Job & Internship Guide
2016-2017

• search strategies
• resumes
• letters
• interviews
• resources
Job & Internship Guide
For All Majors, Freshmen through PhDs & Alumni
2016-2017

contents

2 Preparing for Your Search
4 Job & Internship Search
- Internships
- Long Distance Job & Internship Search
- Networking
- LinkedIn
11 U.S. Jobs for International Students
13 Career Fairs & Employer Information Sessions
15 Resume & Cover Letters
- Resumes
- Cover Letters
31 Interviewing
37 Offers & Negotiations
41 Employer & Graduate School Index

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Preparing for Your Search

It can be tempting to jump into the job hunt feet first, but stop and think... “What am I actually looking for here?” The most effective job/internship search starts with thoughtful preparation about the types of work/industries/positions you actually want to apply for.

Step 1: Research Your Interests, Strengths & Values (Who are you?)

- Explore the Career Center’s self-awareness building resources; search “Know Yourself” on the Career Center website.
- Make an appointment to see a Career Counselor at the Career Center.

Step 2: Research Your Options

- Explore online resources; search “Research Your Options” on the Career Center website.
- Attend Career Exploration and Career Connection events at the Career Center.
- Check the Handshake calendar for a list of upcoming events.
- Use the Linkedin Alumni Tool to explore the career journeys and current positions of Cal alumni who graduated with your major OR are working in fields of interest.
- Plan and execute informational interviews for career exploration with professionals working in an industry you would like to know more about!
- Explore the “Connecting Majors to Careers” page on the Career Center website to get ideas of common career paths students and alums with your major have pursued.

INFORMATIONAL INTERVIEWS FOR CAREER EXPLORATION

One of the BEST ways to learn more about a job or industry is to talk to someone who is currently working in that industry or job.

[Informational Interview - noun: Informal conversation with someone working in an area of interest to you who is willing to give you information about a job, career field, industry, or work setting. It is not a job interview, and the objective is not to find job openings.]

If you are interested in doing an informational interview for the purpose of networking/job searching, see the Networking section (p. 9).

1. Identify People to Interview. Here’s How:

- People you already know, even if they aren’t in fields of interest to you, can lead you to people who are. This includes family, friends, peers, GSIs, professors, former employers/coworkers, etc.
- Search LinkedIn for professionals including alumni in a specific role, or in a specific industry you’d like to know more about.
- Use the @Cal Career Network to identify Cal alumni who will talk to you about their careers.
- Attend networking events and seminars to identify possible contacts.

2. Initiate Contact

- Contact the person by email, phone, or letter.
- Mention how you got their name (e.g., let them know if a mutual acquaintance referred you, Cal alumni network, LinkedIn, etc).
- Emphasize you are looking for information, not a job, and that are flexible with scheduling and time.
Dear Ms. Jones:

I am a junior majoring in Political Science at the University of California, Berkeley and spoke with you briefly at the Cal Career Fair in September.

Although I am not currently looking for a job, I am very interested in learning all I can about careers in the field of public policy and what skills I might make a point of developing during my last year at Cal. I would greatly appreciate 15 to 20 minutes of your time to ask you a few questions about your role as Health Policy Analyst with the City of Berkeley, as well as other types of work in the field.

Thank you for your consideration. I will contact you next week to arrange a convenient time to meet with you.

Sincerely,

James Chan

3. Prepare for the Interview

Develop a 30 second overview to introduce yourself, including your reasons for contacting this person. Plan open ended questions to keep conversation flowing rather than questions that call for yes/no answers.

4. Conduct the Informational Interview

- Phone or in-person
- Dress appropriately if in person as you want to make a positive impression even though this is not a job interview.
- Restate that your objective is to get information and advice, not a job.
- Take notes if you like, ask for a business card, and ask for suggestions of other people to talk to.

POSSIBLE QUESTIONS:

- What is a typical day like for you?
- What are common entry-level jobs in this field?
- Can you tell me about your career journey, and what led you here?
- What are the rewards/challenges/frustrations of your work?
- What tips or advice do you have for a college student interested in this company/industry/line of work?
- What are the most important skills or qualities necessary to be a successful entry level candidate at this field/in this industry?
- What steps should I take to prepare to enter this field?
- Where do you see growth or change in this industry?

5. Follow-up

- Send a thank-you note within 1-2 days to express your appreciation.
- Keep in touch. Mention that you followed up on their advice and tell them how things are going.
- This relationship could become an important part of your professional network.
Finding internships and jobs involve similar search strategies. Persistence, patience, early planning, passion and commitment are your keys to landing great internships and jobs. Use a variety of search methods that involve the following:

**KEY SEARCH STRATEGIES CHECKLIST**

- **Start Early**
  Begin looking for summer internships and full time jobs in the fall semester; do not wait until the end of spring semester. Recruiting timelines vary by industry and career field, but many companies recruit most heavily in the fall and some positions are posted as early as August. Continue searching in spring semester, as employers also recruit in early to mid-spring semester.

- **What Is Your Target?**
  What type of work interests you most—corporate, academic, research, non-profit, etc.? What career fields interests you—technology, sciences, arts, environment, public policy, healthcare, etc.? What are your goals for an internship? See the Preparing for Your Search chapter (p.2) to help identify your target.

- **Utilize Handshake Resources**
  - Handshake is an online portal of career resources and job/internship listings for Cal students and alumni.
  - Look at internship/job listings that include full- and part-time, on- and off-campus internships and jobs in a wide range of career fields and locations. Organizations that post on Handshake are specifically interested in targeting Cal students and alumni.
  - On-Campus Recruiting (OCR): OCR positions are advertised through Handshake, and first-round demand” career fields. Apply early, as interviews begin as early as September.
  - View upcoming events such as internship/career fairs, employer info sessions, career workshops, and Career Connections networking events.
  - Access Vault Industry and Employer Guides.
  - Access GoinGlobal, which includes Country Guides for over 40 countries and a list of H-1B employment visa employers.
Search for Listings through Additional Online Resources

- Employer websites: Most employers have a “careers” section featuring job and internship listings. Those that hire a lot of college students often have a separate section describing their campus recruiting process for both full-time and internship positions.

- Internship and job listings by career field: Search the Career Center website for “Job Listing Sites” for a list of resources by career field, and search for “Connecting Majors to Careers” to access lists of resources by field of study. Also explore internships.berkeley.edu.

- LinkedIn.com: Use the advanced search function to explore postings by criteria such as experience level, job function, industry, and location.

- Start-ups: Angel List (angel.co): Click on Colleges under “More” on menu to see which startups have been co-founded by Cal alumni.

- Professional associations: Association websites often provide job listings under a “careers” section. Search the Career Center website for the “Career Fields” section to explore professional associations by field.

- On-campus student organizations: Groups with an academic or career focus may share employment opportunities to members. Search the Career Center website for the “Career Fields” section to explore student organizations by field, and see “Join Student Organizations on Campus” below for other benefits.

- Academic department listservs/email lists: Employers often share opportunities with academic departments, which are then shared on department emails.

- Employment agencies: Agencies can connect you to employers and jobs. Be an intelligent consumer; as with temporary agencies, you should not pay a fee to utilize their services.

Research Employers and Industries of Interest and Get Organized

Start a spreadsheet to organize a list of employers of interest. It is often more beneficial to identify specific companies where you would like to work and then contact them directly rather than only respond to posted positions. The majority of available jobs are not posted publicly. It also may be possible for you to create your own internship (see p. 7). See the Networking section on p. 9 to learn how to reach out to employers of interest.

See Where Cal Students/Alumni in Similar Major/Career Field are Working

Ask students in your major where they interned in the past, or research alumni to see where they had employment and where they are working now. Helpful tools include LinkedIn’s Alumni Tool and the @Cal Career Network.

Attend On-Campus Career Events

Meet employer representatives including recruiters and alumni through events such as career fairs, information sessions, and Career Connections networking events. Find a calendar of upcoming events on Handshake.
KEY SEARCH STRATEGIES CHECKLIST (CONT.)

▪ **Build and Maintain Your Network**
  Make it a priority to build relationships to grow your network. On campus, connect with your professors, GSIs, and peers. Go to your professors’ office hours. Graduate students are also a valuable resource, and may have had internships in your field. Broaden your network off campus by connecting with alumni, employers, family, friends, and any other professionals with common career interests. See the Networking section on p. 9.

▪ **Join Student Organizations on Campus**
  There are over 1,000 student organizations at Cal that focus on a wide variety of topics: career, academics, music, arts, languages, sports, etc. The LEAD Center (lead.berkeley.edu) has a comprehensive list of organizations. Get involved to not only build a network of peers with mutual interests, but also to develop transferable skills that employers look for in candidates.

▪ **Polish Your Resume and Cover Letter**
  Make sure to customize your resume and cover letter for each application. Additional guidance and examples are in the Resume and Cover Letters chapter on p. 15-30.

▪ **Practice Your Interviewing Skills**
  Review the Interviewing chapter on p. 31 for advice and practice questions.

▪ **Unique Strategies for International Students**
  In addition to the above, international students should consider strategies on p. 11.

▪ **Seek 1-1 Support at Career Center**
  Meet with a Career Counselor or Peer Advisor at the Career Center to discuss your search process, get feedback on your resume or cover letter, practice interviewing questions, etc. See “Counseling Appointments” for options on career.berkeley.edu.
An internship is a form of experiential learning that integrates knowledge and theory learned in the classroom with practical application and skills development in a professional setting. Internships give students the opportunity to gain valuable applied experience and make connections in professional fields they are considering for career paths; and give employers the opportunity to guide and evaluate talent.

Internship opportunities can be found during the academic year as well as during the summer, and may be full-time or part-time. Opportunities may be called an “internship,” “co-op,” “part-time job,” or “summer job,” but what’s important is that it allows you to develop skills and explore a career field.

Internships in many fields are paid. In other fields this may not be the case but the experience may be very worthwhile and you may earn academic credit as “compensation” for your time. For more information regarding your academic credit options and internship resources go to internships.berkeley.edu.

**BENEFITS TO INTERNSHIPS**

1. A recent study conducted by the National Association of Colleges and Employers found that overall, employers extended job offers to close to 65 percent of their interns—emphasizing that employers use internships as extended interviews for full-time employees and they prefer to hire successful interns over candidates they have just met through interviews.

2. Employers prefer candidates with previous work/internship experience, and it is becoming harder to land a good job without it.

3. Hands-on career experience makes you more marketable: you develop professional skills future employers want and can enhance your academic performance and success.

4. Professional contacts in the field gained through internships can help you with full-time job search and getting ahead in your career.

**DEVELOPING YOUR OWN INTERNSHIP**

Many companies have well-established internship programs while others may have roles to fill as the need arises. But what if you can’t find the specific type of internship you are looking for? The answer may be to research and develop your own opportunity.

Review the “Developing Your Own Internship” guide on internships.berkeley.edu

“Internships are a great way for students to jump in and get their feet wet. You really get to know the different parts of a business, and more importantly, figure out what you want to do.” **Kori Dunaway, T-Mobile**

“Students should expect hands-on experience and to work with different projects, all of which are meaningful work. You won’t be getting coffee, but instead, a wide range of experiences.” **Kori Kirk, Broadcom Corporation**

**OTHER CONSIDERATIONS**

**WHAT MAKES A QUALITY INTERNSHIP?**

Quality internships are project oriented, have specific learning outcomes, supervision, mentoring or professional skill building components, and specific durations.

**AFTER THE INTERNSHIP**

Hold an exit interview with the organization to discuss how things went, what worked, what did not. Keep in touch with your supervisor(s) and colleagues for networking purposes, etc. Tell your story, share your experience with others. Determine how this experience shapes what you want to do or don’t want to do. Update your resume to reflect your accomplishments from your internship(s).
KEY STRATEGIES CHECKLIST

- **Research the job market:** Create a list of 10-20 companies in your target location that you would like to work in. Use a variety of sources, including Chamber of Commerce offices, professional associations, the @Cal Career Network, classified ads in local newspapers, and web searches.

- **Tap into your network:** Talk with peers, friends, relatives, friends of friends, alumni, or professionals who live in your target location. Ask them for specific names of people or companies that you can contact. Use LinkedIn (pg. 10) to help with your search. Be prepared to clearly articulate your interest both in their company and in the specific geographic region. Make sure to maintain professionalism in all communication with potential employers.

- **Re-establish contacts:** If you are relocating back to your hometown, reach out to colleagues, employers, relatives, and friends who may be able to help.

- **Plan ahead:** If you will visit the area before you move, arrange in-person networking meetings with potential employers and contacts. Use the city where you want to move to as a term in a keyword search in Handshake internship & job listings.

- **Job search section** of career.berkeley.edu includes nationwide listings of employment opportunities. Research whether employers coming to Cal career fairs have locations in your target location.

- **Seek out virtual job fairs:** Some allow long distance applicants to submit applications directly to employers. Some fairs also provide a chance to chat with employers live via the web. Ask a friend or relative in the area if you can list their number on your application documents. This helps to show that you are serious about relocating.

- **International search:**
  - Find employment search resources for 40+ countries and overseas employment listings through GoinGlobal (access through Handshake).
  - Reach out to Cal Alumni who are overseas through the UCB Office of International Relations International Alumni Network (international.berkeley.edu).
  - Alumni Tool in LinkedIn (see pg. 11): Find Cal Alumni located in target locations and reach out for advice.
  - Riley Guide (rileyguide.com/internat.html) has international job resources.
  - Search for “Long Distance Job Search Do’s” on quintcareers.com.

**Additional Considerations**

- **Housing:** Some formal internship programs provide you with housing or resources to locate housing, but others do not. If you are interning away from your hometown, you may need to arrange and pay for your own housing and transportation costs. Talk to your internship employer and/or people who are familiar with that region for housing suggestions. Visit career.berkeley.edu/internships/inthousing for more housing resources.

- **Financial needs:** Consider if you will need to earn a set income or if you are able to take an unpaid internship and stay with family or friends. If you will need to earn a certain income, consider working part-time in addition to interning (if it’s unpaid or only awards a stipend).
Although the term “networking” can sound intimidating, it essentially means having conversations about your interests and skills, and asking for information that may help you in your job or internship search. As a result of networking you may be referred to more people, gain inside information on which organizations are hiring, or get an actual job offer.

Before you start networking, it is helpful to already identify what kind of position(s) you’re seeking and to have inventoried your skills and experiences as they relate to these positions. Taking these steps will help you describe your goals with confidence. Learn more about Informational Interviewing (see p. 2) as a way to network for career exploration.

Ideas to identify or conduct networking opportunities:

- Career Fairs & Employer Information Sessions (see p. 13) allow you to directly interact with employers in your areas of interest.
- Career Connections events are informal events hosted at the Career Center that connect students with local alumni and professionals in various career fields and industries. Check the Handshake calendar for a list of upcoming events.
- Online networks, including LinkedIn (see p. 10) and the @Cal Career Network, are venues to connect with Cal alumni and other professionals in areas of interest.
- Professional associations provide information about job listings, professional development, career services, and current issues in the field through newsletters, listservs, and events. Student memberships are typically offered at a discount. Search the Career Center website for “Connecting Majors to Careers” to identify potential associations in your areas of interest.

Network Meeting Follow-Up

- Send a thank-you letter as soon as possible.
- Ask for referrals to other people in the field.
- If the contact has expressed interest in an update on your progress, indicate that you will provide one, and then follow through.

SOCIAL NETWORKING TIPS

- Have fun, but remember: what you post on these sites is fair game for employers.
- What you post now may be on the Internet for years to come and can be re-posted on various forums.
- Check to make sure others haven’t posted incriminating comments or photos of you that are public.
- Use security options on social networking sites. Be aware that some universities offer alumni “.edu” email addresses that, in turn, can be used by alumni employers to log-in to Facebook.
- Use your internet presence as a marketing tool. See p. 10 for guidance on how to leverage LinkedIn to showcase your resume, accomplishments, and skills.
LinkedIn for students: career.berkeley.edu/Info/LinkedIn and students.linkedin.com

LinkedIn is a platform that houses your living, breathing resume which has the power to connect you with more than 350 million registered users and 3 million jobs/internships around the world. Whether you're a 1st semester freshman or a graduating senior, it is very important to build a great LinkedIn profile and start using this powerful platform to:

- Host your professional online presence
- Explore majors, careers and employers
- Build your network
- Search for jobs and internships

LinkedIn: Components Of A Winning College Student Profile

- Photo: Keep it professional and make sure to smile! (Hint: Dress as if it’s your first day on the job in your industry)
- Headline: Tell everyone what you are majoring in and what types of careers you're excited about. (i.e., Economics Student at UC Berkeley, Aspiring Financial Analyst)
- Summary: Tell your story! Describe what ignites your passion, what you’re skilled at, and what’s next.
- Education: List all the educational experiences you’ve had including some important coursework.
- Experience: List the jobs and internships you have held, even if they were part-time, along with what you accomplished at each.
- Volunteer Experience: Even if you weren’t paid for a job or experience, be sure to list it. These experiences can be very valuable.
- Skills: Add the skills you have developed that are relevant to the types of positions you are/will be seeking. (Recruiter insider tip: do not lead off this list with MS Word – it is assumed you have this skill if you are in college!)
- Projects: Highlight relevant class or personal projects you have worked on. Provide photos, links, videos, documents, etc that provided deeper insight into these projects.
- Recommendations: Ask managers, professors, or classmates who’ve worked with you closely to write a recommendation. This gives extra credibility to your strengths and skills.
- Join Groups: By joining groups in your industries of interest you can meet other professionals, alumni, etc who share common interests. You can learn a lot about your interest areas, including industry trends and news, by connecting to people and groups in LinkedIn.
As an international student, you may have unique concerns when it comes to internship or job searches in the U.S. In addition to the search strategies on p. 4, consider these tips to become a more competitive candidate.

**Networking**

Networking with personal and professional contacts is often the key to securing employment in the U.S. and should be a priority in your search. See p. 9 to learn networking tips and how to avoid shyness or modesty from getting in your way. In the U.S., it is very common for students to reach out to more experienced professionals. Having current professionals, Cal alumni and recruiters on your side increases the likelihood a company will see the benefit of hiring you as an international candidate.

Practicing networking is a great opportunity to refine your English language and interpersonal skills, so you can be successful in your search and have rewarding experiences at Cal. Strong English language skills, non-verbal communication skills and interpersonal skills are all crucial for international students who wish to work and succeed in the U.S., and it’s never too late to start polishing those skills.

**Target Employers With A History of Hiring International Students**

To view which employers have petitioned for H-1B employment visas in the past, access GoinGlobal through Handshake, and myvisajobs.com. The latter resource allows you to search for H-1B employers by job title or industry and includes companies that have sponsored for U.S. Permanent Residency. To see where Cal international students have found internships and jobs, join the “UC Berkeley International Student & Alumni Network” LinkedIn group.

**Resume - U.S. STYLE**

Resumes in the U.S. may be different from CVs in your home country. U.S. resumes do not include personal information such as marital status, date of birth, or photographs. They tend to be one page long and are focused on presenting information relevant to the position. For additional resources, see the Resume section on p. 15 for general advice and search the Career Center website for “International Students - Resumes” for advice just for international students.

**Interviewing - U.S. STYLE**

When interviewing in the U.S., you are expected to be comfortable talking about your accomplishments, to demonstrate familiarity with the company and the job description, and to confidently persuade the employer that you are the best candidate for the position. This style of self-promotion may seem brash or boastful, but it will be necessary to adapt to the U.S. norm in order to successfully compete for positions. Interviewing gets easier with practice. For additional resources, see the Interviewing chapter on p. 31 for general advice and search the Career Center website for “International Students - Interviewing” for advice just for international students.
WORK AUTHORIZATION & IMMIGRATION STATUS

Employment Authorization for F-1 and J-1 Students
It is every international student’s responsibility to be fully informed about work authorization options in order to facilitate the hiring process for employers. Eligible F-1 international students are able to work off campus during their academic program using Curricular Practical Training (CPT) and after graduation using Optional Practical Training (OPT). Eligible J-1 international students are able to work off campus using Academic Training (AT) both during and after their academic program. All off-campus employment must be related to a student’s field of study. Visit the Berkeley International Office (BIO) website for more details.

Discussing Work Authorization & Employment Visa with an Employer
Fortunately for employers, there is little paperwork involved in hiring an international student with practical training work authorization. However, if your employment extends beyond the practical training period, your employer will need to petition you for an employment visa. The H-1B is a common employment visa but there are other options. The Berkeley International Office (BIO) offers workshops on H-1B throughout the academic year.

Employers unfamiliar with the process of sponsoring someone’s immigration status may be intimidated by the prospect. The best way to prepare for this is to learn as much as you can about the options available to you through BIO and by speaking to an immigration attorney (BIO has a referral list on their website). You can then present the information in a confident, informed way that will encourage the employer. Employers may find the “U.S. Employer’s Guide to Hiring UC Berkeley International Students” helpful on career.berkeley.edu.

Revealing International Student Status
There is no official time when you are required to tell an employer about your international student status. Most employers will ask in the online application form or by the first or second interview. International students should 1) respond honestly about their immigration status and work authorization eligibility when asked and 2) ensure the topic is discussed before the interview process ends so that employers have this information when making the hiring decision. Ideally, the employer will understand that the skills and global perspectives you bring to the company will far outweigh extra measures needed to hire you.
Career Fairs & Employer Info Sessions

Career fairs give you a chance to explore organizations and career fields through conversations with employer representatives that include recruiters, Cal alumni and hiring managers. Employers provide information about job and internship opportunities within their organizations. Upcoming career fairs can be found in Handshake.

Before The Fair

1. See which employers are attending the fair in Handshake and develop a list of those you’d like to speak with.
2. Research these employers and, in addition to their websites, see where they are mentioned in articles, current events, etc. If there’s time, speak with peers who have done internships there or alumni who currently work there to get the inside scoop on qualities they look for in candidates.
3. Look for internship/job postings on Handshake or on their company website. Develop questions for positions of interest. If there aren’t positions posted, ask the representative about upcoming positions and desired qualifications.
4. Develop and practice your elevator pitch to confidently introduce yourself to employer representatives. Reflect on and be ready to talk about your:
   a. Academic background
   b. Career interests/what you are looking for
   c. Experience related to role/employer/industry (internship, volunteer, research, leadership, projects, etc.)
   d. Skills and strengths
   e. Ask a question at end to keep conversation going
5. Prepare questions to help you decide whether this is an ideal role or employer for you. Answers to your questions should not be easily available online. See p. 14 for examples of questions to ask at a career/internship fair.
6. Print multiple copies of your resume.

During The Fair

1. Make a good first impression with attire appropriate to your industry of your interest. See “What to Wear” p. 33.
2. Example introductions/elevator pitch
   a. “Hi, Mr. Smith, my name is Susan Tran and I’m a junior here at Cal majoring in Economics. I’m very interested in working for an organization like yours that supports diversity and is engaged in a variety of community development projects. Last summer, I worked in a team of 4 to recruit and manage community volunteers to create more housing for the homeless. What types of internship opportunities are available at your organization during the summer?”
   b. “Hello Ms. Rodriguez, my name is Steven Hall and I am a sophomore at Cal planning to major in Molecular and Cell Biology. I am doing research with a MCB professor and am looking for an internship in the field of genetics research that will allow me to gain more professional skills and hands-on experience for my future career. Can you tell me about your internship program and the type of projects that students typically get involved in?”
3. Be flexible and talk to additional companies that you previously didn’t consider.
4. Ask them about upcoming events such as employer info sessions, coffee chats, or other employer hosted campus events.
5. Ask for business cards of employers for follow-up purposes and next steps. Take notes during the conversation or take a few moments to write notes before you speak with the next employer.
6. You will speak with many employers and these notes will help you to write tailored follow-up messages.

**QUESTIONS TO ASK AT A CAREER OR INTERNSHIP FAIR**

- What types of skills and experience are you seeking for this role?
- What type of training is available for entry-level staff?
- What advice would you give to someone who wants to break into this field?
- What is the hiring process like at your organization?
- Are there immediate openings in your organization? What jobs do you anticipate will open?
- What are the typical entry-level opportunities?
- What do you like most about your organization?
- What skills are most important for a position in this field?
- Considering my particular career interest, are there additional people in the organization I should contact?
- Can you describe the typical career path in your organization?

**EMPLOYER INFORMATION SESSIONS**

These sessions typically cover an organization’s mission and culture, career opportunities, and products or services. Because they provide an opportunity for direct dialogue with employer representatives, try to find 1-1 time to build a personal connection during the networking portion at the end.

Professional or business casual dress is appropriate, unless otherwise indicated.

Some employers require attendance at these sessions if you have a scheduled interview with them, but many sessions are open to all interested students. Visit Handshake for a listing of upcoming employer information sessions. Employer info sessions may also be advertised through academic department and student organization listservs.

For more information about what to expect and how to prepare, search the Career Center website for “Employer Info Sessions.”
A well-crafted resume can set you apart from other candidates. Strong resumes do more than summarize your educational background and work history; they emphasize the results of your efforts and draw clear parallels between your skills and experience and an employer’s needs.

The 5 Steps of Resume Development

Step 1: Analyze the Position Description
Read the position descriptions thoroughly and then highlight all of the keywords which indicate required and preferred skills, abilities, attributes, and qualifications. If an employer is looking for someone who is innovative, punctual, and attentive to detail, consider using these same or similar words in your resume.

Because there are patterns within industries/fields, you may develop a strong resume template for a particular category of positions. Along these lines, it is also often appropriate to have multiple versions of your resume, which may vary in content and structure depending on your target.

Step 2: Generate a List of Accomplishments
Create an inventory of your accomplishments—tasks you enjoyed doing, did well, and are proud of. Include education/training, volunteer experience, jobs, projects, travel, group or team activities, and skills. There is no one formula for what to include in a resume—Your resume should uniquely reflect you! Focus on the outcomes of your efforts, including skills you have developed. Quantify your results if possible. Don't sell yourself short! Resumes are promotional tools.

Step 3: Identify Relevant Skill Areas
Frame your experience so it focuses on skills and achievements that are desirable for that particular position/field/industry. Make sure each accomplishment you list highlights a skill the employer is seeking, often listed in the position responsibilities and qualifications.

Remember transferable skills, skills you've developed that can be used in many different settings! If you are applying to your first position in a field/industry, consider in detail which skills you have developed (and how) from past experiences that may translate to this new environment.

Step 4: Write Descriptive Phrases
Using action verbs (see p. 18), write concise phrases to describe experiences that demonstrate your relevant skills. The accomplishments on your resume should ultimately be targeted to address an employer’s needs. Do your best to place them in order of relevance with the most relevant information as close as possible to the top.

Step 5: Choose a Format
Within one page, aim to develop a focused, succinct marketing document that clearly communicates your value and relevant experience and skills.
A **chronological resume** is the most commonly used resume format. Listing your experience in reverse chronological order (with the most recent experiences first), this resume format accommodates all industries and levels of experience, and is preferred by the majority of employers and on-campus recruiters. Because a chronological resume presents your experience from most recent (relevant) to least recent (relevant), this format works especially well for students and entry- to mid-level applicants to demonstrate a vertical career progression. See p. 19-24 for examples of effective chronological resumes.

Although a chronological resume is often a safe bet for all levels, established professionals who have multiple gaps and/or unusually large gaps in their employment history, who are aspiring to make a career change into a new industry, or who want to promote a specific skillset may consider a skills/functional resume format or a hybrid/combo resume format as alternatives to the chronological resume format. If appropriate, established professionals may also move beyond a one-page resume.

While resume templates may be tempting, they tend to be inflexible; also, employers are often familiar with them and may perceive you as lacking ingenuity. Find a format that works for you, and use your own words to develop content that is unique to you.

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**The Resume Bullet: How To Say It**

Resume bullets should describe your skills and accomplishments, reflecting the order or priority that the employer has stated in their position description and requirements. Write bullet points for jobs, internships, volunteer experiences and activities where you’ve developed skills. Consider how these bullet points highlight skills and experiences that match the position requirements. Action-oriented statements highlighting your accomplishments should use concrete language and could include:

- **What**: What task (transferable skill) did you perform? Use action verbs! (See p. 18)
- **Why**: Why did you perform this task? e.g. to fulfill a goal, serve a need or make your organization/company better?
- **How**: Specifically how did you perform this task? What equipment, tool, software program, or method did you use to accomplish this task?
- **Result**: What was the positive result you achieved or impact you made by performing this task (quantitative or qualitative)?
- **Adjectives**: Spice it up with descriptors; sell yourself… go for it!

**Examples:**

**What**: Created a brochure.

**What and How**: Created a brochure using InDesign.

**What and Why**: Created a brochure to generate customer interest in the company’s new line of fall clothing.

**What, Why, and Result**: Created a brochure to generate customer interest in the company’s new line of fall clothing, resulting in high praise from Director of Marketing.

**Adding Adjectives**: Created a colorful and eye-catching marketing brochure using InDesign to generate customer interest in the company’s new line of fall clothing, resulting in high praise from Director of Marketing.

**What**: Tutored students.

**What and How**: Tutored students using a variety of methods to adjust to different learning styles.

**What and Why**: Tutored students to help them retain information and improve both grades and overall performance in Math and English.

**What, Why, and Result**: Tutored students to help them improve grades and overall performance; saw marked improvement over a three-month period in 100% of students.

**Adding Adjectives**:

- Tutored at-risk youth in Math and English; assessed learning styles of each student and creatively adjusted tutoring style based on results.
- Affected information retention and overall grade improvement in 100% of students tutored over a three month period.
- Acknowledged by Director for strong commitment to student success.
RESUME TIPS FOR FIRST-YEAR STUDENTS

1. You may include work, leadership, and academic achievements from high school. By your third year in college, more recent experiences should replace those from high school.

2. Don’t worry about having limited work experience. Instead focus on transferable skills developed through other kinds of involvement or accomplishments.

3. Your first “college resume” may require extra time to assemble. Expect to spend a few hours creating a rough draft, and make an appointment with a Career Counselor or see a Peer Advisor to review your document.

4. Be patient with the process! Resumes are always a work in progress.

REFERENCES TIPS:

1. In almost all cases, you will NOT submit references with your resume. Instead bring them to your interviews to furnish upon request.

2. For a polished look, use the same header style for your contact information on your reference sheet that you use for your resume and cover letter.

3. Secure 3-5 references prior to interviews. References should be people who have supervised you in an academic or hands-on setting like a job, internship, or volunteer position. Friends, family, and well-known people who do not know you well are not good references—they can say little about your potential for success.

MICHIELLE ANDERSON
1253 College Avenue, Berkeley, CA 92134
510.555.4457 ∙ mander@berkeley.edu

REFERENCES

Deborah Smith
Director of Marketing
ADworks Corporation
2 Sacramento Plaza, Suite 2434
San Francisco, CA 94311
(415) 555-0477
deborah.smith@adworks.com

Philip Blass, PhD
Assistant Professor
University of California, Berkeley
Department of Psychology
3210 Tolman Hall
Berkeley, CA 94720
(510) 555-3175
pblass@berkeley.edu

Sylvia Nunez
Tutoring Programs Coordinator
Berkeley Tutoring Center
695 College Ave.
Berkeley, CA 92431
(510) 555-4892
snunez@berkeleytutoring.com

TOP 10 ATTRIBUTES EMPLOYERS SEEK ON CANDIDATE RESUMES:

1. Leadership
2. Ability to work in a team
3. Communication skills (written)
4. Problem-solving skills
5. Communication skills (verbal)
6. Strong work ethic
7. Initiative
8. Analytical/quantitative skills
9. Flexibility/adaptability
10. Technical skills

Source: Job Outlook 2016, National Association of Colleges and Employers
VERB LIST FOR
RESUMES & LETTERS

More Verbs for Accomplishments

achieved
expanded
improved
pioneered
reduced (losses)
resolved (problems)
restored
spearheaded
transformed
operationalized

Management

addressed
arbitrated
arranged
authored
collaborated
convinced
corresponded
developed
directed
drafted
drafted
edited
enlisted
formulated
influenced
interpreted
lectured
mediated
moderated
negotiated
persuaded
promoted
publicized
reconciled
recruited
revised
spoke
translated
wrote

Communication

assembled
built
calculated
computed
designed
devised
engineered
fabricated
maintained
operated
overhauled
programmed
remodeled
repaired
solved
upgraded

Technical

administered
allocated
analyzed
appraised
audited
balanced
budgeted
calculated
computed
developed
forecasted
managed
marketed
planned
projected
researched

Financial

assessed
assisted
clarified
coached
counseled
demonstrated
diagnosed
educated
expedited
facilitated
familiarized
guided
motivated
referred
rehabilitated
represented

Helping

adapted
advised
coached
communicated
coordinated
demystified
developed
enabled
encouraged
evaluated
explained
facilitated
guided
informed
instructed
persuaded
set goals
stimulated
trained

Teaching

acted
conceptualized
created
customized
designed
developed
established
fashioned
founded
illustrated
initiated
instituted
integrated
introduced
invented
originated
performed
planned
projected
researched

Creative

approved
arranged
catalogued
classified
collected
compiled
dispatched
executed
generated
implemented
inspected
monitored
operated
organized
prepared
processed
purchased
recorded
retrieved
screened
specified
systematized
tabulated
validating

Research

clarified
collected
critiqued
diagnosed
evaluated
examined
extracted
identified
inspected
interpreted
interviewed
investigated
organized
reviewed
summarized
surveyed
systematized

Words in bold are especially good for pointing out accomplishments.
RESUME OUTLINE

CHRONOLOGICAL FORMAT

YOUR NAME
Street Address, City, State Zip
student@berkeley.edu | (650) 453-5555 | linkedin.com/in/yourname

OBJECTIVE
An objective statement is optional. If included, it should be specific to the position you are applying for.

QUALIFICATIONS
• Number of years of relevant experience, noting skills gained
• An important accomplishment that directly relates to the job
• A quality or characteristic of yours that supports this goal

EDUCATION
University of California, Berkeley
Bachelor of Arts/Science, Name of Major
Minor or Concentration
Honors Thesis: “Title”
Overall GPA and/or Major GPA
Related Coursework: Course Title, Course Title, Course Title

Previous Institution Name
City, State/Country
Name of Degree/Diploma/Program or Summary of Coursework Completed
Month Year

EXPERIENCE
Organization Name
City State/Country
Position Title
Month Year - Present
• Use bullet points to describe your accomplishments. Paragraphs can work as well, although bullets will lead the reader’s eyes more easily.
• Always start your statement with “action verbs” add adjectives to emphasize
• State an accomplishment that demonstrates your skills in this field/position
• Illustrate a problem you solved using relevant skill(s) and the results
• Provide an example of when you used your skills to positively affect the organization, the bottom line, your boss, or your clients

Position Title
Month Year - Present
• If you have been involved in multiple positions within one organization, consider breaking out your positions to highlight your progression within the organization.

Organization Name
City State/Country
Position Title
Month Year - Present
• Be consistent with punctuation and format within each section.
• Use present tense verbs for current positions and past tense verbs for previous positions.

SKILLS
Language: Provide an accurate assessment of your proficiency (e.g. conversational, fluent, native) in any languages other than English.
Computer/Software/Programming: Consider how to best represent your familiarity, proficiency, or expertise in technical areas.
Laboratory: Consider including other relevant categories of skills, based on your background and the position you are applying for.

INTERESTS
Listing interests is optional. Interests may or may not be related to the position, but if included they may serve as a potential conversation starter and an opportunity to share other passions, hobbies, or ways you spend your time.
Anna Lee  
333 University Ave., Berkeley, CA 94720 | (555) 555-6644 | student@berkeley.edu

**OBJECTIVE**  
Full-time position as a financial analyst

**EDUCATION**  
University of California, Berkeley  
Haas School of Business  
Bachelor of Science, Business Administration (GPA: 3.64)  
May 2016

**SUMMARY OF QUALIFICATIONS**  
- Professional experience as intern in well-established financial services agency  
- Strong background in research and analysis developed through leadership experience and business courses  
- Extensive work on case projects in financial accounting and corporate finance classes  
- Proficient in Excel, PowerPoint, and Bloomberg

**EXPERIENCE**  
**Investment Intern**, BAE Financial Services, Orange, CA  
May – August 2015  
- Developed and implemented financial plans for individuals, businesses, and organizations by utilizing knowledge of tax and investment strategies, securities, insurance, pension plans, and real estate  
- Prepared and submitted client’s financial plan documentation; maintained contact with client, revising plan as required to reflect modified client needs or financial market changes  
- Conducted research on various investment products to recommend the most suitable ones to clients

**Case Competitions**, Haas School of Business  
August 2014 – May 2015  
1st Place: Morgan Stanley Technology Investment Banking Case Competition, Fall 2014  
- Conducted discounted cash flow and public comparables analyses to determine the best strategic recommendation for LinkedIn’s IPO; analyzed competitive landscape, industry trends and IPO market  
Finalist: Goldman Sachs Investment Banking Case Competition, Fall 2014

**Financial Analysis Project**, Financial Institutions and Markets class, UC Berkeley  
Fall 2014  
- Created comparable company analyses to identify financial opportunities.  
- Performed market research to facilitate analysis of equity funds.  
- Developed comprehensive investment portfolio strategy and presented to class of 35

**LEADERSHIP**  
**Treasurer**, Undergraduate Finance Association  
August 2014 – present  
- Expertly manage cash funds and flow garnered from membership fees, ASUC allotment and annual events  
- Actively attend weekly meetings, sharing information with peers about opportunities and activities surrounding careers in finance

**Active Member**, International Association of Business Communicators  
August 2014 – present

**ADDITIONAL SKILLS & INTERESTS**  
**Computer**: Bloomberg, Excel, Access, PowerPoint, Word, C++, HTML  
**Languages**: Fluent in Mandarin  
**Interests**: Avid vocalist, painter and photographer
Include a Projects section to show applied experience and knowledge.

Diana Ross
diana.ross@berkeley.edu
555 Cedar Street
Redwood City, CA 94077
(650) 555-5555

EDUCATION

University of California, Berkeley
Bachelor of Science: Civil & Environmental Engineering (Cum. GPA 3.15), December 2016

Cañada College, Redwood City, CA
Studied general engineering curriculum (Cum. GPA 3.5), August 2012 - May 2014

SKILLS

Computer: AutoCAD, MATLAB Programming, MS Office Suite
Language: Fluent in Spanish

DESIGN PROJECTS

Design of Environmental and Water Resource Systems Course, Fall 2015
Devised a water supply system in a fictitious town to provide potable water. Designed a system that consisted of pipes, pumps, and a reservoir to transport water from one location to another. Developed a restoration project for a portion of Peralta Creek in the city of Oakland along with expanding an existing park located near the creek.

Math, Engineering, Science, Achievement (MESA) Program, Spring 2015
Planned, designed, and constructed a wheelbarrow storage for the community of the Homeless Garden Project, a non-profit organization that helps homeless people in Santa Cruz help themselves. Observed the client’s concerns and needs and examined all possible solutions. Built the most favorable design within allocated budget.

EXPERIENCE

San Francisco Public Utilities Commission, San Bruno, CA, June - August 2015
Intern
• Conducted filter inspections to ensure proper filter performance and maintenance.
• Efficiently and professionally assisted lab chemist with chlorine decay tests every month.
• Operated lab equipment to test concentrations of chemicals.
• Independently developed a monthly filter performance report.

LEADERSHIP

Cañada College, Redwood City, CA, August 2012 - December 2014
Campus Ambassador, Outreach Department
• Provided courteous and helpful assistance with campus resources to new and continuing students.
• Helped coordinate outreach programs for high school students, setting up events, scheduling staff and communicating details to managers.
• Gave weekly tours to 50+ visitors at a time and participated in student panels.
• Provided guidance about the admissions and financial aid processes.

Workshop Facilitator, MESA Program
• Tutored and facilitated academic workshops with Physics and Calculus students.
• Advised and motivated students about college success and resources.

Peer Tutor, Learning Center
• Provided extensive tutoring in the subjects of ESL, Math, and Spanish, breaking down complex information into easy to understand ideas.

Cañada College Basketball
• Managed time and priorities; balanced athletics, work, and academics.
• Assisted team in winning Coast Conference North Championship (2013).
• Won Peak Performer Award two years in a row (2013, 2014).
Jayden Hien Yoon
5555 Dwight Way, Berkeley, CA 94704
(916) 555-5555 | student@berkeley.edu

**EDUCATION**

**University of California, Berkeley**

**Major:** Bachelor of Science in Integrated Biology; emphasis in Human Biology

**Minor:** Chemistry; Theatre, Dance, and Performance studies

**GPA:** 3.54

**Coursework:** General Chemistry, Organic Chemistry, Biology, Biology of Human Reproduction, Comparative Endocrinology, Hormones and Behavior, Physics, Calculus

**LAB SKILLS**

- Nuclear Magnetic Resonance
- Mass Spectrometry
- Gel Electrophoresis
- Organic Synthesis
- Thin Layer Chromatography
- Polymerases Chain Reactions
- Dissection
- Polymerases Chain Reactions

**EXPERIENCE**

**Chemistry Tutor**
Student Learning Center, UC Berkeley

- Work with a team of experienced students to tutor both individually and in groups in subjects such as General Chemistry and Organic Chemistry
- Prepare mock lectures to teach complex Organic chemistry reactions to Berkeley students
- Develop original problem sets to further illustrate concepts; well-received by students

**Grader (Chemistry lab)**
American River College, Rockland, CA

- Meticulously checked and graded over 100 lab books per week, paying close attention to details and returning to professor on time each week

**VOLUNTEER**

**Volunteer, Urgent Care**
San Francisco General Hospital, San Francisco

- Using care and compassion, assist healthcare providers and nursing staff with patient care
- Direct patients and their families to specific departments of the hospital, answering questions and making referrals to other departments
- Monitor the health conditions of patients in the waiting room and report any dangerous changes in the health or behaviors of the patients to nurses

**Volunteer, Vitas Innovative Hospice Care**
Various locations, Berkeley

- Assist elders with their daily needs related to mobility, food-serving, and cleanliness
- Aid in emotional and spiritual support for patients with life-limiting illness and bereavement support for families
- Prepare weekly reports for Hospice Care regarding behavioral and physical changes of elders

**Mongolian Community/Mission Service Trip**
Mongolia

- Collaborated with seminary students to understand and communicate with native speakers more effectively
- Worked with a team of 11 American and 9 Mongolian students to build tents and ranches for the Nomads
- Executed a variety of programs to engage and teach college students at Mongolian State University of Agriculture, taking initiative to connect and interact with them

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**CHRONOLOGICAL RESUME**

Include a summary which quickly showcases your skills for an employer.

Related volunteer work can show both applied knowledge and care for the community.
Edward Pfaff  
123 Main Street | Los Gatos, CA 95032 | EPfaff@berkeley.edu | www.linkedin.com/in/edwardpfaff/ | (408) 555-6757

EDUCATION
University of California, Berkeley  
Bachelor of Arts, English, Minors in History of Art and French | GPA 3.79  
Expected May 2016
Senior Thesis (in progress): Narrative Approaches in the Novels of Jane Austen

SUMMARY
• Well-honed research, writing and copyediting skills, with meticulous attention to detail
• Creative thinker who enjoys coming up with new and different ideas
• Social Media experience in Facebook, Linkedin, YouTube, Twitter and Pinterest
• Strong work ethic, with ability to work well under tight timelines

EXPERIENCE
Social Media Intern, SocialMedia.com, Hollywood, CA  
June-August 2015
• Assisted with all facets of outreach including building and maintaining social identities and keeping up-to-date on social media trends. Performed internet research, target list creation, and database management
• Interacted regularly with core fans on message boards, video upload sites, and microblogging sites
• Contributed to the content and appearance of each account/profile and analyzed statistics and traffic of each social media account
• Improved monthly Facebook page viewership and membership by 14%

Event Planning Intern, UC Berkeley Leadership Programs  
January-May 2015
• Worked with a team of five to plan Spring Conference attended by over 300 students; enhanced professional networking skills
• Coordinated, managed and hosted Lunch with Leaders symposium attended by over 125 students.
• Designed and implemented creative marketing strategy, including press releases and local advertising

Production Intern, Media Match, San Francisco, CA  
June-August 2014
• Evaluated prospective clients and talent agencies for commercial and industrial film projects
• Scheduled and coordinated auditions and interviews for performers and technical staff

Cashier & Server, Yogurt Park, Berkeley, CA  
July-Nov 2014
• Delivered efficient and courteous customer service, addressed customer complaints and helped resolve employee conflicts
• Served frozen yogurt, handled cash transactions, stocked yogurt machines, and maintained store cleanliness
• Trained new employees how to use machines, serve yogurt and interact positively with customers

ACTIVITIES
Editor, Cal Literature & Arts Magazine (CLAM), UC Berkeley  
Sept 2015-present
• Contribute to design, copy editing and production of bi-annual journal of poetry, prose and artwork comprised of submissions from undergraduate and graduate students
• Meet weekly with other editors and staff to review submissions and timelines, and plan events and fundraisers
• Publicize events to community using social media, flyers, posters, and ticket sales on campus
• Initiated advertisement sales as an additional source of revenue

OTHER SKILLS AND INTERESTS
Languages: Competent in written and spoken French
Interests: Drawing and painting landscapes
EDUCATION
University of California, Berkeley
Bachelor of Arts, Psychology (GPA: 3.73)
Bachelor of Arts, Cognitive Science (GPA: 3.40)

PROFESSIONAL SUMMARY
• 3 years of experience leading diverse groups of students through campus and community leadership roles
• Well-developed advising and helping skills; experienced serving broad range of adult and student populations
• Teaching and workshop facilitation experience; ability to develop lesson plans and assess learning outcomes
• Excellent with Microsoft Word, Excel, PowerPoint, Outlook; proficient with Filemaker and Adobe Photoshop

RELEVANT EXPERIENCE
Job Development Intern
Youth Employment Initiatives, San Francisco
Jul 2015-Present
• Collaborate with staff in designing and delivering curriculum and training programs and presentations on various employment and business topics to a diverse adult population and the community at large
• Perform research and analysis on current employment and hiring policies, issues, and market trends
• With staff case managers, visited hiring managers in variety of SF-based companies to create hiring relationships
• Participate in client case review sessions, offering ideas and strategies for increasing job placements

Psychology Research Assistant
Relationships and Social Cognition Lab with Professor Ayduk, UC Berkeley
Sept 2014- June 2015
• Recruited and interacted extensively with research participants while safeguarding their confidentiality
• Operationalized participants’ verbal and non-verbal behavior into quantitative data
• Performed scrupulous data collection, data entry and data analysis of research procedures and results
• Expertly managed databases such as Qualtrics, Psychology RPP, and Survey Monkey

Student Advisor
City College of San Francisco, Extended Opportunity and Programs Services (EOPS)
Aug 2012 - June 2013
• Introduced and led educational, financial, and leadership workshops for new students
• Advised students on academic matters and made referrals to appropriate programs and staff

ADDITIONAL EXPERIENCE
Administrative Assistant
Department of English, UC Berkeley
January 2014- Present
• Provide excellent administrative support to 57 faculty and 11 staff with demonstrated ability to improvise and meet demanding deadlines
• Respond to a high volume of telephone and walk-in inquiries with friendliness and professionalism, referring clients to appropriate resources
• Use Filemaker database to manage book orders and general record keeping
• Pioneered method to store print and electronic documents properly for future reference; improved efficiency

LANGUAGES & TRAVEL
• Fluent in both written and spoken Spanish
• Studied abroad in Madrid, Spain, Spring 2016, enhancing Spanish skills and cross-cultural sensitivity
Janelle Davis
123 East Street • San Leandro, CA 94578 • (510) 555-5555 • jdavis@berkeley.edu

EDUCATION
UNIVERSITY OF CALIFORNIA, BERKELEY
Bachelor of Arts, Molecular and Cell Biology
Minor in Psychology
(GPA: 3.70)

EXPERIENCE
RESEARCH / WRITING
Research Assistant, Comparative Endocrinology Lab, UC Berkeley
Planned, organized and carried out long-term and short-term research projects with minimal supervision; quickly learned complex laboratory procedures; analyzed and studied evolution of hormones, developing expertise in metabolic pathways of thyronines

Research Assistant, Children’s Hospital of Oakland
Successfully executed molecular biology experiments involving DNA sequencing and gene analysis; maintained detailed records for procedural and statistical purposes; gained significant independent research and writing experience

Campus Relations Intern, UC Berkeley Office of Public Affairs
Compiled Fellow articles from a variety of journals, magazines and newspapers; used InDesign to create pages; developed efficient proofreading methods

TEACHING
Teaching Intern, Break the Cycle, Berkeley, CA
Improved 1st grade students’ math skills through consistent and creative teaching and curriculum development; motivated 15 underachieving students toward success in their annual district exams; designed individual curricula, focusing attention on methods that work well for specific population

Tutor and Teacher’s Aide, Edna Brewer School, Oakland, CA
Conceptualized and implemented a yearlong project for ESL students resulting in a journal of autobiographical works for use as a learning tool for other ESL instructors, historical archive, and a source of inspiration for other ESL students; drafted proposal to finance project, resulting in full grant support

LEADERSHIP
Rush Chairperson, Chi Omega Sorority, UC Berkeley
Coordinated team of 10 in planning sorority recruitment; implemented marketing strategies promoting the benefits of membership, resulting in chapter membership increasing by 35%; efficiently managed budget for Rush preparation week and Rush week

ACTIVITIES
Saxophone, UC Berkeley Jazz Band
Shortstop, UC Berkeley Club Baseball Team

This hybrid resume combines strengths of both skills and chronological resume formats.
A well written cover letter should always accompany your resume or application. Its purpose is to introduce yourself, expand on the experience in your resume as it relates to the job description, and explain why you are interested in that specific company/organization.

A good cover letter should:
- Open with a compelling paragraph that tells a story and catches the reader’s attention.
- Connect your experiences and qualifications with the desired qualifications of the employer.
- Include specific information about why you want to work for the employer and industry.
- Exemplify clear and concise writing skills with NO grammar/spelling errors.
- Demonstrate your knowledge of the position AND the company.

Cover Letters for Job or Internship Listings
- **Know the employer**
  Research the employer’s organization to see how your experience, skills, and abilities meet its needs. In your cover letter, show why you are a good fit. Send the letter to a specific person whenever possible; otherwise, use “Dear Hiring Manager,” “Dear Members of the Selection Committee,” or “Dear Hiring Team.”
- **Analyze the job description**
  Carefully review the position responsibilities and qualifications and design your cover letter to match these as much as possible. Sometimes position listings are vague. In these cases, draw from your experience of similar positions to infer which skills and abilities might be required or research similar positions online.
- **Analyze your background**
  Think about your background in relation to the position responsibilities and qualifications. Ask yourself, “What have I done that is similar to what this position entails?” Consider courses taken, classroom projects, work experience, summer jobs, internships, volunteer experience, extracurricular involvement, and travel. Be sure to indicate in the first paragraph what position you're seeking. If a specific person recommended you for or alerted you about the position, include their name and title up front. For example “Jason Ryner, your Marketing Manager, recommended that I apply for this position.”

Prospecting Letters
If you are inquiring about possible openings, you are sending an Inquiry or Prospecting Letter. Address your letter to a specific individual, usually the person who supervises the functional area where you’d like to work. Be as specific as possible about the type of position that interests you. Ideally, your research will reveal the job titles used by this employer. If not, use generic job titles commonly understood in the field.

**COVER LETTER CHECKLIST**

STOP! Don’t submit your cover letter until you have completed the following:
- Write an original targeted cover letter for each employer and position.
- State in the first sentence why you are writing and why you are interested.
- Show that your career goals are aligned with both the position and the organization.
- Make your points succinctly; every point should support your readiness to contribute.
- Proofread for typos and accuracy of contact information. Have another set of eyes review it, too.
- Run spell check before sending your final copy, but remember that it does not catch everything.
- Follow up with the employer if you hear nothing after 2-3 weeks. Inquire if any further information is needed and reiterate your interest.

**BE CAREFUL NOT TO…**
- Make your introduction long winded or forget to include your job objective to cause confusion about what you’re applying for.
- Forget to proofread your letter or use spell check!
- Write a great deal about your experiences without explaining why they are relevant. Do provide details that will let the employer know that you understand what their company does or what the job entails.
- Write more than one page, forcing employers to hunt for your qualifications.
- Explain what the employer can do for you, instead of what you can do for them.
- Send the same generic cover letter to all employers.
YOUR NAME  
Email - Phone Number - Address

Month Date, Year

Employer or HR Manager’s Name  
Company Name  
Employer Street Address  
City, State Zipcode

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

Opening Paragraph
State the position you are applying for, how you found out about it, and ask for consideration based on your skills and experiences you have to offer. If you were referred by someone (i.e., someone you know at the company, a recruiter you met at a career fair, etc.) state that here. Make a general statement summarizing what qualifies you most for the job.

2nd Paragraph
In this section, you want to build a direct connection between the company’s needs and your background and skills. Stress what you have to offer, avoid talking about what you want from them. Identify those parts of your experience that will interest THIS employer (refer to the job description if possible). You can draw attention to relevant course work, special projects and campus activities if they show direct relationship to this position. Do not restate what’s in your resume, rather expand upon a specific project or accomplishment.

3rd Paragraph – Optional
Convince the employer that you have the personal qualities, passion and motivation to succeed at this specific company. Relate your interests/passion to what you know about the company. (Convince the employer that you not only have the skills to do well at the job, but a vested interest in the company, the industry, and the work itself.)

Closing Paragraph
Restate your interest in this position and how your unique qualifications fit the position. Request an interview, or tell the reader that you will contact him/her soon in order to schedule a mutually convenient time to meet. Thank the reader for his/her time and consideration.

Sincerely,

Your Signature

Type Your Name
Dear Ms. Scott:

I am excited to submit my application for the Training Specialist position I saw listed in Handshake. I am confident that my relevant education, experience and skills related to this position merit your consideration.

As you can see on my resumé, I will complete my bachelor’s degree in Business Administration at UC Berkeley in May 2017. While this degree has provided me with a strong background in many aspects of business, it has also given me the opportunity to demonstrate my abilities through practical experience. As a Training Department Intern with UCSF, I was responsible for a new computer software education program. This project allowed me to develop and refine my training and organizational skills while designing a program to teach basic software applications to users with limited experience working with computers. The success of this program has been so overwhelming that the department has integrated it into their new staff training course.

Through my experiences at UCSF, it became clear to me that training and development is an incredible passion of mine – whether I am facilitating or designing them, I aim to make all trainings innovative, effective and fun. Yahoo is known for being one of the best employers to work for in the world, in part because of its innovative, inclusive and welcoming training programs. For this reason, I am particularly excited to be applying for this position in hopes that I may have the opportunity to contribute to such a reputable team in creating and providing top quality employee training.

Although the enclosed resumé thoroughly outlines my education and experience, I would appreciate the opportunity to demonstrate in an interview my knowledge of employee training and development, initiative, and interpersonal skills. You can contact me at (650)555-5555 to set up an interview. I look forward to hearing from you soon.

Sincerely,

Marty Lewis
333 College Avenue  
Berkeley, CA 94765  
susantdavis@berkeley.edu  
(555) 555-7777  

December 1, 2016  

Mr. Earl Jones  
Goodworks Agency  
234 E Santa Clara Street  
San Jose, CA 94567  

Dear Mr. Jones:

I learned about Goodworks in the process of researching nonprofits online. I have been seeking an organization whose mission matches my desire to help low-income clients with practical matters and emotional support, and was inspired by Goodworks' range of services and successful track record. I am writing to see whether you would be interested in hiring an intern this summer.

I am a junior at UC Berkeley, pursuing my BA in Sociology and a Spanish Minor, and considering an eventual career in social work or nonprofit management. Since August, I have been conducting HIV test counseling sessions as a volunteer at the Berkeley Free Clinic. It has been rewarding working with people from diverse backgrounds, many of whom are struggling to meet basic life needs, and to use my Spanish speaking skills. I would love to apply and further develop my counseling skills while making a positive contribution at Goodworks.

I will be available to work up to 20 hours a week this coming summer and would welcome the opportunity to meet with you to discuss the possibility of interning with you. I will follow up on this letter in a week to see if we can set up a time. Thank you very much for your attention.

Sincerely,

Susan T. Davis

---

Since you don’t have a mutual contact, you have to find another way to form a bond with the reader. Establish that you are interested specifically in this organization and explain why you are targeting them.

Keep the letter short and to the point. The reader is probably very busy, and the letter is just to get his attention. Be assertive in the closing.
The following is intended as a guide. Your cover letters should be unique, original, and tailored for each job.

Freda Jones  
2440 Bancroft Way, #204 • Berkeley, CA 94720 • (510) 999-9999 • fjones@berkeley.edu  
April 1, 2016  

Alan Smith  
University Recruiting Lead  
Widget Advisors  
9999 University Circle  
Menlo Park, CA 94025  
Reference: Summer Analyst Intern (#a100009)  

Dear Mr. Smith:  

Every day as I traveled to school I passed a construction site where a fascinating building started to rise above the fence. It was so interesting I searched the Internet to find out the building's owner. I discovered an equally interesting company—Widget. I have been following Widget's story ever since and so was delighted and excited to see your posting for a Summer Analyst.

Based on my understanding at this stage I believe the following are important:  

Quantitative Skills  
I discovered I have an aptitude for numerical, analysis, data modeling and software tools while still in high school. I also discovered a skill at conveying complex concepts so that lay people understand. I have also led team efforts to win prizes in national case-based competitions.  

Collaboration  
When I started at Berkeley I joined the Widget Appreciation Club when it was defining itself. Everyone had lots of ideas and everyone was championing their own. I listened to all the ideas and then facilitated a group session to pull out the best of all the ideas. The result was everyone felt they had contributed to the Club's new direction and membership rose by over 300% over the following semester.  

Fast Learner  
While at high school I helped out at a small local business. They were suffering from unreliable computer systems so, in addition to my regular work, I evaluated their needs and replacement options. I got the owner's go-ahead and learned the new system in a quarter of the time the supplier expected. I was then able to train the staff so the implementation was smooth and removed all the previous problems.

I view an internship as a two-way process. I’m certain I would learn a huge amount from you but I would also want to bring value to Widget Advisors and I look forward to discuss with what that value might be.

Sincerely,  

Freda Jones

Freda Jones
Once you get to the interview stage of the application process, you have succeeded in convincing an employer to invest time in meeting you. When you developed your resume and cover letter, you already:

- analyzed the job description;
- identified and conveyed your skills and accomplishments most relevant to the position;
- researched the employer; and
- explained what attracted you to the organization.

But there is more to do before the interview so you are prepared to answer questions on the spot and articulate what makes you a truly compelling candidate.

### Preparing for an Interview

Don't let your first interview be your first time actually answering interview questions! Consider the following strategies when preparing:

- Write out answers to questions you think the employer will ask. See samples in this chapter.
- Practice saying your responses out loud. Answering potential questions in front of a mirror can make you more aware of your facial expressions and gestures.
- Practice with friends or family, or schedule an appointment with a Career Counselor at the Career Center.
- Ask for feedback on the content and organization of your answers (completeness, level of detail, how easy to follow) and your presentation style (pace, voice quality/tone, energy, posture, eye contact, hand gestures).
- Film or record your responses and review your performance. Ask yourself, “Did I look/sound confident, relaxed, and enthusiastic?” “What does my body language say?” “How were my pace and volume?”

Find out what type of interview you will have. Types of interviews include:

- **One-on-one**: Just you and one interviewer, the most common type of interview
- **Panel**: You are interviewed by more than one person at the same time
- **Group**: A group of candidates is interviewed by a panel or one interviewer
- **Meal**: You are interviewed while eating, usually over lunch
- **Working**: You are put to work and observed
- **Phone or Video**: Often used as a screening tool before inviting you to an on-site interview
- **On-Site or Second Round**: After you have made it through a screening interview, this is a more extended interview at the employer site that may include a series of different types of interviews, a site tour, and a meal.

### Feeling Nervous?

It is normal to feel nervous about interviews. In fact, being a little nervous can motivate you to prepare and do your best. But worrying about being nervous usually just makes you more nervous! Try focusing instead on being self-confident. To harness your nervous energy, think about five things (qualities, skills or experiences) you would like the employer to know about you and practice presenting these points.
Preparing for a Phone or Video Interview

In a screening interview, an employer is generally looking for clear interest, a positive attitude, solid communication skills, and evidence that your qualifications and experience make you a good fit for the position.

General Tips:
- Schedule the interview for when you can give 100 percent of your attention and take the call in a quiet place with good reception/wifi.
- Be prepared with lists of points you want to make, your skills and accomplishments with specific examples, and questions to ask.
- Keep a copy of your resume and the position description nearby.
- Have your calendar available in case you need to set up another interview.
- Listen actively and avoid interrupting the interviewer; ask for clarification if you need it, and think out your responses before answering.
- Speak clearly and slowly enough so that the interviewer can understand you without difficulty.
- Project enthusiasm in your voice to show you are excited about the possibility of getting the position and appreciate being considered.

Phone Tips:
- Stand up during your phone interview; this will help with your energy.
- Show enthusiasm for the position—be sure to smile—it will come through in your voice.
- Avoid saying “uh,” “um,” “er,” or “you know.” These fillers are more noticeable on the phone.
- Dress in business casual attire to help put you in an interview mindset.
- Have the company website open on your computer to reference.

Video Tips:
- Look directly at the camera, not the screen, to maintain eye contact with the interviewer.
- Dress from head to toe as though you were having an in-person interview.
- Pick a place with a neutral, uncluttered background.
- Run through a practice video interview with a friend to get used to the technology.
- Pay attention to your body language – maintain good posture and relax your shoulders.

Preparing for a Second Round Interview

Getting a second round interview means you are being considered seriously for a position. The employer will have a chance to gain a more complete picture of what you offer. They will also see how well you fit in with the company culture and with other team members.

Begin preparing by reviewing how you did in your first interview. Which aspects did you handle well, and which did you struggle with? Use this information to plan what you will continue to do and what you will try to improve in the second one.

Also, gather new information you can bring into the second interview by continuing to research the company and industry. If you haven’t done so yet, consider setting up informational interviews (see p. 2) with staff members who aren’t on the hiring committee. You may have the best luck if you can find alumni working at the company.

Before the Interview:
- Confirm the date, time, location, and name of the person you should ask for when you arrive.
- Allow plenty of time to get to the interview site and arrive at least 10 minutes early.
- Make any necessary travel arrangements. If traveling out of the area, ask whether the company will make reservations for you.
- Keep any receipts. Some medium and large sized companies may help with expenses.
- Try to find out in advance what the agenda will be and with whom you will be interviewing.
- Have ready extra copies of your resume, transcripts, references, and all employer forms that you have been asked to complete.
- Come up with at least five questions to ask the employer; see p. 36 for sample questions.
- Alert references that they may be contacted.
At the Interview:

- Turn off your cell phone, and do not chew gum.
- Be respectful to everyone. Job offers have been denied based on how applicants have treated administrative staff.
- Build rapport in the first 5 seconds. When your interviewer comes into the waiting room and calls your name, walk toward that person with confidence, make eye contact, extend your hand for a handshake, and say, “Hello, I’m (insert your name here).” This should help set the tone for a successful interview.
- Do not put your belongings on the interview desk.
- If a panel interview is part of the second-round interview, be sure to maintain eye contact with everyone on the panel as you answer questions.
- Be prepared to answer the same question several times since you will probably meet with several people over the course of the day. Stay enthusiastic and consistent in your responses.
- Remember that you are always being evaluated. In group activities and during meals, your ability to work with people and your “fit” in the organization are being assessed.
- Keep in mind that the interview is a two-way street. Be observant. What is the atmosphere like? Are employees friendly?
- Be sure to ask when you can expect to hear from the employer again.
- If you receive a verbal offer on the spot, it’s usually better to think about the offer before accepting or declining. If you are not ready to make a decision, ask for written confirmation and tell the employer when you expect to make a decision.

After the Interview:

- Within two days of the interview, send a thank-you note/email to the person in charge of the interview process with copies to the others involved. Mention what you appreciated from the day’s activities and reiterate your interest in the position and the organization.
- A week after sending the thank-you, you may contact the employer to show your continued interest and ask if there is any additional information you can provide.
- If the employer does not respond within the expected time frame, you may phone or email the person who interviewed you to ask about your status.

Thank You Letter: How to Say It

Dear Mr. Brown:

Thank you for the opportunity to spend last Thursday at your manufacturing facility in Sunnyvale. The discussion we had was very informative, and I really enjoyed the tour of your plant and the informal conversation with your engineering staff. I was impressed with the effective manner in which Consolidated Engineering has adapted the management-by-objective system to their technical operations. This philosophy aligns well with my interests and training.

The entire experience has confirmed my interest in joining the team at Consolidated Engineering, and I look forward to hearing from you soon.

Sincerely,

James S. Moore
Types of Interview Questions

Depending on the position you apply for, you may be asked questions from any of three different categories:

- Traditional Questions
- Behavioral Questions
- Technical or Case Questions

Since most interviews consist of a mix of different question types, practice responding to questions from both the traditional and behavioral categories, and add in some technical or case questions if you are entering a field that is known to use them.

Traditional Questions
Straightforward questions about your experience, background, and personal qualities.

Examples:

- Tell me about yourself.
- Why are you interested in this position/industry/organization? (What do you know about us?)
- Why should we hire you? (What can you offer us?)
- Describe your ideal job.
- What are your greatest strengths and weaknesses?
- Tell me about an accomplishment that you are proud of.
- What have you learned from your failures?
- What motivates you to do good work?
- How do you prefer to be supervised?
- How would a former supervisor describe you? How about your friends?
- Why did you decide to attend UC Berkeley?
- Why did you choose your major?
- Which classes did you enjoy most/least and why?
- What do you see yourself doing in five years?
- Do you plan to return to school for further education?
- What other positions are you interviewing for?

Behavioral Questions
Frequently used questions based on the premise that past behavior is the best predictor of future behavior. For example, if you have shown initiative in a club or class project, you are likely to show initiative in a job or internship.

Examples:

Interpersonal Skills

- When working on a team project, have you ever dealt with a strong disagreement among team members or a team member who didn’t do their part? What did you do?
- Tell me about the most difficult or frustrating individual that you’ve ever had to work with and how you approached the situation.
- Tell me about a time when you had to be assertive.

Communication Skills

- Tell me about a time when you had to present complex information. How did you get your point across?
- Describe a time when you used persuasion to convince someone to see things your way.
- Tell me about a time when you used written communication skills to convey an important point.

Initiative

- Provide an example of when you had to go above and beyond the call of duty to get a job done.
- Tell me about a project you initiated.

Creativity/Innovation

- Describe a time when you provided a creative solution to a problem.
- What is the most creative thing you have done?

Leadership

- Tell me about a time when you influenced the outcome of a project by taking a leadership role.
- Describe your leadership style and provide an example of a situation where you successfully led a group.
- Provide an example that demonstrates your ability to motivate others.

Planning & Organization

- Tell me about an important goal of yours. How did you reach it?
- Describe a situation when you had many assignments or projects due at the same time. What steps did you take to finish them?
- Provide an example of what you’ve done when your time schedule or plan was upset by unforeseen circumstances.

Flexibility

- Describe a situation in which you overcame a “personality conflict” in order to get results.
- Describe a time where you were faced with issues that tested your coping skills.
- Describe a time when you received constructive criticism.

Decision-making

- Provide an example of when you had to make a difficult decision. How did you approach it? What kinds of criteria did you use?
- Describe a time when you had to defend your decision.
- Summarize a situation where you had to locate relevant information, define key issues, and determine the steps to get a desired result.
**Behavioral Questions: Planning Your Responses**

Respond to these questions with a specific example where you have demonstrated the skill the interviewer is seeking. It’s helpful to remember “CAR” to compose a thoughtful response. Here’s how it works:

**CONTEXT:** What was the problem, need, or concern? Include obstacles you had to overcome.

**ACTIONS:** Describe steps you took, incorporating skills you employed. Focus on what you did as an individual rather than the group as a whole. Own your accomplishments.

**RESULTS:** Quantify the results you achieved if possible and relate them, your skills, and actions to the organization’s needs.

Show up to interviews ready with several stories that demonstrate your relevant skills and accomplishments. Develop them by anticipating the skills that are important for the position and reviewing your past experiences. Accomplishments can be found in all parts of your life:

- Academics, such as class projects (How did you work with others? Lead others?)
- Sports (Will your goal-orientation transfer to your career? What did you learn about being a team player?)
- Activities (Have you published a story, given a speech, or marched in the Cal Band? Were you a leader?)
- Volunteer, work, or internship experiences (When did your performance exceed expectations? Achieve something new? Make things easier? Save or make money?)

**Behavioral Questions: How to Say It**

**Question:** Describe a time when you worked in a team. What role did you play?

**CONTEXT:** Last semester, I was part of a team of five people for a group project in my Introduction to Marketing class. We were given an assignment to develop a marketing strategy for a new line of toys for Mattel. As part of the project, we were required to create a 15-page marketing plan by the end of the last day of class.

**ACTION:** I was the team leader, in charge of coordinating all of the group meetings and delegating tasks. I took the initiative to create a meeting schedule so that our group met every Wednesday afternoon, emailed the agenda to each group member prior to our meetings, and kept an Excel spreadsheet of all of the tasks. I also worked on making the team cohesive and supportive of each other by mediating conflicts. To do so, I facilitated discussions, listening to each member, and helping them to work towards a compromise.

**RESULT:** As a result of my efforts, we finished the project one week ahead of schedule and were chosen as the group with the “most innovative” marketing plan. Also, the number of conflicts between members significantly decreased and we were able to agree upon a marketing plan that satisfied everyone.

**Case and Technical Questions**

Case and technical questions are especially common in business fields such as finance, consulting, and accounting, as well as in engineering, physical science, and computer science fields. Technical questions ask about discipline-specific knowledge; they may be related to concepts that you learned from your coursework, industry knowledge (e.g., familiarity with financial markets), or specific skills (e.g., programming languages).

Because both technical and case questions can vary so widely from one setting to the next, the best approach to effectively prepare for them is not to “learn” a particular set of interview questions and then hope that your interviewers ask you them. Instead, aim to get really good at answering strategy-based questions you’ve never seen before. This can be attained through lots of PRACTICE. Explore our “Case Interview Resources” on the Career Center website for further tips and tools.

A general principle that applies to case questions, however, is this: often, you won’t know the answer, but you need to make an attempt. The interviewer is evaluating how you approach a problem just as much as your answer. Logical and reasonable thinking is preferred over a one-line response. Keep in mind that there is often no RIGHT or WRONG answer; each candidate has their opinion and perspective on a question.

You can also log in to Handshake to access sample questions in the Vault Guides for consulting and try asking company representatives, alumni, or peers who have had interviews in your target field about the types of questions you can expect. For more in-depth information about case interviews, it would be wise to review case interview books (e.g., Case in Point) and consulting-focused websites, and look for opportunities to participate in case competitions on campus through student organizations.
Difficult Questions

When encountering a difficult question, pause for a moment and ask yourself, “What is the interviewer really hoping to learn about me?” Examples of questions that students often find tricky:

**Tell me about yourself.**
This commonly asked question seems so broad. Keep in mind your audience and purpose. Keep your comments focused on information that will help the employer determine your qualifications and/or interest in the position. This can include what you have gained from your education and/or experiences, your future career aspirations, and your enthusiasm for beginning a job in your field of interest.

**What are your greatest strengths and weaknesses?**
View this as an opportunity to point out strengths that relate to being successful in the position for which you are interviewing. Back up your statements with examples of experiences in which you have demonstrated your strengths. Strategies for addressing a weakness (only mention one) include choosing one you have overcome, or selecting an area/skill that you have not had much time to develop or an area that is not that important to the demands of the work. Be genuine with your answers and avoid cliché answers such as “I work too hard” or “I’m a perfectionist.” Employers are impressed by people who can be honest, recognize areas for improvement, and overcome personal challenges.

**Difficult Question: How to Say It!**

**Question: What is your greatest weakness?**
**Sample Answer (make sure to use your own weakness and your own words!):**
One area that I have been working on is feeling more comfortable with public speaking. While I have given presentations in class on several occasions, I noticed that I do get more nervous than I would like when speaking in front of large groups of people. For this reason, I took the initiative to join the Debate Society at Cal to get more experience with public speaking. I recently participated in a regional debate competition where I helped my team win second place. Because of my experience in the Debate Society I have felt less nervous and more confident about speaking in public and feel that this position would be a good fit for me because I could continue to develop my communication skills.

**Questions to Ask Employers**

Bring at least five questions to all interviews to ask employers. Asking thoughtful questions shows your interest in the position and demonstrates that you have researched the company. Avoid questions that you can find the answers to on the company’s website; focus instead on questions that show you have gone above and beyond to learn about the employer through news articles, company reports, talking to company representatives, etc. It is usually appropriate to ask questions at an interview, and typically the interviewer will invite questions at the end of the interview. Here are some questions to consider as you develop your list:

- What kind of training do you offer new employees?
- When and how are employees evaluated?
- What are the best/most difficult aspects of working in this group/organization?
- What’s the biggest challenge facing this group/organization right now?
- How would you describe the culture of this organization?
- What do you see as unique about your organization compared with your major competitors? What are your plans for expansion in terms of product lines, services, new branches, etc.?
- How would you describe this organization’s management style? How are decisions made?
- What are some typical first-year assignments?
- How does this position fit into the overall organizational structure?
- **Always ask:** May I have your business card(s)? This will give you proper contact information for thank-you letters and follow-up communications.
- **Always ask:** What are the next steps in the hiring process? This will give you a timeline, peace of mind, and clues for any possible follow-up actions.
- **Don’t ask:** As a general rule, questions about salary and benefits are best left until an offer has been extended. See Offers & Negotiation chapter for more information.
Congratulations! Your hard work has landed you a job or internship offer—or maybe even several to choose from. Even so, your search is not complete. You have to choose whether or not to accept an offer and/or negotiate it. As an additional resource, search career.berkeley.edu for “Don’t Blow Your Job Search” and review the job offer section of the page.

Formal Job Or Internship Offers

Offer letters provide formal written confirmation of the position offered, and clarification of terms such as:

- Job/Internship title
- Salary
- Start date
- Supervisor’s name
- Deadline for responding

The employer will let you know if the offer is contingent upon passing a background check or drug screening. The organization may also include benefits information such as health insurance, employee wellness programs, vacation and sick leave. If you do not receive information on benefits packages, you can always ask the employer to send it to you before making your decision.

Benefits may include:

- Vacation
- Sick leave
- Health plans (medical, dental insurance, vision)
- Disability insurance, short-term
- Life insurance
- Relocation/moving expenses
- Stock options
- Retirement (401k or 403b plan)
- Profit sharing
- Educational assistance/tuition reimbursement
- Training and development
- Health and fitness programs
- Bonus—signing or performance
- Commission

Evaluating An Offer

1. List the criteria you were looking for when you started your search.

Examples of possible criteria:

- interest in particular job function (e.g., management, sales, consulting, design, program management, recruitment), responsibilities and tasks
- a setting that will allow you to express your values
- opportunity to work on challenging projects
- sufficient change and variety
- opportunity to use skills and abilities that reflect your strengths
- working independently and/or as part of a team
- likeable supervisor and coworkers
- opportunity to travel or work in a certain geographic location
- opportunity for advancement and professional development
- compatibility with a particular lifestyle; e.g., not working more than 40-50 hours per week
- a certain salary level or availability of perks or incentives
- the organization's solid reputation and financial status
2. **Look over your criteria and give them a number rank:** items you definitely want
   - items you prefer but could do without
   - nice extras to have on the job

3. **Evaluate the offer by analyzing how well it meets your ranked criteria.**
   Does the position include most of the items you definitely want? Or does it only offer one or two critical factors?
   If you only have one or two of your criteria met, will the position bring you satisfaction or will you be looking for a new opportunity soon?
   - If you need more information or time after evaluating the offer, do not hesitate to ask the employer. If you are weighing more than one offer, apply the same evaluation criteria to each of them to see which appears to meet them most fully.
   - If you are having a hard time making a decision, see a career counselor to talk about decision-making and weighing your offers. Go online to schedule an appointment.

### CAN I ASK FOR MORE TIME?

Yes, but be prepared to explain why you need it and how much time you will need. Employers may not be able to give you more time, so also be prepared to make a decision if extending the offer deadline is not an option.

You may receive an offer from one company before a preferred company extends an offer. Let your first choice know you have received another offer, but that you prefer their opportunity. If your first choice company is truly interested in you, they will speed up their process if possible. If this is not possible, or if the company who made the offer is unwilling to extend your deadline, you need to make a thoughtful decision about what to do. If you feel unsure, schedule an appointment with a career counselor.

### HOW DO I ASK FOR MORE TIME?

First, be enthusiastic and thank the employer for the offer. Then, use these sample scripts to ask for more time to consider it:

“I am excited about the opportunity to work at XYZ Corporation and pleased with your offer. I know I would do an effective job for you. However, this is an important decision for me and I need time to consider it.”

“May I get back to you by ____?” or “How soon do you need a reply?” or “Can we make an appointment to meet and discuss this?”

“I have a previously scheduled interview, and it is important to me to honor this commitment. In order for me to make the best decision, I’d like to request more time.”

### Negotiation

**Should I Negotiate?**

If you conducted salary research and found that the offer is fair, you may decide to accept it. In other instances, you might decide to negotiate. Keep in mind that entry-level employees do not usually have a lot of latitude for negotiation. Employers are also less likely to negotiate in slower job markets. Some employers have a policy of starting new employees at a set pay rate, while others allow for some negotiation. Public sector employers often have salary scales for various classes of jobs, and inexperienced hires generally start at the first step on the salary scale.

**Basic Salary Negotiation Principles**

An interviewer may raise the subject of salary and benefits any time in the interview process. Avoid being caught off guard – be prepared to negotiate.

- Do your homework; research the market salary range for someone with your level of experience in your target industry. For links to additional resources, search the Career Center website for “Salary Information.”
- Other factors to consider:
  - **Location:** What is the cost of living for the local area? For example, entry-level Bay Area and Northeast salaries are higher than in other states. National salary surveys often reflect mid-level rather than entry-level salaries. If you plan to relocate, consider that a “low” salary by Bay Area standards may be more than adequate in other states.
Timing is important. Until you have a clear understanding of the job (so you can determine what would be fair compensation) and have had an opportunity to discuss your qualifications, it is premature to discuss salary. To the extent possible, do not bring up salary early on, and avoid being the first to name a salary or a salary range.

- If you do have to reveal your salary requirements or your last salary, give a range (e.g., low 50’s, mid 60’s or high 40’s) or $45,000-$50,000.
- When you get an offer, ask for it in writing and ask the employer to clarify any aspects that aren't clear to you.
- A successful negotiation involves being both assertive and cooperative.
- If you are successful in any aspect of your negotiation, ask for a new offer letter that reflects any changes.

**What Else Can I Negotiate?**

- **Start date.** Give yourself a vacation before you start work. Remember that new employees must accrue vacation time. It may be a while before you become eligible to take a vacation.
- **Early performance review and salary review.** Propose an early review date tied to a potential salary increase.
- **Vacation.** If you want an extended ski vacation in December and you start work in August, negotiate in advance for the time off.
- **Professional development.** Employers often cover professional association dues and conference fees. Some employers offer tuition reimbursement as well.
- **Relocation expenses.** Reimbursement for moving expenses.
- **Flex time.** Nonstandard work hours can help lessen commute time and accommodate other interests.
- **Signing bonus.** A one-time cash bonus received when you start working.
- **Performance bonus.** Received at the end of the year and based upon your performance or the organization's.

**How to Negotiate**

- Before you contact the employer, plan what you want to say and practice aloud with a friend, family member, or career counselor.
- Approach the employer early in your decision-making process and maintain professionalism throughout all interactions.

**Strategies:**

- Continue to show enthusiasm and provide reasons to support your request, such as relevant internship experience, special skills, high GPA, or current competing job offers. Employers are not interested in any personal reasons you may have for needing or wanting a particular salary (e.g., debt, wanting to make what your best friend makes).
- Ask whether it would be possible to have a performance review in a not-too-distant time frame (e.g., 90 days or 6 months).
- Propose a discussion of the other aspects of compensation (of monetary or intrinsic worth) to help increase the value of the offer.

**Language:**

- “This is somewhat less than I expected. In doing my research, I’ve seen a range of $___ to $___ for someone with my skills and background for this kind of position.”
- “Based on my research and my internship experience and skill set, would you consider the range of ___ (e.g. $55,000-$65,000)? Is there any flexibility on this offer?”
- “Could we establish a 90-day evaluation period, and if I meet my goals, re-visit my salary?”
Accepting An Offer

Respond to any offer in writing.

Accepting an offer:

- Sign and send it back to the employer by the agreed upon deadline. Keep a copy of the letter for future reference.
- If your application is pending with other employers, let them know that you have received an offer and wish to have your name withdrawn from further consideration. It is unethical to continue interviewing once you have accepted an offer.
- Inform your references and other contacts of your job or internship status. Thank them and periodically update them on your career trajectory.

Declining An Offer

Declining an offer:

- Contact the employer formally by email and indicate your appreciation for the offer and the opportunity to interview. State that you are declining their offer. You may tell them why, although you are not required to do so.
- Decline offers as soon as you are no longer interested in them or immediately after accepting an offer from another organization.

Exploding Offers

Exploding offers are offers with “short fuse” deadlines. Employers may attempt to pressure you into accepting their offer immediately, thereby lessening the opportunity for competing offers.

Examples:

- An employer requires candidates to accept offers within a very short time frame (24-48 hours).
- An employer gives signing bonuses only to candidates who accept offers immediately (24-48 hours).
- An employer extends offers to candidates that exceed the number of openings available, and tells candidates that they will be hired on a first-come, first-served basis.

In a tight market, employers may use these questionable tactics. If you ask for more time, some employers may provide more time; others will not. If faced with an exploding offer, schedule an appointment with a career counselor as soon as possible.

Do Not Renege On An Offer

Companies spend thousands of dollars to recruit you, and if you renge on your commitment with little notice, it will be unlikely they will be able to replace you. Other students may have really wanted the job and you will have robbed them of the opportunity. Additionally, you could damage not only your own reputation but also that of the Career Center and university. Recruiters have large professional networks and change jobs or companies often. They will take their knowledge of your unethical behavior everywhere they go and it is likely you will encounter the company representatives later in your professional life.

Accepting an offer:

- Sign and send it back to the employer by the agreed upon deadline. Keep a copy of the letter for future reference.
- If your application is pending with other employers, let them know that you have received an offer and wish to have your name withdrawn from further consideration. It is unethical to continue interviewing once you have accepted an offer.
- Inform your references and other contacts of your job or internship status. Thank them and periodically update them on your career trajectory.

Declining an offer:

- Contact the employer formally by email and indicate your appreciation for the offer and the opportunity to interview. State that you are declining their offer. You may tell them why, although you are not required to do so.
- Decline offers as soon as you are no longer interested in them or immediately after accepting an offer from another organization.
EMPLOYER & GRADUATE SCHOOL INDEX

Across the Pond .................................................. 42
Acumen, LLC....................................................... 48
ALICE Technologies ........................................... 48
Amgen ............................................................. 46
Amtrak ............................................................ 46
Apstra ............................................................. 54
California Energy Commission .......................... 42
Clark County School District ............................ 47
Columbia University, Data Science Institute ........ 53
Deutsche Bank ................................................... 54
Educational Housing Services ............................ 41
General Motors .................................................. Inside Back Cover
L.E.K. Consulting ................................................. 50
Ma Labs .......................................................... 48
MathWorks ......................................................... 56
McGeorge School of Law ..................................... 44
Northeastern University, Silicon Valley ................ 51
Pittsburg Unified School District .......................... 55
Rady School of Management, University of California San Diego ........................................... 44
San José State University, College of International and Extended Studies ......................... 52
Santa Clara University, School of Education and Counseling Psychology ......................... 42
Simpson Gumpertz & Heger Inc. ......................... 50
St. George's University ....................................... 45
State Farm ......................................................... 56
Target Stores ..................................................... 44
tCell.io, Inc ........................................................ 50
Touro University California ............................... 49
TubeMogul ........................................................ 46
U.S. Army Health Professions Scholarship Program ......................................................... 55
U.S. Marine Corps ................................................. 43

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