

RESUMES & COVER LETTERS

A Harvard Extension School Resource

[MIGNONE CENTER FOR CAREER SUCCESS](#)

Harvard University | Faculty of Arts and Sciences

[CAREER AND ACADEMIC RESOURCE CENTER](#)

Harvard Extension School



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07/24

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CREATE A STRONG RESUME

A resume is a brief, informative summary of your abilities, education, and experience relevant to the role you are applying for. It should highlight your strongest assets and skills and differentiate you from other candidates seeking similar positions. Although it alone will not get you a job or internship, a good resume is an important element toward obtaining an interview.

Tailor your resume to the type of position you are seeking. This does not mean that all of your experience must relate directly, but your resume should reflect the skills, experience, and impact the employer would value.

NEED HELP?

- **CARC/MCS Resume and Cover Letter Webinar.** Learn how to create effective job search documents. See the CARC or MCS websites for dates.
- **HES Virtual Drop-In Hours:** Offered one Monday a month from 1:00-3:45pm September - May. Available to currently registered Extension School students and alumni only. See careerservices.fas.harvard.edu/channels/hes-students/ for details.
- **Career Advising Appointments:** Admitted degree students and alumni only. Please set up a 30-minute appointment via Crimson Careers; offered year-round.
- For more resume information, see the [Resume and Cover letter webinar recording](#) and information on [AI in the job search](#).

RESUME TIPS

RESUME LANGUAGE SHOULD BE:

- Specific rather than general
- Active rather than passive
- Written to express not impress
- Articulate rather than “flowery”
- Fact-based (quantify and qualify)
- Written for people who scan quickly

DON'T:

- Use personal pronouns (such as I)
- Abbreviate
- Use a narrative style
- Number or letter sections
- Use slang or colloquialisms
- Include a picture
- Include age or marital status
- List references
- Start each line with a date

TOP 5 RESUME MISTAKES:

1. Spelling and grammar errors
2. Missing email and phone information
3. Using passive language instead of “action” words
4. Not well organized, concise, or easy to skim
5. Not tailored to the position or industry

DO:

- Tailor content to the positions you seek
- Be consistent in format and content
- Make it easy to read and follow, balancing white space
- Use consistent spacing, underlining, italics, bold, and capitalization for emphasis
- List headings (such as Experience) in order of importance
- Within headings, list information in reverse chronological order (most recent first)
- Avoid gaps such as a missing year of experience
- Be sure that your formatting will translate properly if converted to a .pdf
- Convey your impact

PLAN TO WORK INTERNATIONALLY?

Resume guidelines can vary from country to country.

ACTION VERBS FOR YOUR RESUME

LEADERSHIP

Accomplished	Achieved	Administered	Analyzed	Assigned	Attained	Chaired	Consolidated
Contracted	Coordinated	Delegated	Developed	Directed	Earned	Evaluated	Executed
Handled	Headed	Impacted	Improved	Increased	Led	Mastered	Orchestrated
Organized	Oversaw	Planned	Predicted	Prioritized	Produced	Proved	Recommended
Regulated	Reorganized	Reviewed	Scheduled	Spearheaded	Strengthened	Supervised	Surpassed

COMMUNICATION

Addressed	Arbitrated	Arranged	Authored	Collaborated	Convinced	Corresponded	Delivered
Developed	Directed	Documented	Drafted	Edited	Energized	Enlisted	Formulated
Influenced	Interpreted	Lectured	Liaised	Mediated	Moderated	Negotiated	Persuaded
Presented	Promoted	Publicized	Reconciled	Recruited	Reported	Rewrote	Spoke
Suggested	Synthesized	Translated	Verbalized	Wrote			

RESEARCH

Clarified	Collected	Concluded	Conducted	Constructed	Critiqued	Derived	Determined
Diagnosed	Discovered	Evaluated	Examined	Extracted	Formed	Identified	Inspected
Interpreted	Interviewed	Investigated	Modeled	Organized	Resolved	Reviewed	Summarized
Surveyed	Systematized	Tested					

TECHNICAL

Assembled	Built	Calculated	Computed	Designed	Devised	Engineered	Fabricated
Installed	Maintained	Operated	Optimized	Overhauled	Programmed	Remodeled	Repaired
Solved	Standardized	Streamlined	Upgraded				

TEACHING

Adapted	Advised	Clarified	Coached	Communicated	Coordinated	Demystified	Developed
Enabled	Encouraged	Evaluated	Explained	Facilitated	Guided	Informed	Instructed
Persuaded	Set Goals	Stimulated	Studied	Taught	Trained		

QUANTITATIVE

Administered	Allocated	Analyzed	Appraised	Audited	Balanced	Budgeted	Calculated
Computed	Developed	Forecasted	Managed	Marketed	Maximized	Minimized	Planned
Projected	Researched						

CREATIVE

Acted	Composed	Conceived	Conceptualized	Created	Customized	Designed	Developed
Directed	Established	Fashioned	Founded	Illustrated	Initiated	Instituted	Integrated
Introduced	Invented	Originated	Performed	Planned	Published	Redesigned	Revised
Revitalized	Shaped	Visualized					

HELPING

Assessed	Assisted	Clarified	Coached	Counseled	Demonstrated	Diagnosed	Educated
Enhanced	Expedited	Facilitated	Familiarized	Guided	Motivated	Participated	Proposed
Provided	Referred	Rehabilitated	Represented	Served	Supported		

ORGANIZATIONAL

Approved	Accelerated	Added	Arranged	Broadened	Cataloged	Centralized	Changed
Classified	Collected	Compiled	Completed	Controlled	Defined	Dispatched	Executed
Expanded	Gained	Gathered	Generated	Implemented	Inspected	Launched	Monitored
Operated	Organized	Prepared	Processed	Purchased	Recorded	Reduced	Reinforced
Retrieved	Screened	Selected	Simplified	Sold	Specified	Steered	Structured
Systematized	Tabulated	Unified	Updated	Utilized	Validated	Verified	

HARVARD EXTENSION SCHOOL ON YOUR RESUME

We are regularly asked how students and alumni can most accurately convey their education at the Extension School on their resumes. You'll find sample formats below for those enrolled in degree programs, earning a certificate, or completing a single class. The degrees earned at HES are Bachelor of Liberal Arts in Extension Studies and Master of Liberal Arts in Extension Studies and are commonly abbreviated from their Latin translations as ALB and ALM degrees. When including coursework or foci, awards and honors, projects, or campus involvement in the Education section of your resume, always consider what is relevant to the specific job you are applying for. If you want to go into more detail about projects or campus activities relevant to the employer, you may consider including those details in separate Academic Projects or Volunteer and Activities sections instead of under Education. [For those applying to an HES degree program, follow the resume instructions provided by the Admissions office.]

HARVARD UNIVERSITY EXTENSION SCHOOL

Master of Liberal Arts (ALM), Data Science

Cambridge, MA

February 20XX

- Dean's List Academic Achievement Award
- Relevant coursework in data modeling and forecasting, natural language processing, cloud services, and infrastructure

Harvard University Extension School, Cambridge, MA

Bachelor of Liberal Arts, Field of Study Economics, May 20XX

Cum Laude, Dean's List, GPA 3.62

Worked up to 40 hours a week to defray cost of tuition

HARVARD UNIVERSITY Extension School, Master of Liberal Arts, Biotechnology (May 20XX)

HARVARD UNIVERSITY Extension School, Cambridge, MA

February 20XX

ALM, Global Development Practice

Graduate Certificate in Sustainable Cities and Communities

HARVARD UNIVERSITY, Cambridge, MA [Note: if Extension School is not included in the school name, 'in Extension Studies' needs to be included on the degree name]

Master of Liberal Arts (ALM) in Extension Studies, November 20XX

(or Bachelor of Liberal Arts (ALB) in Extension Studies)

Field of study: Anthropology and Archaeology

Harvard University Extension School, Cambridge, MA

Graduate Certificate in Cybersecurity (20XX)

HARVARD UNIVERSITY Extension School

Preadmission coursework toward Bachelor of Liberal Arts

Cambridge, MA

20XX-20XX

HARVARD UNIVERSITY EXTENSION SCHOOL, Cambridge, MA

Completed course in Industrial Psychology and Organizational Behavior, Fall 20XX

WRITE AN EFFECTIVE COVER LETTER

Your cover letter is a writing sample and a part of the screening process. By putting your best foot forward, you can increase your chances of being interviewed. A good way to create a response-producing cover letter is to highlight your skills or experiences that are most applicable to the job or industry and to tailor the letter to the specific organization you are applying to.

Some general rules about letters:

- Address your letters to a specific person if you can.
- Tailor your letters to specific situations or organizations by doing research before writing your letters.
- Keep letters concise and factual, **no more than a single page**. Avoid flowery language.
- Give specific examples that support your skills and qualifications.
- Put yourself in the reader's shoes. What can you write that will convince the reader that you are ready and able to do the job?
- Don't overuse the pronoun "I".
- Remember that this is a marketing tool. Use lots of action words.
- Have an MCS advisor provide feedback, when possible.
- If converting to a .pdf, check that your formatting translated correctly.
- Reference skills or experiences from the job description and draw connections to your credentials.
- Make sure your resume and cover letter are prepared with the same font type and size.

	Your Street Address City, State, Zip Code
	Date of Letter
Use complete title and address if sending as an attachment.	Contact Name Contact Title Company Name Street Address City, State, Zip Code
Address to a particular person (first name, last name) if possible and remember to use a colon.	Dear _____: Opening paragraph: Clearly state why you are writing, name the position or type of work you're exploring and, where applicable, how you heard about the person or organization. Explain why you are interested in this position and employer and what makes you a good fit for their stated needs. (Be specific, based on the role requirements.)
Make the addressee want to read your resume. Be brief, but specific.	Middle paragraph(s): Connect your story to this position. What specific examples provide the fit you mentioned in the first paragraph? If you've had relevant experience, be sure to point it out with one or two key examples; but do not reiterate your entire resume. Be sure to do this in a confident manner, clarifying the connection between your example and the role for the reader, and remember that the reader will view your letter as an example of your writing skills.
	Closing paragraph: Reiterate your interest in the position or company, and your enthusiasm for using your skills to contribute to the work of the organization. Thank the reader for their consideration of your application, and end by stating that you look forward to the opportunity to further discuss the position in an interview.
	Sincerely,
	Your name typed

FIRSTNAME LASTNAME

Boston, MA [Optional] | 617-555-1212 | email@address [a LinkedIn profile or portfolio link or other info could be added here, if needed]

Education

[Education may be moved to the end if Experience is more relevant. A Summary section could also be added as the first section.]

HARVARD UNIVERSITY Extension School

Cambridge, MA

Master of Liberal Arts (ALM), Field of Study [or Bachelor of Liberal Arts (ALB)]

Graduation Date [Month Year]

Capstone [Note: Optional]:

Graduate Certificate in [Topic] [If relevant]

[Note: other optional areas, such as Relevant coursework or Awards and Honors may also be added]

UNDERGRADUATE INSTITUTION [Note: If Applicable]

City, State or Country

Bachelor of Arts in [Topic]

Graduation Date [Month Year]

Experience

ORGANIZATION

City, State (or Remote)

Position Title

Month Year – Month Year

- Beginning with your most recent position, describe your experience, skills, and resulting outcomes/impact.
- Begin each line with an action verb and include details that will help the reader understand your accomplishments, skills, knowledge, abilities, or achievements.
- Quantify where possible.
- Do not use personal pronouns; each line should be a phrase rather than a full sentence.

ORGANIZATION

City, State

Position Title

Month Year – Month Year

- With your next-most recent position, describe your experience, skills, and resulting outcomes.
- Begin each line with an action verb and include details that will help the reader understand your accomplishments, skills, knowledge, abilities, or achievements.
- Quantify where possible.
- Do not use personal pronouns; each line should be a phrase rather than a full sentence.

Additional Information [Note: section topic and content/format could vary]

ORGANIZATION

City, State

Role

Month Year – Month Year

- This section can be formatted similarly to the Experience section, or you can omit descriptions for activities.
- If this section is more relevant to the opportunity you are applying for, consider moving this above your Experience section.

Skills

[Note: Optional; for some roles where specific skills are vital, such as programming, the Skills section may be included earlier on the resume]

Technical: List computer software and programming languages

Language: List foreign languages and your level of fluency

Laboratory [Note: or other specific skills types, as applicable]: List scientific / research lab techniques or tools

Sample Resume

Jin Wang

email@gmail.com • (555) 555-5555

Education

Harvard University, Extension School

Master of Liberal Arts, Information Management Systems

May 20XX

GPA 4.0

- Class Marshall Award
- Dean's List Academic Achievement Award
- Data Science Project: Financial Market Analysis Using Machine Learning
- Capstone Project: Enterprise Data Lake

University of Malaya

Bachelor of Computer Science

June 20XX

Technical Skills

- Machine Learning
- Python/Scikit-learn
- Spark
- Data Visualization
- Quantitative Analysis
- Cloud Computing
- Hadoop
- Java/C#
- Unix Scripting
- Oracle/SQL Server
- PLSQL/T-SQL
- Data Warehouse/ETL
- RDBMS Tuning
- Network Protocols
- Agile & DevOps
- Web Development

Professional Experience

Rande Corporate & Investment Banking

Detroit, MI

Associate – Information Technology

September 20XX – Present

- Lead a team of six people to manage, operate, and support low latency post-trade brokerage platform
- Improved the performance of straight-through processing by tuning database applications
- Reduced number of major incidents by 23% through problem management
- Automate manual back-office processing through scripting and automation engine
- Actively participate in and contribute to internal data science project initiatives

Olson Financial

Singapore

Associate – Information Technology

February 20XX – September 20XX

- Built a new application support team of five people focusing on post-trading straight-through processing and data warehouse extract-transform-load processing
- Designed and implemented global application monitoring platform.
- Eliminated 80% of manual checks for trading support, and decreased SLA breaches for client reporting by 15%

Sample Resume (page 2)

PS Engineering Information Ltd.

Software Developer – Technology Office

Singapore

July 20XX – January 20XX

- Built Command & Control System for Singapore Civil Defence Force using C# .NET WCF Services
- Integrated proprietary software components with commercial off-the-shell software product

Well

Software Developer

Beijing, China

June 20XX – June 20XX

- Built supply chain management system using Java Spring/Hibernate Framework and Service Oriented Architecture
- Improved the performance of real-time business activity monitoring report and reduce the report response time by more than 50%

Silver Technologies Ltd.

Software Developer

Singapore

May 20XX – May 20XX

- Developed web-based Point of Sale (POS) application using C# .NET for a multinational fashion retailer
- Researched and implemented RFID authentication software module

Certifications

-
- | | |
|---|--------------|
| • 4-course graduate-level certificate in Data Science, Harvard University | January 20XX |
| • ITIL Foundation V3 | January 20XX |
| • Project Management Professional (PMP) [®] | March 20XX |
| • Certified Salesforce Developer | October 20XX |

Sample Resume

Nadia Smythe

email@g.harvard.edu | 555-555-5555

linkedin.com/in/youracct/

EDUCATION

HARVARD UNIVERSITY EXTENSION SCHOOL

20XX

Master of Liberal Arts, Management

- Recipient of Dean's List Academic Achievement Award
- Selected for the Venture Incubation Program at Harvard Innovation Lab and winner of Stretch Award, 20XX

UNIVERSIDAD NACIONAL AUTONOMA DE MEXICO

20XX

Bachelor of Business Administration in Marketing

- Graduated from Honors Program, Rank 1
- College Student of the year 20XX awarded by Expansion Time Warner Magazine
- Recipient of L'Oréal Excellence Award

PROFESSIONAL EXPERIENCE

AGENDA28

September 20XX - Present

CO-FOUNDER/ DESIGN STRATEGY DIRECTOR

- Founded design studio specializing in social impact that develops integral design strategies to increase effectiveness of social initiatives and empowers young designers from underserved communities in Mexico
- Led 20 design projects for nonprofits and social enterprises in the U.S., Mexico, India, Zambia, Australia, Switzerland
- Won Most Innovative Idea at Educational Innovation and Social Entrepreneurship Conference at Harvard - May 2015

ENTERPRISE DE MEXICO

November 20XX - January 20XX

MARKETING & SALES DIRECTOR

- Led the Marketing and Sales teams, achieving a company growth of 163% in 5 years
- Reinforced the brand by redesigning the corporate identity and executing online marketing campaigns
- Improved the customer service by implementing a new Sales Methodology, a CRM and a Loyalty Program
- Developed a new Corporate Strategic Planning methodology and coordinated all related activities
- Expanded operations to 9 new countries in Latin America

OPTICIANE MEXICO

January 20XX - October 20XX

PR & MEDIA EXECUTIVE

- Managed the PR activities for 16 eyewear brands
- Planned events for Tiffany, Chanel, and Ralph Lauren winning best congress planner 2008 (Convenciones Mag.)
- Coordinated media campaigns for RayBan, Vogue and Prada
- Accomplished \$1,300,000 USD in Clipping (free advertisement)

CLAIROLE MEXICO

March 20XX - December 20XX

PREFERENCE BRAND MANAGER

- Performed marketing activities, including forecasts, new products launch, advertisement and promotions
- Led the Casting Crème Gloss and Color Rays market research
- Achieved 15% in annual growth vs 0.5% budgeted

TRAINEE: Managed the Mexico City's point of sales team

INTERNSHIP: Supported Paris' hair color brands with sales forecasts, design of promotions and PR events

VOLUNTEER EXPERIENCE

- **INCUBATEC**- Mexico City (January 20XX – May 20XX): Coordinator of entrepreneurs program
- **ARTE NAJEL**- Chiapas, Mexico (July 20XX – March 20XX): Marketing advisor for fair trade project
- **POLE**- Nairobi, Kenya (August 20XX): Assistance to Mercy Community School to develop business plan

Jesse Jayant

555-555-5555/you@gmail.com

Summary

Finance professional with over 10 years of experience in publicly traded and privately held enterprises. Proven track record in complex and capital-intensive global industries, delivering value and innovation in Finance, Strategy, and Corporate Planning.

Core Competencies

- Financial Analysis
- Forecasting
- M&A
- Budgeting
- Business Planning
- Financial Modeling
- Strategic Planning
- Reporting
- Valuation
- Month-End Close
- Capital Planning
- Project Planning

Experience

USA Airlines, Chicago, IL

Sr. Financial Analyst, Information Technology Financial Planning

20XX – 20XX

- Developed and monitored a \$1B annual Information Technology (IT) budget for 2012 & 2013.
- Tracked spending against budget and project progress to ensure effectiveness of financial controls and accuracy.
- Prepared and presented monthly, quarterly, and annual spending reports to CIO.
- Implemented new technology (SharePoint Portal) and processes to facilitate monthly reporting that decreased reporting cycle by over 40%.
- Constructed a comprehensive monthly forecasting model to reduce forecast cycle time from 2 weeks to under 4 days.
- As a member of USA's Chapter 11 Restructuring Team, conducted sensitivity analysis to re-negotiate 30 IT vendor contracts that resulted in 15% savings.

Dream Properties, Bangalore, India

Sr. Financial Analyst, Finance & Strategic Planning

20XX – 20XX

- Analyzed and recommended to the CFO and CEO viable business investments in Real Estate projects and lease commitments (\$5M-\$25M).
- Identified redundancy in processes and personnel that allowed \$3M of annual expenses to become a source of revenue.
- Led a team of 7 professionals to identify revenue potential and optimization as key drivers of future portfolio strategy.

USA Airlines, Chicago, IL

Sr. Financial Analyst, Human Resources Finance

20XX – 20XX

- Divisional controller, leading financial reporting and analysis, accounting, budgeting, P&L optimization for \$200M HR division including Compensation, Vendor Management, Retirement.
- Led effort to right-size USA's unionized workforce. Reduced total headcount by approximately 800 FTEs, resulting in annualized savings of \$60M.
- Modeled and presented the financial structure of USA's variable compensation & bonus plans to executive management.

Sr. Financial Analyst, Operations Business Planning

20XX – 20XX

- Directed the implementation of a \$50M technology project at over 10 major US Airports (including Dallas/Fort Worth, Chicago, New York, Miami, Los Angeles) that scaled to support over 15,000 employees, increased productivity by 12%, and reduced lost baggage expenses by 8%.
- Built the Checked Baggage Fees Model and projected revenue stream (\$12M) by forecasting the change in passengers' baggage check-in behavior.
- Developed an optimization model to define refurbishment strategy for over 300 ground service equipment that led to \$2M savings.
- Designed USA's Rent Pricing Model to determine lease commitments for all US airports.

USA Owl Airlines, Chicago, IL

Financial Analyst, Financial Analysis & Capital Planning

20XX – 20XX

- As a member the Finance Integration Team, collaborated with Merrill Lynch to develop a spinoff report to provide guidance and enable departments estimate post spin-off revenue and cost synergies.
- Assessed departmental needs and partnered with internal customers on the composition of USA's capital plan for 2008 (\$500M).
- Served as a liaison between Corporate Planning and Capital Planning; analyzed and acquired funding of \$120M for large capital projects in 1 year.
- Identified and implemented cost-saving initiatives of \$250K through ground service equipment optimization at 60 US airports.

Alpro Laboratories, Detroit, MI

20XX – 20XX

Financial Analyst, Finance & Business Planning

- Re-designed the revenue forecast model to reduce budget preparation time by 30% in 4 months.
- Analyzed and recommended the CFO to adjust product production based on competing companies' market share for multiple product lines.

Morgan Firm, Wood, MI

20XX – 20XX

Intern

- Assisted portfolio managers in analyzing stocks and mutual funds for prospective and existing clients.
- Participated in client financial planning discussions and quarterly portfolio review.

Education

Harvard University, Extension School, Cambridge, MA

May 20XX

Master of Liberal Arts - Management

- Dean's List, GPA 3.89

Graduate Certificate – Organizational Behavior

May 20XX

Kalamazoo College, Kalamazoo, MI

December 20XX

Bachelor of Business Administration - Finance

- Summa Cum Laude, Dean's List, GPA 3.92

Additional Information

- **Cultural Experiences:** Visited over 30 countries in 4 continents and lived in 3 countries
- **Social Impact:** Susan G. Komen Walk Fundraising – Member (2012-2013), Mother Teresa Missionaries of Charity - Committee Member (2010-2011), Big Brother Big Sister – Member (2008)
- **Personal Interests:** Avid reader, traveler, bicyclist

Sample Resume

Jacob A. McLean

54 Dunster St • Cambridge, MA 02138

you@gmail.com • (555) 555-5555

Education

HARVARD UNIVERSITY Extension School

Master of Liberal Arts, Information Management Systems

May 20XX

- Dean's List Academic Achievement Award recipient
- Relevant coursework: Trends in Enterprise Information Systems, Principles of Finance, Data Mining and Forecast Management, Resource Planning and Allocation Management, Simulation for Managerial Decision Making

RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY

Bachelor of Arts in Computer Science with Mathematics minor

May 20XX

Professional Experience

STATE STREET CORPORATION

Principal – Simulated Technology

Boston, MA

December 20XX - July 20XX

- Led eight cross-functional, geographically dispersed teams to support quality for the reporting system
- Improved process efficiency 75% by standardizing end to end project management workflow
- Reduced application testing time 30% by automating shorter testing phases for off cycle projects
- Conducted industry research on third-party testing tools and prepared recommendations for maximum return on investment

FIDELITY INVESTMENTS

Associate – Interactive Technology

Boston, MA

January 20XX – November 20XX

- Initiated automated testing efforts that reduced post production defects by 40%
- Implemented initiatives to reduce overall project time frames by involving quality team members early in the Software Development Life Cycle iterations
- Developed a systematic approach to organize and document the requirements of the to-be-system
- Provided leadership to off-shore tech teams via training and analyzing business requirements

L.L. BEAN, INC.

IT Consultant

Freeport, ME

June 20XX – December 20XX

- Collaborated closely with the business teams to streamline production release strategy plans
- Managed team of five test engineers to develop data driven framework that increased application testing depth and breadth by 150%
- Generated statistical analysis of quality and requirements traceability matrices to determine the linear relationship of development time frames to defect identification and subsequent resolution
- Led walkthroughs with project stakeholders to set expectations and milestones for the project team

Technical Expertise

MS Excel, PowerPoint, Relational Databases, Project Management, Quantitative Analysis, SQL, Java

Additional

Organized computer and English literacy workshops for underprivileged children in South Asia, 20XX
Student Scholarship Recipient, National Conference on Race and Ethnicity, 20XX-20XX

Sample Resume

SUSAN R. SMITH

Cambridge, MA • 555.555.5555 • you@gmail.com

EDUCATION

Master of Liberal Arts, Finance

Harvard University, Extension School, Cambridge, MA (May 20XX, GPA 3.85)

Bachelor of Science, Biomedical Engineering

Carnegie Mellon University, Pittsburgh, PA (December 20XX, GPA 3.78)

Level II Candidate CFA Program

PORTFOLIO MANAGEMENT PROJECT

HARVARD UNIVERSITY - Investment Management Course

Spring 20XX

Final project (Bill and Melinda Gates Foundation Asset Trust)

- Group leader and Fixed Income Manager
- Diversified portfolio achieved a risk - adjusted 11% annual return, preserving wealth and satisfying yearly distribution goals
- Usage of Black-Litterman and Mean-Variance Optimization modeling and Bloomberg database
- Team ranked highest among all groups of the Investment Management class

PROFESSIONAL EXPERIENCE

SYNOPSIS, INC., Marlborough, MA

2011 – Present

Senior Application Consultant II - Synplacite Product Sales

Synopsis is a publicly traded provider of software for ASIC and FPGA microchip design serving Fortune 500 companies. Synopsis purchased Synplacite in 2008.

Demonstrated Revenue Growth:

- Earned 120% of quota via pivotal technology solutions and key relationships
- Achieved 150% of quota in 10 month period by expanding product usage

Proven Leadership:

- Implemented synthesis flow for top storage provider, resulting in client's record purchase of Synplacite products
- Selected by senior management to support eastern Canada accounts and assist team in growing FPGA business
- Selected as Synplacite Track Leader for Boston Synopsis User Group event with 400+ clients, team earned top rank
- Lifted team capabilities, personally identifying and hiring new application consultant

Technology Investment Management:

- Year-over-year proven results and support reliability resulted in tier one customers increasing their annual, multi-million-dollar software investment by 24%

SYNPLICITE, INC., Andover, MA

20XX – 20XX

Senior Field Application Engineer - Synplacite Product Sales

Demonstrated Revenue Growth:

- Consistently triggered revenue growth, generating 20% sales growth for 5 consecutive years
- Increased military account booking by 50%, by establishing product value and performance

Technology Investment Management:

- Recommendations, results, and proven support record resulted in industry leading storage and router firms to transition to new microchips and software across their entire product lines

Proven Leadership:

- Recognized by executive management for building excellent relationships with top accounts and industry partners and for positioning solutions versus leading competitors
- Drove development and implementation of top selling features for structured ASIC and verification software
- Eliminated competition at critical accounts and averted ASIC designer division layoff for telecommunication provider
- Collaborated with teammates and marketing management to uncover new business opportunities and strengthen relationships with high-profile military, telecommunication, processor, and storage accounts
- Promoted to Senior Field Application Engineer
- Promoted to Field Application Engineer
- Hired after completing challenging summer internship, quickly developed expertise in digital design languages

Sample Resume

SANJAY GOPAL

54 Dunster Street • Cambridge, MA 02138 • 555-555-5555 • you@gmail.com

Project Director

Project Director with extensive leadership experience in highly competitive IT and Telecom industry. Proven track record of leading and managing multi-million-dollar international programs across northern Europe, Middle East, North America and South America.

Specialize in launching new services and products from concept to roll-out and building organizations from ground up. Expertise in improving team performance while securing customer loyalty and forging valuable relationships with internal and external partners.

Core Competencies

- Project/Operations Management
- Strategic Planning
- Client Management & Retention
- Leadership
- Building organizations
- Negotiations
- P&L Management
- Risk Management
- Business development

Professional Experience

Comyrase Inc., USA

The world's leading provider of Telecom software and systems

Oct 20XX - Present

Project Director / Consulting Program Manager, Boston / London / Dubai

Delivered 30+ projects and programs within agreed budget, time, and quality for telecom operators in North America, South America, northern Europe and Middle East region. Planned & supervised “concept to launch” for enterprise software systems, system integration projects for telecom operators in voice, data & billing domains. Prepared service proposals, RFP responses & worked closely with sales groups to secure new business.

Accomplishments:

- Delivered 30+ projects valued at 80+ Million USD, on-time, within budget with team of up to 100 people for Verizon Wireless, Sprint, Bell Canada (North American clients), America-Movil, Millicom (South American clients), Vodafone, Orange, (European Clients), Q-Tel and Etisalat (Middle Eastern clients).
- Introduced Visual Voice Mail services for Verizon wireless nationwide in aggressive schedule with team of 100+ professionals.
- Managed launch of first Ring Back tone project for Sprint within very demanding timeframe. Comyrase was awarded multiple expansions based on success of project.
- Coordinated very competitive trials for multiple services for Bell Canada and won the contract.
- Launched a globally distributed ring back tone service for Orange Global in UK, France and Belgium. Team consisted of 100+ team members including Sub-contractor (Cap-Gemini).
- Introduced new product lines across North America, Europe and Latin America.
- Built and managed Comyrase (Middle East) organization from scratch to team of 4 Project Managers and 13 Engineers.

Sample Resume (page 2)

Atlas Telecommunications, UAE

Leading telecomm solution & system supplier, based in UAE

April 20XX - Sept 20XX

Business Development Manager, Abu-Dhabi

Marketed and sold telecommunication systems for Telecom, Defense, Oil and gas companies. Managed contract negotiations, RFI /RFP responses and project agreements.

Accomplishments:

- Exceeded the sales target for 20XX and 20XX by 25% (3.6 Million USD).
- Successfully introduced and won projects for Mera systems, Scientific South and Comyrase Inc.

Facile Call Paging, India

Largest & most innovative paging service provider in India

June 20XX - March 20XX

Sr. Manager (Projects & Operations), New Delhi

Launched first green field paging network across north India. Managed operations and customer support with team of 9 engineers and 70 customer care agents.

Accomplishments:

- Built Facile Call technical organization from ground up across 7 locations in India.
- Member of core team to bid nationwide spectrum auctions and vendor selection.
- Launched and managed green field paging services across major cities in demanding time scales.

Education

Harvard University Extension School, Master of Liberal Arts, Management, Expected May 20XX

Regional Engineering College, Surat, India, Bachelor of Engineering, May 20XX

Project Management Institute (PMI), Professional Certification: PMP

Sample Resume

John Reynolds

Cambridge, MA

you@gmail.com • 555.555.5555

Education

HARVARD UNIVERSITY Extension School, Master of Liberal Arts, Biotechnology (May 20XX)

- Relevant coursework: Business Analysis and Valuation, Entrepreneurial Leadership, Biostatistics, Clinical Trials and Regulatory Issues, Project Management
- Thesis: *Assessing Acquisition Potential in the Medical Technology Market*
- Faculty Aide Program: received a \$500 stipend for research investigating medical technology

UNIVERSITY OF FLORIDA, Bachelor of Science in Neurobiological Sciences (May 20XX)

- Florida Bright Futures Award recipient: Full academic scholarship (20XX-20XX)
- Interdisciplinary Studies scholar with a concentration in Behavioral Neuroscience (Senior Thesis on abnormal repetitive behaviors in mice)
- Graduated from Honors Program

Professional Experience

BRIGHAM AND WOMEN'S HOSPITAL - Boston, MA (December 20XX - May 20XX)

Senior Research Assistant

- Create and maintain computer databases for statistical analyses
- Prepare presentations, manuscripts, abstracts, and book chapters for publication
- Perform technical duties for clinical studies in the field of sleep medicine and cardiovascular health
- Redesigned and updated the Medical Chronobiology Program website

HARVARD UNIVERSITY - Cambridge, MA (January 20XX – May 20XX; January 20XX – May 20XX)
Teaching Fellow for the course, BIOS E-210, “The Physiology of Sleep”

- Prepared syllabus and created course materials
- Designed course website, led discussion sections, maintained correspondence with graduate students
- Organized guest lectures featuring several prominent researchers in the field of sleep medicine

WGBH EDUCATIONAL FOUNDATION - Boston, MA (August 20XX – January 20XX)

Project Consultant for the HMS Sleep and Health Education Web site

- Conducted literature reviews and produced original multimedia content based on current research
- Reviewed site content to determine scientific accuracy

HARVARD MEDICAL SCHOOL - Boston, MA (March 20XX – January 20XX)

Assistant Editor for the HMS Sleep and Health Education Web site

- Developed and revised scope and architecture of the site

Publications

Sleep Research Society: Lee, S. & Smith, W. (Co-developers: Lee, S. & Reynolds, J.) (2014). Fundamentals of the circadian system. In C. Amlaner, & O. Buxton, (Eds.), *SRS Basics of Sleep Guide*

Abstract: Neil, L., Jones, R., Lopez, A., Reynolds, J. (2014) Lack of Endogenous Circadian Rhythm of Platelet Aggregability. *SLEEP 2014 (Conference)*

Community Service

Big Brothers Big Sisters of Massachusetts Bay: Serve in both the school-based and community-based mentoring program in Dorchester, MA

Sample Resume

Sarah Lopes Jones

Cambridge, MA • 555-555-5555 • you@gmail.com

Summary

- Certified Project Management Professional with extensive experience managing teams in all phases of the software development life cycle, as well as in infrastructure implementations.
- Proven track record of initiating and delivering successful projects to improve systems and performance in large complex development and production environments.

Experience

IBM, Cambridge, MA, 20XX - 20XX

Senior Technical Services Professional, 20XX – 20XX

IBM Software Group (SWG) HQ division, which manages services to 7 brands/divisions, including: Lotus, Rational, Tivoli, Cognos, and WebSphere, with a total client base of 35,000.

- Simultaneously led 3 cross-matrix teams of 5-15 members each, in projects to research, develop, and deliver yearly software development capital forecast plans. Total budget for all 7 divisions \$100M.
- Saved an estimated \$2M yearly by increasing productivity of 600 employees. Organized the development and implementation of a worldwide database application, including requirements gathering, development, UA testing, rollout, and training. Directed 4 major version upgrades. Considered “best in breed” application by IBM managers.
- Developed and managed a \$30M yearly IT spending budget split between 35 groups/divisions located in 10 different European countries.
- Saved \$8M/yearly by initiating and managing a project to transition all US datacenters to standardized servers. Prepared and maintained 25 cutting-edge configurations available by a single part number and delivered fully assembled.
- Managed relationships with Sun Microsystems and Hewlett Packard, to provide ongoing discounts on a variety of servers needed for SWG development.
- Insured compliance for Sarbanes Oxley audits by establishing and maintaining an out-of-cycle capital approval process. Authorized over \$50M in requests yearly.
- Created the first standardized high-end ThinkPad to meet the needs of the Software Group developer community. Within 6 months this standard was adopted by all of IBM.
- Saved an estimate of \$2M/yearly by reducing capital expenditure through cross-lab sharing and reuse. Member of *The Asset Reutilization Council*, and founder of *The Asset Sharing Database*.

Advanced Systems Management Integration Professional, 20XX – 20XX

- Managed deployment projects specializing in security and systems management software throughout the Cambridge data center (200+ servers).
- Specified, ordered, loaded, and installed Windows data center servers as lead MS Certified Systems Engineer on internal project teams.
- Published white papers, processes, procedures, and work instructions for IBM on OS and software standards.

Sample Resume (page 2)

Sarah Lopes Jones

page 2

MJ Research (currently Bio-Rad Laboratories), Waltham, MA
Network Administrator and Help Desk Manager, 20XX – 20XX

- Managed infrastructure projects, including setup of multi-site DSL; DHCP and NAT conversion; SMS rollout; firewall installation; email migration; web server launch; database design; license server implementation; sales database rollout; VPN integration across WAN; Intranet design and installation in DMZ.
- Supervised helpdesk and staff. Prioritized help desk issues. Handled problem escalation.
- Directed selection, installation, administration, maintenance, upgrades, and backups for critical Windows servers on a cross-platform LAN/WAN with 200 nodes, and 50 remote users.
- Specified, ordered, installed, and distributed Macintosh systems to new hires. Trained employees on usage, company computer policy, and procedure.
- Held internal training classes in computer use, software applications, Internet, and project management.

Technical Skills

Hardware: IBM System x, BladeCenter, Intellistation, ThinkPad, PowerBook, AMD, Dell, Cisco, TotalStorage, NAS, tape backup.

Networking: switches/hubs, cabling, DSL/VPN, TCP/IP, remote access, DMZ/firewall.

Software: Windows Operating Systems, Mac OS X, VMware, security and virus protection, system mgmt software, middleware, BrioQuery, ACT!, Filemaker Pro, Eudora Pro, *Apple:* iLife, iWork.

Microsoft: Office, FrontPage, Project, SMS, Outlook, Visio. *Lotus:* Notes, Symphony, Sametime, SmartSuite, *Adobe:* Photoshop, Illustrator, PageMaker, Acrobat.

Education

Harvard University Extension School, Cambridge, MA

Master of Liberal Arts, Management, May 20XX

Emerson College, Boston, MA

Bachelor of Science in Marketing Communications: Advertising and Public Relations, May 20XX

PMI Institute: PMP Certified

IBM: Leadership Excellence Program: 148 class hours developing leadership skills

Microsoft: Windows 2000 Certified Systems Engineer

Sample Resume

Georgina Santiago

Cambridge, MA / 555-555-5555 / you@gmail.com / www.linkedin.com/in/profile

EDUCATION

Harvard University Extension School Cambridge, MA
Bachelor of Liberal Arts, Field of Study Economics May 2016
Cum Laude, Dean's List, GPA 3.62
Worked up to 40+ hours a week to defray cost of tuition

EXPERIENCE

Hangtime Wholesale Wine Company Boston, MA
Sales Representative 20XX-Present
Opened and maintain 40 accounts in the greater Boston area. Conduct in-store tastings and staff trainings to generate greater revenue. Create and distribute promotional materials.

Christie's Auction House New York, NY
Intern, Fine and Rare Wine Department 20XX
Performed pre-and post-sale statistical analysis. Researched and executed mass mailing in order to generate new consignments. Researched potential domestic clients for annual Hospice de Beaune Auction. Generated contracts for consignors. Served as front-line contact for both existing clients and potential consignors, handling incoming and outgoing correspondence. Compiled and entered tasting notes for auction catalogue.

Montagna Bar and Restaurant Aspen, CO
Back-Server, Cocktail Server, Food-Runner 20XX
Active participant in wine program, including weekly blind-tastings. Created suitable beverage pairing for patrons.

Shay's Pub and Wine Bar Cambridge, MA
Server, Bartender, Floor Manager 20XX-20XX
Coordinated and promoted weekly specials to generate optimal revenue. Participated in development, expansion and improvement of wine program. Recruited and trained all floor staff. Increased overall restaurant sales by 75%.

The Second Glass Boston, MA
Staff Writer 20XX-20XX
Launched premier issue of print and online wine magazine. Increased public visibility through participation in wine related events. Provided up to three articles per print issue and once weekly for online issue. Conducted research and interviews for articles.

Certifications: Court of Master Sommeliers: Introductory Course
WSET Level 3 Advanced Certificate in Wine and Spirits (Pass with Merit)
Paris Chamber of Commerce and Industry Diploma in Business French
Member, Boston Sommelier Society

Volunteer: Domaine Carrett Bully, France 20XX: Vineyard and Cellar
Management Ovid Vineyards, St Helena, California 20XX: Office and
Events Support

Sample Cover Letter

February 21, 20XX

Liza Wideman
Recruiting Coordinator
Great Strategy Consulting Firm
200 Shell Fish Blvd, Suite 199
San Francisco, CA 94080

Dear Liza Wideman:

I am writing to express my interest in the Associate position at Great Strategy Consulting Firm. As a Master of Liberal Arts degree candidate at Harvard Extension School, specializing in Information Technology, I come with a solid technical background, a strong interest in business, and a passion for strategy. I have maintained a 3.95 GPA through a well-balanced program of study, enhancing my analytical and technical skills while building my teamwork and leadership capabilities. I am extremely impressed with Great Strategy's approach to strategy consulting, especially within the Business Development and Innovation practice areas. My academic background, business knowledge and industry experiences have provided me with the credentials needed to thrive as an Associate.

Prior to Harvard, I worked as a technology professional, primarily resolving strategic issues related to technology process improvement. I gained solid research, analytical and problem-solving skills while working in Fortune 500 companies. My background in generating innovative ideas and strategies to improve processes has provided me with a deeper understanding of multifaceted problems that companies encounter in their daily operations. Moreover, because of my work experiences, I fully understand how important it is to have great team dynamics in today's multi-disciplinary business environment.

To date, my experience as an IT professional has been extremely rewarding and productive. However, it is through strategy consulting that I can use my analytical aptitude and creative problem-solving skills to their fullest. Consulting is a discipline that will force me to view problems not only from the client's standpoint but also from a marketplace, best practices and "think out of the box" point of view.

I would appreciate the opportunity to interview with Great Strategy Consulting Firm for the Associate position. Please find enclosed my resume for your review. I can be reached via email at jacob.mclean@post.harvard.edu or by phone at (617) 555-3456. I enthusiastically look forward to hearing from you soon.

Thank you for your time and consideration.

Sincerely,

Jacob A. McLean

Sample Cover Letter

October 10, 20XX

Susan Carey
Senior Manager
Wholesale Wine USA
23 Green St.
Boston, MA 02116

Dear Susan Carey:

I am writing to apply for your position in wine wholesale as advertised on Crimson Careers. This exciting opportunity appears to be a wonderful fit with my professional experience, personal interests, and career goals.

I am returning to Boston to complete my final year at Harvard University Extension School, where I am majoring in economics. Having spent the year working and traveling, I am eager to incorporate myself once again into the local wine community, to which I can bring experience in a number of sectors of the industry.

Through eight years in the restaurant field, I have acquired a deep love of and appreciation for wine and cuisine. I have been known to wax rhapsodic over specials; nothing made me happier than discussing a bottle with a table. This enthusiasm allowed me to introduce a list of reserve selections to Shay's Pub and Wine Bar. The result was an appreciable increase in sales for the restaurant and repeat attendance by customers. My position at Aspen's award-winning Montagna allowed me to expand upon my knowledge of wine, locally inspired cuisine, and the highest standards of service. Our weekly blind-tastings fueled my desire to further myself in this field, and I am in the process of acquiring certification through both the Court of Master Sommeliers and the Wine Spirit and Education Trust.

Most recently, I have returned from France where I was lucky enough to work on an organic vineyard in Beaujolais. I adored working with the young, dynamic, vigneron who ran the estate, the largest of its kind in the region. A position at your wholesale wine company would allow me to draw upon this experience and to facilitate the success of such producers. Additionally, it would enable me to replicate the most enjoyable components of my experience overall: working with my colleagues in the local restaurant industry, as well as with distinctive, iconoclastic wine-makers.

I am readily available via email or phone in order to arrange an interview and have attached my resume below per your request. Please do not hesitate to contact me if you have any questions. I appreciate your consideration and look forward to hearing from you.

Sincerely,

Georgina Santiago