page resume if your professional experience warrants it. However, for the purposes of campus recruiting and the BU School of Management resume books, only one page resumes will be allowed.

#### *Functional Resumes*

Although functional resumes offer you flexibility in discussing your experiences and transferable skills, companies and recruiters have indicated that they do not like functional resumes for two reasons: (1) they know that the purpose of these resumes is to conceal liabilities and (2) they find it hard to tell which activities and accomplishments pertain to which employer.

DO NOT use a functional resume format. If your professional experience does not show up effectively in a chronological format, seek advice on how to develop a resume that minimizes your concerns and showcases your strengths.

## IV. Common Resume Concerns and How to Address Them

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### Dual Degree

If you are receiving another degree from BU, School of Management, your degrees may be listed as follows:

<b>BOSTON UNIVERSITY GRADUATE SCHOOL OF MANAGEMENT</b>	Boston, MA
MS-MBA dual degree candidate, May 2010	
Master of Business Administration (MBA)	
Master of Science in Information Systems (MSIS)	

### Joint Degrees

If you are receiving another degree from BU, but outside the School of Management, your degrees may be listed as follows:

<b>BOSTON UNIVERSITY</b>	Boston, MA
Candidate for Master of Business Administration degree (MBA), May 2010	
Candidate for Master in International Relations (MA), May 2010	

### Multiple Undergraduate Institutions

If you transferred schools as an undergraduate, they may be listed as follows:

<b>HAMILTON COLLEGE</b>	Clinton, NY
Bachelor of Arts, Government, <i>summa cum laude</i> , June 2010	
<b>UNIVERSITY OF RHODE ISLAND</b>	Kingston, RI
Coursework toward Bachelor of Science in Engineering, May 2004	

### Study Abroad

<b>SMITH COLLEGE</b>	Northampton, MA
Bachelor of Arts, History, June 2003	
<b>UNIVERSITY OF EDINBURGH</b>	Edinburgh, Scotland
Junior Year Abroad, 2001-2002	

## Company Name Change

If a company you have worked for has changed names, you may indicate the previous name on your resume.

<b>EXPERIENCE</b>	<b>DIVINE (PREVIOUSLY OPEN MARKET)</b> <i>Business Development Associate</i>	Chicago, IL 2005-2007
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## Gaps in Employment

If you have gaps in employment on your resume for personal reasons (maternity, illness, relocated with spouse, etc.) or for a short period of time (three to six months for example), do not feel the need to explain this on your resume.

Finally, if you did something of interest during that period of time, you may wish to include this information in the Activities section of your resume.

<b>ACTIVITIES</b>	Completed ten month, 31 country tour of the world, 2000-2001 Served as volunteer marketing consultant to local nonprofit organizations, 2001-2003.
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## Small Company Experience

If the company you worked for is unknown to recruiters, use a one-line company descriptor to describe what the company did.

<b>EXPERIENCE</b>	<b>ABC SOFTWARE, INC.</b> E-learning and collaboration market start-up. <i>Product Manager</i>	Cambridge, MA 2007 - 2009
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## Entrepreneurial Experience

If you founded or started a company, describe your business and detail the major activities and skills required to launch the business.

<b>EXPERIENCE</b>	<b>ABC SOFTWARE, INC.</b> Internet-based business to support sales professionals with team collaboration tools. <i>Co-Founder and President</i> <ul style="list-style-type: none"><li>• Developed business and financial plan to raise capital.</li><li>• Secured \$1.5M in funding in less than one year.</li><li>• Analyzed competitive landscape in U.S. and abroad, through a variety of methods.</li><li>• Collaborated with research and development to produce a demonstration website for potential clients and business development partners. Secured two new clients within the first six months, valued at \$1.2 million.</li></ul>	Boston, MA 2005-Present
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## Multiple Temporary Jobs

If you worked for a temporary agency for a few months (for example two to four months) in between jobs, we recommend that you do NOT include this experience. However, if you worked for a temporary agency for a significant amount of time (for example 12-24 months) and you feel the need to account for this on your resume, you have several options. If you performed several short temporary assignments, we recommend you include your experience as follows:

<b>EXPERIENCE</b>	<b>ACCOUNT TEMPS</b> <i>Accountant</i> <ul style="list-style-type: none"><li>• Performed accounting functions for a variety of companies including IBM, State Street Bank and Fidelity Investments.</li></ul>	Boston, MA 2001-2002
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If you only worked for a few companies for extended periods of time, you may want to include your experience as follows:

<b>EXPERIENCE</b>	<b>HOLLISTER TEMP STAFFING</b> <i>Project Manager</i> <ul style="list-style-type: none"><li>• Hired by AMB company to implement and train sales and customer service employees on Siebel CRM solutions.</li></ul> <i>Business Analyst</i> <ul style="list-style-type: none"><li>• Hired by XYZ firm as primary interface between IT and Business Development to design a new solution for tracking interactions and results with business development partners.</li></ul>	Boston, MA 2000-2001
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## Short Term Work Experiences

Short-term work experiences, such as a six-month assignment, should be included on your resume as any other professional experience, except when the short-term experience is self-employment as a consultant.

## Self-Employment

We suggest you list your self-employment as an independent consultant. If you performed the same kind of work for each firm, we suggest you provide a description of the service you offered and an overview of some of your client projects.

<b>EXPERIENCE</b>	<b>INDEPENDENT CONSULTANT</b>	Boston, MA 2005-2007
	Provided start-up companies with assistance in developing marketing plans. <ul style="list-style-type: none"><li>• Non-profit organization in international development. Developed marketing plan to target new customers in multiple geographical regions.</li><li>• Software company in customer care applications. Developed marketing communications strategy/plan to increase visibility among a variety of constituencies.</li></ul>	

## V. Electronic Resumes

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### Keywords

Employers and recruiters generally scan resumes into a database and then search the resume database using “keywords”. Keywords are the basis of the electronic search and retrieval process and generally include:

- ❑ Nouns or phrases that highlight technical or functional areas of expertise
- ❑ Industry-related phrases
- ❑ Project-related vocabulary

In preparing your resume, think about what keywords the company might be looking for and make sure those keywords are included on your resume. There are several ways to research keywords that a company might be looking for:

- Review the company’s website for key messages.
- Review job descriptions posted on the company’s website.
- Review the website of an industry association for key industry vocabulary.

Do NOT include a separate section of your resume called KEYWORDS.

### Submitting Your Resume Electronically

When submitting your resume to an employer, do not assume that it is acceptable to send your resume as an attachment. Many employers are requesting that you do not send attachments. Many firms and websites prefer simple text (ASCII format) in the body of an email. Follow these steps to help you create an ASCII resume suitable for sending over e-mail:

1. In your word processing document, set your left and right margins to one inch so that you have 6.5 inches of text displayed on the screen.
  - ❑ Use the File, Page Setup option
2. Open your existing resume in Microsoft Word 6.0 or higher.
3. Select all of the text, and then select a font that is non-proportional, such as Courier. This will produce 65 characters per line, which will accommodate most email programs.
4. Save your resume as a “text only” file with a .txt extension.
  - ❑ Use File, Save as option
  - ❑ Select File type as (\*.txt)
5. Open this new file in Notepad, or another text editor that allows you to cut and paste your text.
6. Review your resume in the text editor. Notepad allows you to review your resume as your recipient will see it.
7. Replace all unsupported characters with their ASCII equivalent. For example:
  - ❑ Bullets appear as question marks or other characters; they can be replaced with asterisks or hyphens.
  - ❑ Be sure to check your dates. Alignment will probably shift when you save your file in \*.txt format.
8. If you see long lines of text in your editor, use Notepad’s word wrap feature under the Format menu. This feature will insert hard returns allowing you to format the resume to meet specified margins.
9. Once you are satisfied with how your resume looks in the text editor, copy and paste the text of the resume into a test e-mail message. Send yourself a copy of this email to preview it, before

you consider sending it to a recruiter or directly to a hiring company. Additional information and detailed instructions are available at:

<http://smg.bu.edu/vcc/Resumes/resumesSamples.shtml>.

**Suggested Naming Convention for Resumes Sent as Email Attachments**

Make it easy for the recipient to find your electronic resume, once it is detached from an email. When you “save” your resume, save it as a .doc file; use a meaningful naming convention such as your first initial, last name and then identify the document as a resume. Adding the company name can also help you manage multiple versions of your resume.

SSarandonFidelityResume.doc

you are eligible to take Career Leader you should also review your results as you prepare to write your resume.

### ***Key components of self-assessment***

Four key components of self-assessment:

- Identifying your skills and competencies: What you do well
- Identifying your interests: What you like to do
- Identifying your values: What motivates you
- Identifying your ideal job preferences

We recommend that you spend at least an hour of your time on these exercises before you begin writing your resume. List your results on the following worksheet.

### ***Self Assessment Exercises***

#### Identifying your skills and competencies

Think about a past job/experience (paid or unpaid) and answer the following questions:

- Why did you take the job?
- What interested you about the particular company or organization?
- What did you like and dislike about this job?
  - Be specific. For example, if you did not like sitting behind a computer all day, explain why. What about sitting behind a computer is unappealing?
- What skills did you like using in this job?
  - Were you good at performing this skill?
  - Do you think this skill is transferable and marketable to others?
- What skills did you not like using in this job?
  - Why did you not like using this skill?
  - Would you want to use this skill in your next job/career?
- What skills did you develop or improve upon as a result of this job?
- If the experience was successful, what skills did you use that made it successful?
- If the experience was unsuccessful, what skills did you lack? Can you develop them?

#### Identifying your interests

- What types of work or volunteer experiences do you get excited about?
- What types of books and/or magazines do you like to read?
- If you could have any job in the world, what would it be? Why?
- If you have a free day, how would you spend your time?

#### Identifying your values

- What motivates you? There is no right answer and be honest with yourself. Some values are:
  - Status
  - Money
  - Service to society
  - Creative expression
  - Security
  - Personal growth
  - Helping others
- Consider how these values drive your decisions.

### Identifying your Ideal Job Preferences

- ❑ What is the ideal environment for your next job?
  - Consider tangibles such as salary, bonus, and benefits.
  - Consider intangibles such as culture, freedom, and autonomy.
- ❑ What are the five essential elements that you must have in your next job?
- ❑ What are the five elements you do NOT want in your next job?

## **SKILLS, INTERESTS, VALUES AND PREFERENCES WORKSHEET**

*Use this worksheet to list the results from your self-assessment exercises*

<b>SKILLS/COMPETENCIES</b>	<b>INTERESTS</b>	<b>VALUES</b>	<b>PREFERENCES</b>
<i>What you are good at</i>	<i>What you like to do</i>	<i>What motivates you</i>	<i>What you gravitate towards</i>

## Appendix B: BU Resume Template and Sample Resumes

Below is the required format for all resumes submitted through the campus recruiting program and published in the Graduate resume books. The BU resume template is available as an electronic Word file at <http://smg.bu.edu/vcc/Resumes/resumesSamples.shtml>.

**[First and Last Name]** [U.S.Citizen (only if needed for clarification) or Dual Citizenship]  
[Local Street Address] • [City, State Zip] • [Phone] • [Email]

<b>EDUCATION</b>	<b>BOSTON UNIVERSITY GRADUATE SCHOOL OF MANAGEMENT</b> Boston, MA Candidate for [Insert MBA or MS-MBA], [Month Year] <ul style="list-style-type: none"><li>• Concentration in [insert concentration]</li><li>• GMAT [xxx]</li></ul>
	<b>[PREVIOUS COLLEGE]</b> [Location] [Degree & Major], [Month Year] <ul style="list-style-type: none"><li>• [Insert Academic Awards/Achievements]</li><li>• [Insert Academic Awards/Achievements]</li></ul>
<b>EXPERIENCE</b>	<b>[COMPANY NAME]</b> [Location] <i>[Title of position]</i> [Year - Year] <ul style="list-style-type: none"><li>• [Insert accomplishment statement, awards, achievement, etc]</li><li>• [Insert accomplishment statement, awards, achievement, etc]</li></ul>
	<b>[COMPANY NAME]</b> [Location] <i>[Title of position]</i> [Year - Year] <ul style="list-style-type: none"><li>• [Insert accomplishment statement, awards, achievement, etc]</li><li>• [Insert accomplishment statement, awards, achievement, etc]</li></ul>
	<b>[COMPANY NAME]</b> [Location] <i>[Title of position]</i> [Year - Year] <ul style="list-style-type: none"><li>• [Insert accomplishment statement, awards, achievement, etc]</li><li>• [Insert accomplishment statement, awards, achievement, etc]</li></ul>
<b>[ADDITIONAL HEADING 1]</b>	[Include additional information such as computer skills, leadership roles, volunteer work, publications, professional affiliations, community activities, interests, certifications, honors/awards, or military experience]
<b>[ADDITIONAL HEADING 2]</b>	[Include additional information such as computer skills, leadership roles, volunteer work, publications, professional affiliations, community activities, interests, certifications, honors/awards, or military experience]
<b>MULTICULTURAL COMPETENCY</b>	[Include business and personal travel experience and countries visited; and/or languages/dialects spoken and fluency - conversational, intermediate, fluent]

## Diane Kelly

58 Brainerd Road #4 • Allston, MA • 617-222-3333 • dskiff@bu.edu

<b>EDUCATION</b>	<b>BOSTON UNIVERSITY GRADUATE SCHOOL OF MANAGEMENT</b> Candidate for MS-MBA dual degree, May 2007 Master of Business Administration (MBA) Master of Science in Information Systems (MSIS)	Boston, MA
	<b>UNIVERSITY OF MICHIGAN</b> Bachelor of Arts, Economics, May 1999	Ann Arbor, MI
<b>EXPERIENCE</b>	<b>WELLINGTON MANAGEMENT CO., LLP</b> <i>Information Analyst</i>	Boston, MA 2003-2005
	<ul style="list-style-type: none"><li>• Led monthly team meetings to discuss operational issues.</li><li>• Initiated project to track corporate action data with four information vendors and documented each vendor's level of service.</li><li>• Analyzed securities data such as prices, corporate action information, and dividends.</li><li>• Processed corporate actions (splits, bonus issues, stock dividends, mergers, name changes, rights issues) to the security database. Ensured corporate action processing was posted correctly to the system.</li><li>• Developed Open Bloomberg and Reuters application programs to automate pricing and data capture of corporate actions and securities pricing information, resulting in quick and easy applications to capture daily pricing of securities and detailed data-capture spreadsheets to check integrity of information from the firm's suppliers.</li></ul>	
	<b>STATE STREET BANK AND TRUST CO.</b> <i>Advisor Representative (2001-2003)</i>	Quincy, MA 1999-2003
	<ul style="list-style-type: none"><li>• Effectively managed relationships with 20 money management firms and investment advisors.</li><li>• Executed investment manager's trading instructions and supervised their settlements on a timely basis.</li><li>• Researched investment manager's inquiries regarding trading issues, cash problems, and other security discrepancies.</li><li>• Improved productivity of seven-person team by efficient management of client inquiries. Provided quick turnaround of over 200 inquiries on a monthly basis.</li></ul>	
	<i>Portfolio Accountant (1999-2001)</i>	
	<ul style="list-style-type: none"><li>• Administered foreign accounts for State Street Bank Australia and executed their instructions for trading and settlement of various US securities.</li><li>• Calculated monthly market values of portfolio and generated summary report of cash and trading activities.</li><li>• Streamlined daily activities by digitizing forms and documents and recommending them for group use.</li></ul>	
<b>TECHNICAL SKILLS</b>	C/C++, Oracle Designer 2000, HTML. Proficient in the use of Bloomberg News, Reuters, Telesphere/Bridge, and IDC	

## Donald Zemeska

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1001 Beacon Street #3 • Brookline, MA 02445 • 617-111-2222 • dz@bu.edu

- EDUCATION**     **BOSTON UNIVERSITY GRADUATE SCHOOL OF MANAGEMENT**     Boston, MA  
Candidate for Master of Business Administration (MBA), May 2007
- Concentration in Health Care Management
  - GPA: 3.75, GMAT: 710
- BATES COLLEGE**     Lewiston, ME  
Bachelor of Science, Biology, *cum laude*, May 2002
- Teaching Assistant, Department of Biology, 2001-2002
  - Varsity Soccer, 1999-2002
- EXPERIENCE**     **TUFTS ASSOCIATED HEALTH PLANS**     Waltham, MA  
*Finance Intern*     Summer 2006
- Constructed planning and modeling tools to facilitate budget process and improve data flow between departments.
  - Collaborated with multiple departments to collect data and analyze business trends; efforts used by management to aid in the development of the overall business planning cycle.
- UNIVERSITY OF MASSACHUSETTS MEDICAL SCHOOL**     Worcester, MA  
**CANCER CENTER**  
*Medical Technologist II (2004-2005)*     2003-2005  
*Medical Technologist I (2003-2004)*
- Performed cost analysis of laboratory procedures, the results of which were used to negotiate pricing with outside vendors.
  - Wrote new standard operating procedure manual for quality control measures in department in response to new accreditation requirements.
  - Trained four new employees in all areas of laboratory operations and served as information resource to 12 technologists in department.
- UNIVERSITY OF MAINE, Department of Biology**     Orono, ME  
*Research Associate*     2002-2003
- Conducted a laboratory resource analysis in order to evaluate the lab's logistical processes. Suggested improvements in resource utilization and ordering processes led to a 40% reduction in wait time for supplies and a 15% reduction in inventory levels.
  - Contributed to Professor I. M. Smart's research on carcinogenesis; this project has resulted in articles published in *Molecular Cancer* and *Journal of Carcinogenesis*.
- VOLUNTEER WORK**     Volunteer at St. Elizabeth's Hospital, Brighton, MA, 2004-present.
- INTERESTS**     Avid soccer player: compete in local soccer league, and part time referee for Boston Area Youth Soccer (BAYS).

## Joon Kim

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111 Newbury Street #5 • Boston, MA 02134 • 617-777-8888 • joonkim@bu.edu

- EDUCATION**    **BOSTON UNIVERSITY GRADUATE SCHOOL OF MANAGEMENT**    Boston, MA  
Candidate for MS\_MBA dual degree, May 2007  
Master of Business Administration (MBA)  
Master of Science in Information Systems (MSIS)  
Overall GPA: 3.88
- DANKOOK UNIVERSITY**    Seoul, Korea  
Bachelor of Science, Japanese Literature, February 2000
- Won prize for top student in Japanese Literature, 2000
  - President, IT Club, 1999-2000
- EXPERIENCE**    **ACCENTURE INSTITUTE FOR STRATEGIC CHANGE**    Cambridge, MA  
*Intern*    2005-present
- Analyze and streamline content creation and publication for original research institute. Implement Microsoft SharePoint Portal Server, recommend Web site improvements, and prototype information products to capture attention of executive audience and facilitate idea sharing among research teams.
- DONGSUH SECURITIES CO., LTD.**    Seoul, Korea  
*Assistant Director, Information Technology (2003-2005)*    2002-2005  
*IT Consultant (2002-2003)*
- Hired to analyze the information technology practices in 13 branches of this securities firm in order to troubleshoot problems and recommend coherent IT strategy for use across branches.
  - Met with managers and line personnel in each branch to identify best practices, current and potential problems, and methods of usage of each system.
  - Prepared report and presented results to approximately 70 upper and middle level branch managers. Hired on as Assistant Director to oversee building of IT staff and implementation of recommendations.
  - Hired and managed team of 15 IT professionals to work both within branches and in headquarters; continued monthly meetings with senior branch managers and IT team to ensure consistency and excellence across company in all IT endeavors.
- SIXTH UNITED STATES ARMY**    Seoul, Korea  
*Non-Commissioned Officer*    2000-2002
- Organized programs at this Army Retreat Center for 250 groups and 20,000 service members annually.
  - Facilitated logistics and communication between supply units, dining facility and transportation motor pool in order to ensure smooth organization of all aspects of programming.
  - Prepared and presented reports on Retreat usage to commanding office.
  - Managed staff of 20 military and civilian personnel.
- SKILLS**    Experience with C, C++, Perl, and IA32 Programming Languages, as well as UNIX.

## Luis Guerrero

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57 St. Paul Street #8 • Brookline, MA 02445 • 617-555-6666 • luisg@bu.edu

**EDUCATION**     **BOSTON UNIVERSITY GRADUATE SCHOOL OF MANAGEMENT**     Boston, MA  
Candidate for Master of Business Administration (MBA), May 2007

**UNIVERSIDAD DE ORIENTE**     Puerto La Cruz, Venezuela  
Bachelor of Science, Systems Engineering, July 1998

- GPA 8.89/10
- Teaching Assistant, Computer Science Department, 1997-1998

**EXPERIENCE**     **PETROLEOS DE VENEZUELA**     Caracas, Venezuela  
*Computer Helpdesk Supervisor (2004-2005)*     1999-2005

- Led team in charge of restructuring helpdesk department. Developed new strategies for computer assistance of almost 700 users. Implemented new organizational structure for the call center. Motivated technical personnel and reduced turnover. Developed expertise in customer service. Increased number of cases resolved daily by 10%.
- Supervised implementation of first ever information support system used by support technicians and supervisors as a tactical tool. Created the first knowledge base for the help desk department to be used in training and support. Reduced by 25% response time and backlog in open cases.
- Coordinated upgrading process of PCs used at company headquarters. Executed project two months ahead of schedule while coming in under budget through negotiating better deals with hardware and software vendors.

*Systems Analyst (1999-2004)*

- Supervised implementation of information system for treasury department. Reduced time to treasury reports by 60%. Simplified work flow process, reducing workforce required by three people.

**UNIVERSIDAD DE ORIENTE**     Puerto La Cruz, Venezuela  
*Instructor*     1998-1999

- Taught freshman and senior courses in computer science. Average class size was 30 students.
- Revised course syllabi, selected textbooks, and created course materials to create a more dynamic approach to learning computer programming.

**SKILLS**     Computer Skills: SPSS, MS SQL Server, IBM AS/400, Novell Network.

**INTERESTS**     Avid horseback rider; competed in amateur polo for 10 years in Venezuela.

# Abigail Lee

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89 Bay State Road #6 • Boston, MA 02215 • 617-333-4444 • abi@bu.edu

**EDUCATION**     **BOSTON UNIVERSITY GRADUATE SCHOOL OF MANAGEMENT**     Boston, MA  
Candidate for Master of Business Administration, May 2007

**TEXAS A&M UNIVERSITY**     College Station, TX  
Bachelor of Arts, Management, 2000  
• President, Marketing Club

**EXPERIENCE**     **RUN WITH IT MARKETING, INC.**     Houston, TX  
Marketing agency specializing in all aspects of sports merchandising  
*Advertising Coordinator (2002-2005)*     2001-2005

- Coordinated creative development and negotiated and purchased media placement of individual advertising campaigns for over 40 product launches per year.
- Implemented streamlined advertising development process by initiating electronic transfer of files with ad agency. Also evaluated outsourcing procedure for film production; recommendation to implement in-house production led to 50% cost reduction.
- Managed \$2 million advertising budget; reconciled and forecasted variances monthly.
- Interacted with licensors (NBA, NFL, NHL, NASCAR), agents, and athletes to manage timely approval of images, legal lines, and trademarks within ads.
- Managed company's first corporate radio campaign, working with sales force to create and purchase regional radio ads with local retailer tie-ins.
- Researched, wrote, and presented to senior management reports on competitors' advertising strategies.

*Marketing Specialist (2001-2002)*

- Wrote, edited, and coordinated production of packaging copy and sales collateral materials.
- Coordinated product development plans with multiple departments (finance, legal, design, operations).
- Evaluated weekly sales forecasts for product launches and reported results to marketing managers.

**UNIFIED MERCHANDISING**     New York, NY  
*Merchandise Assistant*     2000-2001

- Developed reports and charts demonstrating the progression of volume and trends for merchandise whose combined volume exceeded \$250 million.
- Coordinated and facilitated weekly sales worksheets for five major department stores.
- Prepared detailed, comprehensive presentation that were used in monthly marketing conferences of senior managers.

**SKILLS**     Significant experience in using PowerPoint in marketing presentations.

**VOLUNTEER WORK**     Currently serve as Marketing Manager for Boston Volunteers, an organization that pairs young adults with short term volunteer opportunities with a variety of local nonprofit groups.

## Jacqueline Pinchot

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18 Bay State Road #9 • Boston, MA 02215 • 617-888-9999 • jpinchot@bu.edu

- EDUCATION**     **BOSTON UNIVERSITY**     Boston, MA  
**GRADUATE SCHOOL OF MANAGEMENT**  
Candidate for Master of Business Administration, May 2007  
Concentration in Public and Nonprofit Management  
**COLLEGE OF ARTS AND SCIENCES**  
Candidate for Master of Arts, International Relations, May 2007
- MCGILL UNIVERSITY**     Montreal, Quebec  
Bachelor of Social Work, with honors, June, 2002
- Chaired staff of volunteers who ran annual book drive to raise money for scholarship fund.
  - Completed field placement in local youth detention center.
- EXPERIENCE**     **UNITED WAY OF MASSACHUSETTS BAY**     Boston, MA  
*Intern*     Summer 2006
- Reported to team of senior directors charged with managing the investment and agency review process with the goal of assuring effective investment of donor dollars; gained expertise on best practices with regard to evaluating organizations and initiatives to ensure maximum return on donor contributions.
- UNITED STATES PEACE CORPS**     Cameroon, Africa  
*Project Manager and Educator*     2002-2005
- Wrote grant proposal to fund a new HIV/AIDS educational program; developed and managed resulting program completed by 200 local residents over a two-year period.
  - Established local school's first English library and coordinated efforts to build its collection via individual and corporate donations from the US.
  - Organized a new teacher seminar for English-speaking local residents in order to promote grassroots educational efforts.
  - Taught English to high school-aged and adult students; class size ranged from 4-25.
  - Consulted with and advised a team of ten teachers in the revision and editing of lesson materials to make them more age appropriate and culturally relevant; efforts increased student participation and improved learning.
  - Completed biannual reports for Peace Corps supervisors; included both self-assessment and a review of project results and team efforts.
- BUSINESS FOR SOCIAL RESPONSIBILITY**     San Francisco, CA  
*Intern*     Summers, 2000-2001
- Researched local history and guidelines on corporate volunteerism and community involvement in order to inform outreach programs and promote best practices.
  - Gained knowledge and insight into the effect the corporate sector can have on nonprofit and grassroots efforts.
- VOLUNTEER WORK**     Literacy Tutor, Action for Boston Community Development, 2005-present.

## Appendix C: Grammar Rules and Resume Action Verbs

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### ***Rules for Capitalization, Abbreviations, Dates, and Numbers***

#### Capitalization

- ❑ Capitalize the names of foreign countries, nationalities and specific languages.
- ❑ Do NOT capitalize industries or disciplines such as marketing, finance, strategy, biotechnology or high technology.
  - Example: Performed market research on high technology and biotechnology firms.

#### Abbreviations

- ❑ Abbreviate states for employer locations.
  - Use postal abbreviations (e.g. MA for Massachusetts).
  - Do not abbreviate states in the body of a job description (e.g. responsible for sales in Massachusetts).
- ❑ Do not abbreviate your degrees.
  - Bachelor of Arts, not BA
- ❑ For percentages, we recommend you use the percentage sign.
  - Example: Increased sales by 25% over a six-month period.
- ❑ Do NOT abbreviate co. or corp. Spell them out: Company and Corporation.
- ❑ Spell out address information.
  - 15 Tenth Street, not 15 Tenth St.

#### Dates

- ❑ Write out years completely: 2001-2004, not 2001-04.
- ❑ Spell out months: February not Feb.

#### Writing Numbers

- ❑ Numbers less than ten should be spelled.
  - Two, not 2
- ❑ Spell numbers when beginning sentences.
  - Six percent increase in sales, not 6% increase.
- ❑ Use figures for large monetary amounts.
  - \$250,000 in sales
  - \$14.5 million (spell million and use lower case “m”)
- ❑ When referring to monetary amounts from overseas, translate the amount into US dollars and write it as follows:
  - US\$14.5 million

## Resume Verbs

### Achievement

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

### Help/Teach

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

### Administrative

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

### Lead/Manage

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

### Communication

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

### Plan/Organize

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

### Creative

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

### Research/ Analytical

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

### Financial

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

### Technical

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

