

# Resumes that get **NOTICED**

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Career Guide

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Trachtenberg School  
of Public Policy  
& Public Administration  

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THE GEORGE WASHINGTON UNIVERSITY

# RESUMES THAT GET NOTICED

Your resume reflects *your brand*.

It highlights your *unique* skills.

Gets people interested in *connecting* with you.

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# GETTING STARTED

## STEP ONE: IDENTIFY KEY WORDS & CORE COMPETENCIES

- Review **job and internship postings** to determine industry and position-specific key “buzz words” and core competencies that employers are looking for in your field.
- Key Words/Core Competencies Examples:
  - **Position titles:** Budget Analyst, Program Evaluator, Communications Specialist
  - **Interpersonal skills:** Public speaking, Group facilitation, Self-starter, Entrepreneurial leader
  - **Professional skills:** Policy analysis, Qualitative research, Project management; Donor cultivation
  - **Specific degrees/licensures/professional affiliations:** American Evaluation Association, LEED Green Associate, Certificate in Project Management
  - **Technology:** SPSS, GIS, Salesforce, STATA



When applying for specific jobs/internships, tailor your resume by using the key words & competencies in the position description.



### Why does this matter?

Employers look for these words when reading your resume, and Search Engine Optimization (SEO) programs scan for specific words. Linking your skills and accomplishments increases your chances of getting your resume noticed!

### Example of Key Words/Core Competences in a Policy Analyst Job Description

- Identify, analyze, and propose policies, processes, and or other strategies, especially as related to new programs, that will allow the Chief Homeownership Preservation Officer (CHO) to meet regulatory and/or oversight body requirements of the office.
- Assess and evaluate policies currently in use in the private market and at the federal, state, and local levels as well as to assess and evaluate outcomes of policies proposed and implemented by the CHO.
- Develop and recommend policies and procedures for maintenance of CHO documents in manner to ensure that the office meets regulatory and oversight body requirements.
- Analyze open issues and recommend the direction in which the office needs to proceed to effectively meet expectations.
- Work with stakeholders, identify appropriate mechanisms for implementing policies, processes, and products (i.e., which entities will offer the products to homeowners, which can reach them, how do any new products get approved by an existing or new lender, etc.)
- Work with a large variety of offices within Treasury, other federal agencies, lenders, servicers, and researchers on policy matters and render advice as appropriate.

## STEP TWO: KNOWING YOURSELF AND YOUR SKILLS

- Assess your strengths, abilities and accomplishments with a focus on **transferrable** skills (e.g. public speaking, project management, data analysis, quality control analysis) that can be applied in a range of professional situations.
- The **Skills Matrix** is a useful exercise to help you identify your skills and accomplishments, and their value to an employer. This serves as a foundation for writing your accomplishments under each position.

### Sample Skills Matrix

| <b>Skill</b>                     | <b>What did you do?</b><br>(the task)  | <b>How did you do it?</b><br>(the method)   | <b>Why did you do it?</b><br>(the purpose or the value you brought)                            | <b>What were the results?</b><br>(positive outcome)  |
|----------------------------------|--|---|--|--|
| <b>Research</b>                  | Researched education and housing issues for policy briefs.   | Conducted a literature review; Analyzed previous policy briefs for changes over the past year.  | Organizational staff needed more current information for a grant proposal and website.         | Research was incorporated into 2 grants and into policy agenda section of organization's website.  |
| <b>Project Management</b>        | Led program to increase awareness of breast cancer among Latino women. Developed education program and acquired mammogram van. | Advertised in Latino media outlets and partnered with other nonprofits serving Latino community. Developed and taught educational workshops to community members and medical personnel. Secured grant funding and corporate partners to fund van. | Lack of awareness among Latino women of breast cancer symptoms and participation in screening. | 1) Secured \$350,000 in grant money and corporate donations to fund mammogram van;<br>2) Provided over 1,000 Latino women with mammograms;<br>3) Secured volunteer service from 10 doctors and 15 nurses to administer mammograms. |
| <b>Budget Analysis</b>           | Served as chief financial officer at charter school.   | Prepared all budgeting and accounting reports; manage staff of 5 handling payroll and expenditure tracking.   | Responsible for school's fiscal solvency.  | Managed annual budget of \$1.5 million; Succeeded in increasing budget by \$ 800,000 through grants and private donors.  |
| <b>Program Evaluation</b>        | Evaluated new access to health care program.   | Conducted qualitative stakeholder interviews; Analyzed quantitative survey results; Reviewed organizational processes and impact data.  | Needed to know how to improve service delivery.  | Presented recommendations to Health Center Board; 3 were approved for implementation.  |
| <b>Fundraising / Development</b> | Raised money for elementary school library, classroom materials and playground equipment.                                      | Developed plan to identify funders and grant money. Prepared appeal letter and grant applications.  | Addressed critical funding shortage between public funds and need.                             | Secured \$10,000: \$5,000 in grants for library to purchase 400 new books and 10 projectors. \$5,000 secured from private donors for new gym equipment.  |



Quantify whenever you can!  
Examples: Supervised a staff of 10; managed a budget of \$10,000; saved 25% in program costs.



#### Why does this matter?

Transferable Skills = Marketable Skills  
Identifying your transferable skills helps potential employers look beyond your specific job titles and highlights what you can do for them.

## RESUME NUTS & BOLTS

After identifying what your employer is looking for and what your skills are, it's time to actually start writing!



Your resume should answer the following questions:

- So What?
- Who Cares?
- Why Does It Matter?



### Why does this matter?

By asking these questions, your resume will pass the THREE C's Test:

- Clear
- Concise
- Compelling

## BASIC DO'S & DON'TS

### DO's

- Resumes are generally 1 OR 2 **full** pages, unless you have significant experience. Occasionally, resumes are more than 2 pages in cases such as for higher level jobs, federal positions, and individuals with noteworthy publications/presentations.
- Margins should be **no larger than 1 inch and no smaller than 8/10 of an inch.**
- Use fonts between 10 and 12, with **11-point font preferred.** Keep the font style simple – Times New Roman, Garamond, Arial or similar style.
- Use **only one** font style throughout your resume.
- Bullet accomplishments; use **simple** bullet symbols.
- **Be consistent!** If you use all capital letters for a section, make sure to do the same for all sections. If you write dates out using numbers instead of months, do that throughout the document.
- Use **condensed style of writing**; omit articles, pronouns, conjunctions and transitions.
- Use a good balance of **white spaces**; these are necessary pauses that allow the reader to digest the material and easily see it.
- When sending resume **ELECTRONICALLY**, use **PDF.**
- If for some reason, you can't PDF your resume and you've used "track changes" when preparing your resume, remember to "turn off" the function when forwarding your final copy. Also, avoid using complicated formats/unusual fonts because they will not transfer well.
- When emailing your resume, use a clear **Title** for your document such as "Resume, First and Last Name, Position Title."
- Be **factually accurate** and **error free**

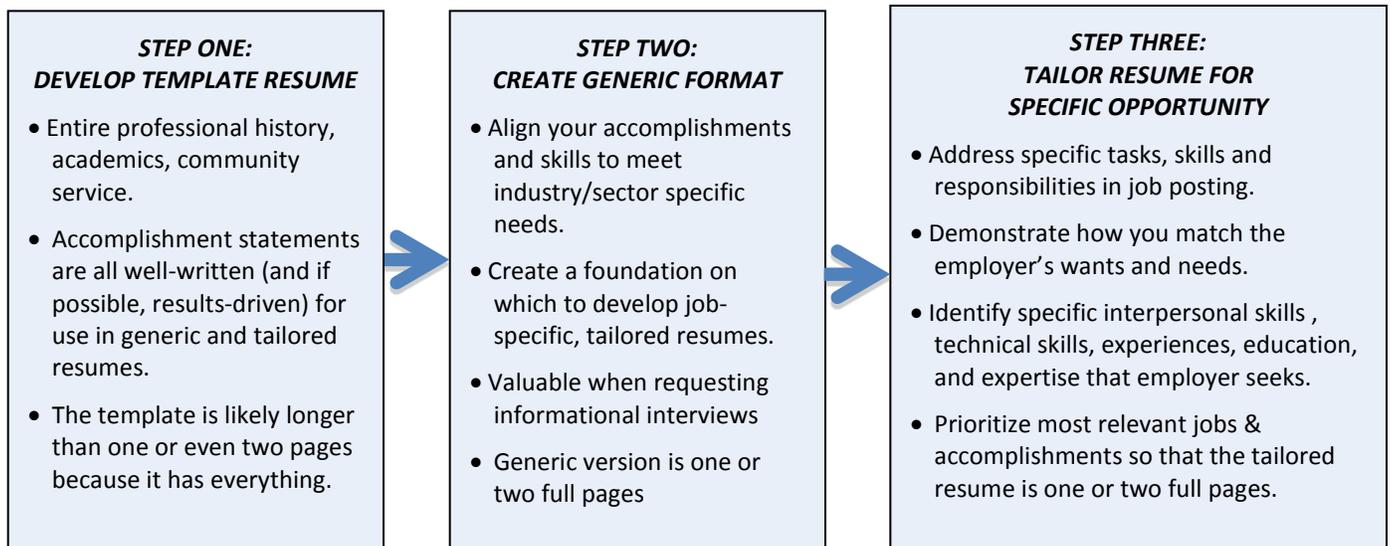
### DON'Ts

- Include graphs, tables, or graphics as this can be confusing to the reader.
- Use acronyms or abbreviations unless necessary. If used, specify what they stand for before using. (i.e. Federal Drug Administration (FDA)).
- Title your resume by writing "RESUME" at the top of the page.
- Include "References available upon request" on your resume.
- Use spacebar or multiple tabs for spacing. Tabs or indents should be preset.
- Use "I" or "me" in your resume.

## A WORD ABOUT FORMAT

There are many types of resume formats: functional resumes, chronological resumes, hybrid chronological-functional resumes, federal resumes, and CV's. Your particular circumstance will dictate which format is best for you. This guide focuses on both the **chronological and tailored, hybrid** resumes, which in most cases are the most effective formats.

| <b>CHRONOLOGICAL</b>   | <b>FUNCTIONAL</b>  | <b>HYBRID</b>  |
|--|--|--|
| <ul style="list-style-type: none"> <li>• Focus is on <b>employment history</b>, with the most recent experience listed first.</li> </ul> | <ul style="list-style-type: none"> <li>• Focus is on relevant <b>skills</b> rather than chronological employment history.</li> </ul> | <ul style="list-style-type: none"> <li>• A <b>combination</b> of both chronological and functional. In this format, professional experience is commonly divided into 2-3 sections, with a specific focus on functionality (i.e. Policy and Advocacy Experience; International Development Experience), with the positions listed in chronological order in that section.</li> </ul> <p>Another option is to keep all of your experience in a chronological format, but under each position, divide your experience into 2-3 relevant functions you would like to highlight (i.e. Project Management; Communication &amp; Marketing; Budget Analysis)</p> |



## A WORD ABOUT WHAT'S INCLUDED

Most resumes include:

1. HEADER
2. PROFESSIONAL PROFILE/SUMMARY
3. EDUCATION
4. WORK EXPERIENCE
5. ADDITIONAL SKILLS / PROFESSIONAL AFFILIATION SECTION

Additional sections can include: Technical Skills; Publications; Presentations; Professional Trainings and Certifications; Community Service/Leadership; Awards/Honors



Depending on what you want the reader to focus on, rearrange the order of the sections.

## Actually Writing the Resume

### THE HEADER

- Name (no nicknames)
- Permanent or current address
- One phone number (including the area code)
- One e-mail (make sure it sounds professional)

Example 1:

**JANE DOE**  
123 Connecticut Ave, NW, Washington, DC XY208  
(202) XXX – XXXX; [jdoe@gwu.edu](mailto:jdoe@gwu.edu)  
[www.linkedin.com/in/janedoe](http://www.linkedin.com/in/janedoe)

Example 2:

**Ellis Jacobs**  
67 Fairview Road • Arlington, VA 22201 • 703 222 2222 • [ejacobs28@gmail.com](mailto:ejacobs28@gmail.com)

### PROFESSIONAL PROFILE

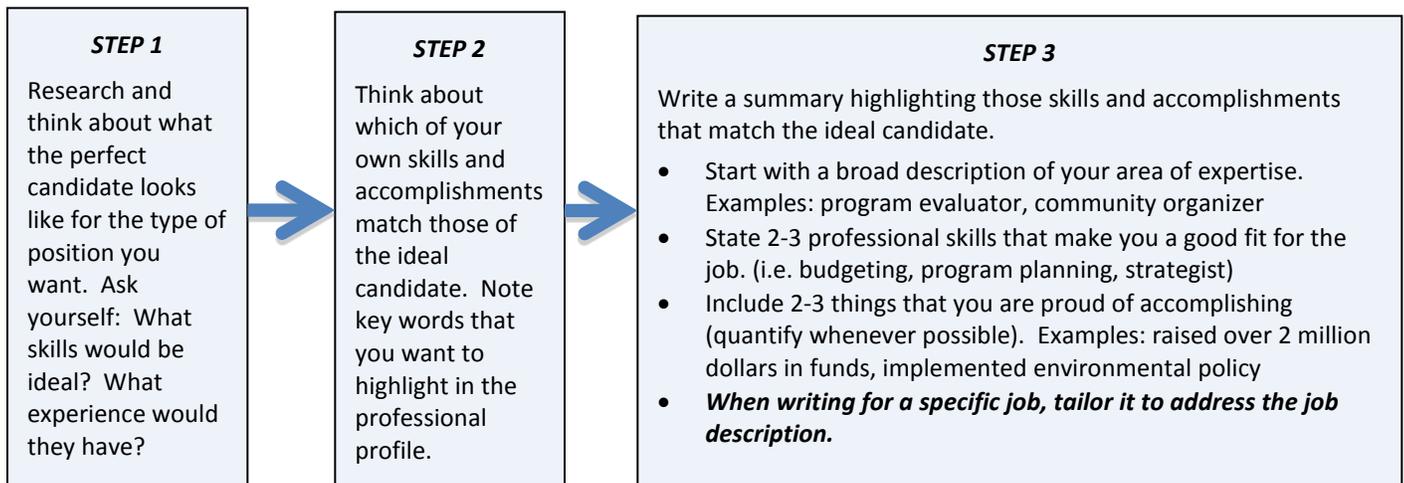
*One of the most important, yet optional, part of a resume. While some employers prefer Professional Profiles, others don't find it necessary if your resume already clearly highlights your qualifications. If possible, do research on an employer by talking to HR, employees and our Career Services office before you apply!*

Professional profile needs to:

- Showcase your unique skills
- Grab the reader's attention
- Reveal what makes you the ideal match for a position. Show that you match their needs!



Work on your professional profile AFTER you have finished working on the other sections of the resume. This will help you decide which skills and accomplishments to include.



**Sample 1:**

**PUBLIC AND NONPROFIT SECTOR ADMINISTRATION AND MANAGEMENT**  
*Collaborative Leader Focused on Relationships, Process & Results*

- Over 15 years of cross-sector leadership leveraging strategic partnerships, launching high-impact programs and building resourceful organizational systems.
- Program manager with expertise balancing innovation and pragmatism for sustainable results.
- Highly interactive trainer and coach for measurable impact and high participant engagement.

**Sample 2:**

**QUALIFICATION SUMMARY**

Highly experienced consultant with eight years of advanced economic analysis and corporate fundraising experience in the nonprofit and private sectors. Master of Public Policy candidate graduating in May 2012 who has consistently realized financial and membership gains for organizations at all professional levels.

**Sample 3:**

Program Management ♦ Capacity Building ♦ International Negotiation

Master of Public Administration candidate specializing in program evaluation, analysis and management. Experienced in leading and collaborating with diverse international teams, marketing, conflict resolution and data analytics. Proven talent for analyzing problems, developing and simplifying procedures, and finding innovative solutions within multilateral organizations.

**Sample 4:**

**PROGRAM MANAGER AND POLICY ADVOCATE SPECIALIZING IN ENVIRONMENTAL AND ECONOMIC DEVELOPMENT**

- Project management, policy and community outreach experience in private and nonprofit sectors
- Domestic and international experience in education, trade, ecotourism, and technology sectors
- Research focus in climate change, conservation, land use, agriculture, and indigenous business development

**CORE COMPETENCIES**

Program Design/Development  
Policy Research and Analysis  
Strategic Planning

Negotiation and Advocacy  
Program Evaluation  
External Relations/Fundraising

**Sample 5:**

**Bilingual Quantitative Policy Analyst**

Policy expertise in government accountability, program evaluation and cost-benefit analysis. SPSS and SAS.

## EDUCATION

**A list, in reverse chronological order, of all of the schools you have attended and degrees earned.** Depending on its relevancy, additional professional training may be included here or in a separate section.

### What to include?

- Current, or anticipated, degree at the Trachtenberg School of Public Policy and Public Administration. Example: *MPA Candidate*, Expected May, 2014.
- Only if relevant to specific job, include coursework, academic research/thesis, and presentations.
- Graduation honors (high honors, magna cum laude) and/or GPA (Min 3.0 and preferable 3.5 – 4.0).
- Relevant honors, publications, projects, clubs, affiliations, and activities. (Alternatively, this information can be included in a separate section called “community involvement”).
- Don’t include high school.



Depending on when you’ve graduated and relevancy of work experience, education can go before or after Professional Experience Section.

### Sample Layout:

|   |                   |
|---|-------------------|
| <p><b>The George Washington University</b>, Washington, DC<br/>Trachtenberg School of Public Policy and Public Administration<br/>Master of Public Administration Candidate; Concentration: Nonprofit Management</p> <ul style="list-style-type: none"><li>• Fellowships/Scholarships</li><li>• Relevant Academic Project or Coursework</li><li>• Capstone/Thesis (proposed): “Topic” (if relevant)</li></ul> | Expected May 2013 |
| <p><b>University of Southern California</b>, Los Angeles, CA<br/>Bachelor of Arts, Political Science (GPA 3.5 or above)</p> <ul style="list-style-type: none"><li>• Honors: (if applicable)</li><li>• Thesis: (If applicable and relevant)</li><li>• Research Interests or Coursework (if applicable and relevant)</li><li>• Study Abroad: (if applicable and relevant)</li></ul>                             | May 2009          |

### Sample 1:

|   |               |
|---|---------------|
| <p><b>George Washington University</b>, Washington, DC<br/>Trachtenberg School of Public Policy and Public Administration<br/>Master of Public Administration Candidate; Concentration in Government Contracting</p> <ul style="list-style-type: none"><li>• <u>Relevant Coursework</u>: Policy Analysis, Economics in Policy Analysis, Urban Policy, Community Development and Management, Land Use Development and Community Planning</li></ul> | Expected 5/13 |
|---|---------------|

### Sample 2:

|   |          |
|---|----------|
| <p><b>George Washington University</b>, Washington, DC<br/>Trachtenberg School of Public Policy and Public Administration<br/>Master of Public Policy; Concentration: Program Evaluation (GPA: 3.88)</p>  | May 2007 |
| <p><b>Franklin and Marshall College</b>, Lancaster PA<br/>Bachelor of Arts, cum laude (GPA: 3.68)<br/>Major: Government; Minor: Anthropology<br/>Awards: Honors and Deans List, Presidential Scholar<br/>Thesis: “Economic Democracy: The Political Struggle of the 21<sup>st</sup> Century”<br/>Study Abroad: <b>Regent’s College</b>, London, England, 2002</p> | May 2003 |

## PROFESSIONAL EXPERIENCE

This section provides an overview, in reverse chronological order, of relevant positions you have had (paid, volunteer or internships). For each experience include the following:

- Name of Employer
- Position Title
  - If an internship, it's preferable to add a descriptor before the word intern. Examples: Development Intern; Capacity Building Intern; Research Intern
- Location (Town, State and Country, if pertinent)
- Date of Employment
- Accomplishments
  - Start each line with strong actions words like Leveraged, Doubled, Spearheaded, Produced, Authored. See Action Words Section of this guide for more examples
  - If possible, illustrate the impact of what you did and why it mattered.

Questions to ask when writing accomplishment statements (refer back to Skill Matrix for more examples):

- **What did you do?** (the task)
- **How did you do it?** (the method, tools, skills)
- **Why did you do it?** (the purpose or the value you brought)
- **What were the results?** (positive outcome)



- Quantify whenever possible to demonstrate results (dollars, numbers, percentages)
- This isn't a laundry list of everything you've done on the job – it's a chance to highlight relevant competencies and strong accomplishments.
- Professional experience can be clustered into targeted categories with relevant jobs/internships organized under tailored headings like: Policy and Advocacy Experience; International Development Experience; Nonprofit Management Experience.

| <b>BEFORE</b>  | <b>AFTER</b>  |
|--|---|
| Established a professional program for members of Trade Association.                       | Established, designed and managed a professional certification program for members of the foreign-trade zone community, leading to the certification of 100+ of the 550 members of Trade Association in a 6 month period.   |
| <b>Project Management:</b> Monitored human capital system design and deployment contracts. | <b>Project Management:</b> Tracked and monitored approximately 20 IT and human capital system design and deployment contracts, ranging in value from \$20,000 to \$41,000,000; coordinated with both internal and external stakeholders on a regular basis to ensure timely and accurate delivery of contract deliverables. |
| Establish partnerships with policymakers, individuals, corporations and foundations.       | Pursue diversified partnerships with policymakers, individuals, corporations, and foundations to raise program visibility, resulting in a \$315,000 increase in private resources.  |

**Sample 1:**

**Program Specialist, October 2007 – May 2008**

**ABC Associates, Washington, DC**

- Researched topics of concern including comprehensive community initiatives, cross-agency collaboration, disproportionate minority contact in the juvenile justice system, adolescent brain development, mental health, substance abuse, youth aging out of foster care, workforce development.
- Created, updated, and maintained committee databases, spreadsheets, and public records; developed and streamlined office and meeting procedures; coordinated and participated in all conference calls and meetings. Prepared meeting summaries for the public record.
- Planned and managed logistical components for more than six meetings per year including site selection, on-line registration, agenda development, reconciling invoices, and coordinating staff.

**Sample 2:**

**Professional Membership Organization, McLean, VA**

12/09 – 12/11

Associate Director of Corporate Membership

- **Fundraising and Development** – Created an annualized 9% increase in donations amounting to nearly \$3 million in total return on investment in conjunction with the Director of Development.
- **Relationship Building** – Developed and secured 11 new corporate partnerships in the metropolitan DC area working with each partner from the initial contact to the point of finalizing arrangements.
- **Strategy Development** – Monitored and analyzed operations to identify areas of improvement. Designed, devised, and implemented practices and strategies with corporate partners to increase level of donations.

**Sample 3:**

**NATIONAL TRAINING DEVELOPMENT MANAGER, COOKING MATTERS, SHARE OUR STRENGTH, Washington, DC, 2011-present**

*Leading assessment and enhancement of training strategy to support 31 Lead Partners throughout the country coordinating nutrition and culinary program for low-income families.*

- Leading implementation of recommendations based on needs assessment conducted during first three months to evaluate the quality and impact of training and technical assistance services.
- Piloting new evaluation tools, redesigning webinar and in-person trainings and coaching staff on training best practices to improve content integration and consistency.
- Overseeing National Training Summit (three days; 150-200 participants) with project management, logistics coordination and programming content responsibilities.

**Sample 4:**

**Regional Commission, Washington, DC, October 2008 – Present**

**Program Analyst**

Analyst:

- Drafted sections of the Commission's annual \$20 Million budget document for review by Congress and the Office of Management and Budget.
- Evaluated 100+ grant proposals and made funding recommendations to the Commission's Federal Co-Chairman.
- Provided written and oral advice on social, economic, and environmental policy initiatives and agency matters.

Agency Liaison:

- Oversaw, coordinated and implemented the Regional Development Initiative, a 12 agency collaboration created to strengthen and diversify the region's economy.
- Designed, organized and executed five Regional Development Initiative technical assistance workshops and five listening sessions throughout Region which were attended by 1,500 participants in two years.

**Sample 5:**

|  |                         |
|--|-------------------------|
| <b>Government Affairs Intern</b><br>Major Insurance Company, Washington, DC  | June 2012 – August 2012 |
| <ul style="list-style-type: none"><li>• Identified and analyzed proposed state and federal bills for potential impact to the company’s interests.</li><li>• Assisted Government Affairs team in meetings with congressional staffers to propose legislative initiatives.</li><li>• Communicated with 30 internal and external stakeholders to alert them to relevant legislation or regulations.</li><li>• Solely responsible for preparing and distributing tracking reports to the Government Affairs and Legal Teams.</li></ul> |                         |

**Sample 6:**

|   |   |
|---|---|
| <b>Northwest Social Services Agency</b><br>Pro-bono Consultant, Program Evaluation Capstone   | January 2012 – May 2012<br>Washington, DC |
| <ul style="list-style-type: none"><li>▪ Collaborated on a 4-person team to assess and analyze pilot education program for foster care youth transitioning out of the social services system.</li><li>▪ Reviewed evaluation forms, conducted stakeholder interviews and led analysis of similar programs across the nation to examine effectiveness and cost-benefit for long term program expansion.</li><li>▪ Compiled evaluation report including findings and recommendations which was presented to agency staff and Board.</li></ul> |   |

**Sample 7:**

|   |                                    |
|---|------------------------------------|
| <b>Office of Congressman Barney Frank</b><br><i>Intern</i>  | Washington DC<br>January– May 2011 |
| <ul style="list-style-type: none"><li>• Supported legislative staff with constituent compliance including responding to press inquiries, answering incoming phone calls and mail</li><li>• Collaborated with Legislative and Communications Directors to write press releases on workforce development and education issues</li></ul> |                                    |

**Sample 8:**

|  |   |
|--|---|
| <b>United States Senate</b><br>Legislative Aid   | <i>Washington, DC</i><br><i>2011-2012</i> |
| <ul style="list-style-type: none"><li>• Handled trade, banking and international relations policy issues for Member of Congress. Developed, planned and implemented legislative initiatives in assigned issue areas.</li><li>• Researched and analyzed policy and wrote appropriate legislative materials, including floor speeches, statements and briefing memos.</li><li>• Met with interest groups on behalf of the Member and coordinated legislative activities.</li></ul> |   |



Tailor skills/competencies on your resume to those included in the job description.



**Why does this matter?**  
Computer search programs will search resumes for certain key words. HR staff will scan resumes for specific terms.

## ADDITIONAL SECTIONS

These sections highlight relevant additional skills and experience that are significant and applicable to a specific opportunity and/or the field. These can include any of the following:

- Volunteer or community service work
- Community and/or academic Leadership
- Professional affiliations and memberships
- Language skills with fluency level
  - Possible Descriptions: Full Professional Proficiency, Low-Intermediate Proficiency, Elementary, Written and Oral Fluency, Conversational Proficiency, Fluent
- Professional development trainings and certifications
- Research or relevant publications
  - Use proper style such as APA, Chicago or MLA
- Travel
  - Only include travel that is relevant as this is not just a place to list all the locations where you've traveled. For example, if the position is working with the African immigrant community in the US and you've been to countries in Africa, you'll want to include them here. Another example is if the position is looking for someone with cultural adaptability/awareness.
- Technology Skills
  - Unless the employer notes that they are specifically looking for basic computer/internet skills, refrain from including things like Microsoft Word or Excel.
  - Preferable to highlight software like GIS, STATA, SPSS, Salesforce



If your community service is highly professional and relevant to your field/position, you can include it

### **Sample 1:**

#### **TECHNOLOGY SKILLS**

Proficient in OMB's MAX Budget database, STATA, and SPSS.

### **Sample 2:**

#### **PROFESSIONAL SKILLS AND MEMBERSHIPS**

**Computer:** Microsoft Word, Access, Excel, PowerPoint, SharePoint, Oracle Systems, PeopleSoft, SPSS

**Member:** National Language Service Corps (Charter Member), American Society for Public Administration

**Language:** Spanish (Full Professional Proficiency), Japanese (Low-Intermediate Proficiency)

### **Sample 3:**

#### **PROFESSIONAL DEVELOPMENT**

**Action Planning Workshop Presenter**, Russian-U.S. Young Leadership Fellows Program,  
Contracted by American Councils for International Education, *Washington, DC; July 2011*

**Demand Driven Workforce Development Participant**,  
The Performance Institute, *Arlington, VA; May 2010*

**Application Reviewer and Interviewer**, Edwin Muskie Fellowship Program,  
Contracted by the International Research and Exchanges Board (IREX),  
*Dushanbe, Tajikistan; January 2011*

## FINAL CHECKLIST

### Have you done the following?

|  |  |
|--|--|
|  | <b>Contact Information.</b> Check that you have correct name, address, phone number, and email.  |
|  | <b>Margins.</b> No more than 1 inch and no smaller than 8/10 <sup>th</sup> of an inch.   |
|  | <b>Font.</b> Between 10 – 12, with Times New Roman, Arial, Garamond, or similar style.   |
|  | <b>Format.</b> Is it consistent? Are dates, company names, school names and locations in the same place for each entry? Are they visually emphasized in a consistent manner? Do you have good balance of white spaces? |
|  | <b>Abbreviations.</b> Does your resume contain any abbreviations that are not explained? Note: only use an abbreviation if you refer to the organization more than once.   |
|  | <b>Dates.</b> Do dates follow chronological order or is there a confusing overlap?   |
|  | <b>Education.</b> Is your school, degree, major/minor, graduation date (month and year) included? How about relevant coursework, thesis, research, and study abroad experiences?                                       |
|  | <b>Experience.</b> Did you include company/organization name, job/internship title, dates of employment, location (city, state)?   |
|  | <b>Action Verbs.</b> To describe job functions, did you use sentence fragment skills statements beginning with action verbs? Does each statement answer the questions: “So What?” “Who Cares?” “What Does It Matter?”  |
|  | <b>Quantifiable results.</b> Did you include specific results and quantifiable accomplishments in your experience section, if possible?  |
|  | <b>Key Words.</b> Does your resume include some or most of the key words mentioned in the job description?   |
|  | <b>Additional Sections.</b> Did you include all of your relevant experiences, including community service or internships; and professional affiliations, language fluency, and licensures?                             |
|  | <b>SPELLCHECK!</b> Check for spelling and grammar errors. Have a friend review it to catch any errors.   |
|  | <b>Your Brand.</b> Does your resume tell the story you want it to?   |

## ACTION WORDS

If you want to grab the reader's attention, use action words at the beginning of each statement in the work experience section. Take a look at the list below and try to use a variety of them in your resume.

### **Management Skills**

Administered  
Analyzed  
Assigned  
Chaired  
Consolidated  
Contracted  
Coordinated  
Delegated  
Developed  
Directed  
Evaluated  
Executed  
Organized  
Oversaw  
Planned  
Prioritized  
Produced  
Recommended  
Reorganized  
Reviewed  
Scheduled  
Supervised

### **Communication Skills**

Addressed  
Arbitrated  
Arranged  
Authored  
Co-authored  
Collaborated  
Corresponded  
Developed  
Directed  
Drafted  
Enlisted  
Formulated  
Influenced  
Interpreted  
Lectured  
Mediated  
Moderated  
Negotiated  
Persuaded  
Promoted  
Proposed  
Publicized  
Reconciled  
Recruited  
Spoke  
Translated  
Wrote

### **Research Skills**

Clarified  
Collected

Critiqued  
Diagnosed  
Evaluated  
Examined  
Extracted  
Identified  
Inspected  
Inspired  
Interpreted  
Interviewed  
Investigated  
Organized  
Reviewed  
Summarized  
Surveyed  
Systemized

### **Technical Skills**

Assembled  
Built  
Calculated  
Computed  
Designed  
Devised  
Engineered  
Fabricated  
Maintained  
Operated  
Pinpointed  
Programmed  
Remodeled  
Repaired  
Solved

### **Teaching Skills**

Adapted  
Advised  
Clarified  
Coached  
Communicated  
Conducted  
Coordinated  
Developed  
Enabled  
Encouraged  
Evaluated  
Explained  
Facilitated  
Guided  
Informed  
Instructed  
Lectured  
Persuaded  
Set goals  
Stimulated  
Taught

Trained

### **Financial Skills**

Administered  
Allocated  
Analyzed  
Appraised  
Audited  
Balanced  
Budgeted  
Calculated  
Computed  
Developed  
Managed  
Planned  
Projected  
Researched

### **Creative Skills**

Acted  
Conceptualized  
Created  
Customized  
Designed  
Developed  
Directed  
Established  
Fashioned  
Illustrated  
Instituted  
Integrated  
Performed  
Planned  
Proved  
Revised  
Revitalized  
Set up  
Shaped  
Streamlined  
Structured  
Tabulated  
Validated

### **Helping Skills**

Assessed  
Assisted  
Clarified  
Coached  
Counseled  
Demonstrated  
Diagnosed  
Educated  
Facilitated  
Familiarized  
Guided  
Inspired

Motivated  
Participated  
Provided  
Referred  
Rehabilitated  
Reinforced  
Represented  
Supported  
Taught  
Trained  
Verified

### **Clerical or Detail Skills**

Approved  
Arranged  
Catalogued  
Classified  
Collected  
Compiled  
Dispatched  
Executed  
Filed  
Generated  
Implemented  
Inspected  
Monitored  
Operated  
Ordered  
Organized  
Prepared  
Processed  
Purchased  
Recorded  
Retrieved  
Screened  
Specified  
Systematized

### **Stronger Verbs for Accomplishments**

Accelerated  
Achieved  
Attained  
Completed  
Conceived  
Convinced  
Discovered  
Doubled  
Effectuated  
Eliminated  
Expanded  
Expedited  
Founded  
Improved  
Increased

|            |            |              |             |
|------------|------------|--------------|-------------|
| Initiated  | Mastered   | Reduced      | Transformed |
| Innovated  | Originated | Resolved     | Upgraded    |
| Introduced | Overcame   | Revitalized  |             |
| Invented   | Overhauled | Spearheaded  |             |
| Launched   | Pioneered  | Strengthened |             |

*From To Boldly Go: Practical Career Advice for Scientists, by Peter S. Fiske*

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**PLANNED**

|            |              |             |            |
|------------|--------------|-------------|------------|
| Devised    | Investigated | Solved      | Prepared   |
| Developed  | Appraised    | Created     | Researched |
| Examined   | Estimated    | Produced    | Reviewed   |
| Discovered | Planned      | Originated  | Identified |
| Evaluated  | Analyzed     | Interpreted |            |
| Designed   | Studied      | Determined  |            |
| Organized  | Measured     | Revamped    |            |

**DIRECTED**

|            |             |             |            |
|------------|-------------|-------------|------------|
| Operated   | Regulated   | Transferred | Founded    |
| Managed    | Directed    | Maintained  | Headed     |
| Guided     | Oversaw     | Awarded     | Instituted |
| Supervised | Designated  | Authorized  | Navigated  |
| Governed   | Coordinated | Vetoed      |            |
| Commanded  | Adapted     | Removed     |            |
| Controlled | Eliminated  | Conducted   |            |

**EXECUTED**

|              |              |              |             |
|--------------|--------------|--------------|-------------|
| Motivated    | Extended     | Modified     | Collected   |
| Generated    | Augmented    | Transformed  | Assumed     |
| Utilized     | Supplemented | Balanced     | Attached    |
| Employed     | Condensed    | Established  | Exchanged   |
| Administered | Curtailed    | Stabilized   | Invested    |
| Rectified    | Reduced      | Discontinued | Sponsored   |
| Restored     | Minimized    | Assembled    | Expedited   |
| Repaired     | Converted    | Computed     | Attained    |
| Reorganized  | Exchanged    | Estimated    | Executed    |
| Approved     | Replaced     | Inventoried  | Achieved    |
| Observed     | Conceived    | Surpassed    | Dispatched  |
| Demonstrated | Authored     | Simplified   | Selected    |
| Disclosed    | Strengthened | Grouped      | Compounded  |
| Published    | Activated    | Distributed  | Completed   |
| Notified     | Unified      | Classified   | Wrote       |
| Produced     | Combined     | Terminated   | Implemented |
| Improved     | Merged       | Initiated    | Arranged    |
| Built        | Consolidated | Introduced   | Presented   |
| Formulated   | Updated      | Economized   | Invented    |
| Increased    | Modernized   | Obtained     | Performed   |
| Expanded     | Altered      | Procured     | Accelerated |

**ADVISED**

|              |             |              |            |
|--------------|-------------|--------------|------------|
| Conferred    | Displayed   | Familiarized | Encouraged |
| Consulted    | Exhibited   | Disproved    |            |
| Publicized   | Illustrated | Detected     |            |
| Notified     | Advocated   | Referred     |            |
| Advised      | Counseled   | Diagnosed    |            |
| Reported     | Instructed  | Edited       |            |
| Advertised   | Acquainted  | Protected    |            |
| Informed     | Recommended | Arbitrated   |            |
| Demonstrated | Suggested   | Prescribed   |            |



## RESUME EXAMPLE – BEFORE AND AFTER

*Tammy James*

Home Address  
2111 First Street  
Alexandria, VA 22306  
202 555 1234  
[tammyjames@gmail.com](mailto:tammyjames@gmail.com)

Work Address  
Department of the Interior  
1849 C St., NW, Washington, D.C.  
202 222 5555  
[tammy\\_james@ios.doi.gov](mailto:tammy_james@ios.doi.gov)

### OBJECTIVE

To Earn a Master of Public Administration degree at George Washington University, specializing in policy analysis and evaluation, international development management and federal policy. To become an expert in the field and gain the confidence needed to lead.

### EDUCATION

Diploma Public Administration  
**Institut International d'Administration Publique, Paris, France, 1996**

Diploma French Language Proficiency (Basic and Advanced)  
**Centre Audiovisuel de Langue Modernes, Vichy, France, 1995**

Bachelor of Arts in Politics  
**Mount Holyoke College, South Hadley, Massachusetts, U.S.A., May, 1990**

Valedictorian, General College Preparatory Studies  
**SDA High School, Pohnpei, Micronesia, 1986**

### WORK EXPERIENCE

*Office of Insular Affairs, U.S. Department of the Interior*  
*Policy Analyst* August 2006 to present

- Desk Officer for Federated States of Micronesia (FSM) and Palau
- Coordinates annual meetings of the Interagency Group on Insular Areas (IGIA) annual meetings; compiles agenda items and responses on issues of interest and concern to territorial leadership through collaboration with representatives from over 15 Federal agencies.
- Support to Trust Fund Committee which oversees \$200M in FSM Compact Trust Fund

*White House Initiative on Asian Americans & Pacific Islanders*  
*U.S. Department of Education*  
*Detailer* March 2010 to November 2010

- Coordinator of Outreach to Native Hawaiians and Pacific Islanders (NHPI)
- Spearheaded WHIAAPI representation at Council for Native Hawaiian Advancement which included for first-time ever Policy Forum for Non-Hawaiian Pacific Islanders.
- Initiated Collaboration with NHPI Communities in Southern California and First Lady's "Let's Move" Initiative in planning "Let's Move" event targeting youth.

*Federated States of Micronesia Embassy, Washington, D.C.*  
*First Secretary* *April 2000 to July 2006*

- Covered political and economic issues as well as consular issues for Micronesian citizens living in the U.S.
- Liaised with State, Interior, Homeland Security and other Federal officials on issues of importance to Micronesia.
- Represented Micronesian issues on the Hill to Congressional and Committee staffers.
- Coordinated Micronesia's Participation in Tour de Sol for Climate Change.
- Chargé d'Affaires, a.i. in the absence of Ambassador and Deputy Chief of Mission
- Public Speaking experience as Chargé representing Ambassador and FSM

*Federated States of Micronesia Government, Pohnpei, FSM*  
*Foreign Affairs Foreign Service Officer* *1992 – June 2000*

- Assigned to various areas: United Nations and Multilateral, South Pacific and American and European Affairs
- Coordinated Foreign Scholarships from Australia, France, New Zealand and China
- Coordinated Credentialing Ceremonies and Visits for Ambassadors to Micronesia

*Bloom and Company, CPA, Berkeley, California*  
*Office Manager* *1990 - 1992*

- Manage office administration for Owner and 2 CPA's
- Assemble basic tax returns
- Handle basic office accounting and billing
- Answer phones and respond to clients needs with respect to tax documents

***Other Skills, Talents and Enriching Experiences***

- Youth Sunday School Teacher (Primary and Sharing Time) for youth ages 3 to 12 in Mount Vernon Ward, Church of Jesus Christ of Latter-Day Saints, Alexandria, VA
- Translate documents from English to Pohnpeian language for the Guam Micronesia Regional Language Mission, Church of Jesus Christ of Latter-Day Saints (via email)
- Born and raised in former Trust Territory of the Pacific Islands administered by the U.S. on behalf of the United Nations
- Lived, studied and/or worked in California, Paris (France), Israel, Suva (Fiji), Pohnpei, Micronesia and Port Louis, Mauritius
- Extensive knowledge of U.S.-affiliated Pacific Islands
- Speak French and Pohnpeian languages
- Married to Sgt. John Smith



## Tammy James

2111 First Street | Alexandria, VA 22306 | 202 555 1234 | [tammyjames@gmail.com](mailto:tammyjames@gmail.com)

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### **PUBLIC ADMINISTRATION ♦ POLICY ANALYSIS ♦ GOVERNMENT AFFAIRS** *15 years of progressive leadership specializing in developed and developing nations*

- Trilingual policy analyst serving as primary liaison between US Department of the Interior and Federated States of Micronesia and Palau.
- Collaborative leader in fostering partnerships between US, state and foreign government officials, including non-government entities.
- High level domestic and overseas experience in policy development, project management, foreign affairs, and communications.

#### **PROFESSIONAL EXPERIENCE**

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**US Department of the Interior (DOI), Washington, DC**  
**Office of Insular Affairs (OIA), Policy Analyst**

August 2006– present

*Desk Officer for Palau and the Federated States of Micronesia (FSM)*

- Provide policy recommendations to the Assistant Secretary and other government officials on political, social and economic matters related to the FSM and Palau.
- Write briefings for the Assistant Secretary and other officials to utilize in forming policy decisions.
- Serve as primary contact between the FSM and Palau Ambassadors and US government officials.
- Redesigned, and currently manage, OIA website at [www.doi.gov/oia](http://www.doi.gov/oia).

*Coordinator, White House Interagency Group on Insular Areas (IGIA)*

- Organize IGIA senior plenary session, co-chaired by the Secretary of the Interior and the Deputy Assistant to the President. Attended by over 100 government officials representing more than 15 federal agencies, Insular Governors and Members of Congress.
- Established, and regularly compile the annual IGIA briefing book to provide benchmarks of current federal policies regarding the US insular areas.
- Develop IGIA meeting agenda, organize presenters and arrange briefing book contents in collaboration with more than 20 federal partners.

*Special Assistant to the Chairman, Trust Fund Committees*

- Assist the Chairman in managing the Trust Funds for the FSM and for the Republic of the Marshall Islands (RMI), the combined value of which exceed \$350M.
- Collaborate closely with the Executive Director and Mercer Global Investments on quarterly meeting agendas, policies and administrative tasks necessary in managing the two funds.
- Coordinate financial education workshops for Trust Fund Committee members and staff (25+).
- Organize initiative to encourage US, FSM and RMI government officials to attract subsequent contributions to the Trust Funds from other non-government sources.

**US Department of Education, Washington, DC**

March to November 2010

**White House Initiative on Asian Americans and Pacific Islanders (WHIAPPI)**

*Outreach Coordinator, Native Hawaiian and Pacific Islander (NHPI) populations*

- Detailed from Department of Interior to WHIAPPI to build and strengthen outreach to NHPI populations.
- Created a new database containing over 200 contacts from NHPI communities.
- Collaborated with the Council for Native Hawaiian Advancement to organize first policy forum including Pacific Islanders as part of their annual meeting, attended by community organizers, state and local government officials.

**Embassy of the Federated States of Micronesia**, Washington, DC

April 2000 to July 2006

*First Secretary for Political and Economic Affairs*

- Selected as interim Chargé d' Affaires on behalf of Ambassador to manage embassy operations while Ambassador was out of country.
- Liaised with State and Interior Departments on political issues of importance to Micronesia.
- Represented Micronesian issues on the Hill to Congressional and Committee staffers.
- Successfully lobbied Homeland Security to extend eligibility period of Employment Authorization Document for Micronesians.
- Assessed and resolved consular matters for Micronesian citizens living in the US.
- Recruited team members and organized participation in Tour de Sol to raise awareness on climate change.

**Embassy of France**, Port Louis, Mauritius

April to June 1996

*Public Affairs Assistant*

- Prepared daily compilations of media and news articles of importance to the Ambassador.
- Updated and compiled a reference document highlighting over 15 news sources on the island.
- Assisted Press Officer in communicating, promoting, and highlighting French interests in Mauritius.

**Government of the Federated States of Micronesia**

March 1994 – March 2000

**Department of Foreign Affairs, Palikir, Pohnpei, Micronesia**

*Foreign Service Officer*

- Division rotations with UN Multilateral Affairs, American & European Affairs and South Pacific & Regional Affairs. Drafted communications on relevant political issues for each division.
- Traveled with President and First Lady of Micronesia to regional and international high-level meetings.
- Coordinated credentialing ceremonies for several foreign Ambassadors-designate to Micronesia.
- Traveled to serve as sole representative for Micronesia at regional meetings.

*Foreign Government Scholarship Coordinator*

- Introduced and administered a competitive application process improving selectivity and effectiveness of scholarships provided to Micronesian students by Japan, Australia, New Zealand, and China.
- Collaborated with embassy officials to monitor and bolster student success.

## **EDUCATION**

**George Washington University**, Washington, DC

July 2012 - present

Master of Public Administration

- **Associate Editor, Policy Perspectives Journal**, October 2012 - present
  - Review and edit editorial submissions to be published in the 20<sup>th</sup> edition of Policy Perspectives, a student-run public administration periodical at George Washington University.
  - Coordinate with authors, faculty advisors and other associate editors.

**Institut International d'Administration Publique**, Paris, France

July 1996

Diplôme (Post-Graduate Studies Diploma)

**Centre Audio-Visuel de Langues Modernes**, Vichy, France

July 1995

Diploma of Advanced French Language Studies (DALF)

**Mount Holyoke College**, South Hadley, Massachusetts

May 1990

A.B. 1990, Politics

## **FOREIGN LANGUAGES AND TECHNOLOGY SKILLS**

*Languages:* Fluent in spoken and written Pohnpeian (Pacific Island language); Advanced conversational French.

*Technology:* Microsoft Office Suite (Word, Excel, Outlook), Clarity and Credenza.



## RESUME EXAMPLES

NANCY ROONAN

210 P Street NW, Washington, DC 20001; 202-555-1212; [nancyroonan@gmail.com](mailto:nancyroonan@gmail.com)

### SUMMARY

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Program analyst with eight years of experience in domestic policy research and analysis. Experience managing staff, working on teams, and completing projects individually in a deadline-driven environment. Master of Public Policy candidate with a concentration in Program Evaluation.

### PROFESSIONAL EXPERIENCE

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#### **Novogradac & Company LLP, Bethesda, MD, 2004-2010**

##### ***Manager, Government Services and Valuation Group***

- Expertise in real estate valuation including feasibility analysis, market analysis and appraisal. Primary concentration in affordable housing. Extensive experience with federal Low Income Housing Tax Credit (LIHTC), Section 8 housing, Hope VI program, Section 202 (elderly) housing, USDA Rural Development housing, and other federal and state affordable housing programs.
- Managed assignments with total fees of \$70,000 in 2004; \$215,000 in 2005; \$410,000 in 2006; \$830,000 in 2007; \$980,000 in 2008; and \$1,150,000 in 2009.
- Managed 150+ unique assignments per year in 2008 and 2009.
- Hired as Researcher in 2004, promoted to Analyst in 2005 and Manager in 2007.
- Supervised staff of 2-4 researcher/analysts in a collaborative team environment. Management duties included: assigning work, client communication, ensuring that deadlines were met and training staff.
- Conducted feasibility analyses, market studies, and appraisals for multifamily housing. Local housing authorities, developers and lenders used studies in financial underwriting and design of LIHTC properties.
- Fieldwork completed in 40+ states and District of Columbia, including quantitative data collection, qualitative interviews, and site inspection.
- Consulting and valuation experience with New Markets Tax Credits.

#### **National Trust for Historic Preservation, Washington, DC, 2003-2004**

##### ***Assistant Business Manager, National Main Street Center***

- Managed the network of 30 state Main Street coordinators. Processed memberships, scheduled consulting services, and assisted with annual state coordinator meeting.
- Processed registration for the annual National Main Streets conferences (1,000+ attendees). Supervised educational sessions and assisted with troubleshooting.
- Wrote and edited articles for *Main Street News*, a monthly publication.

#### **Urban Business Initiative, Houston, TX, 2002- 2003**

##### ***Program Coordinator***

- Designed curriculum for and taught entrepreneurship course.
- Wrote, edited, and designed quarterly newsletter.

### EDUCATION

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#### **George Washington University, Washington, DC, 2011-2013**

- Master of Public Policy, concentration in Program Evaluation. Degree expected 5/2013. 3.95 GPA.

#### **Rice University, Houston, TX, 1997-2001**

- B.A., Policy Studies and English. Graduated cum laude. 3.7 GPA.

**JACK JOHNSON**

3232 Pastor Lane, NW, Washington, DC 20009 (617) 687-3563; [jack.johnson@gmail.com](mailto:jack.johnson@gmail.com)

**PROFESSIONAL EXPERIENCE**

**Research Projects Administrator**

July 2011 – Present

The George Washington University, Office of the Vice President for Research, Washington, DC.

- Analyze federal regulation and compare with current GW policy, conduct research of market basket institutions, provide policy and procedure recommendations for senior administration.
- Develop new and reorganize existing processes and procedures to ensure compliance with federal regulations, including development of a communications plan and training materials for stakeholders.
- Collaborate with faculty and the Research Enhancement team to develop grant proposals to: conceptualize specific research/project aims, understand review process, write/edit proposals, develop budgets and assist with routing procedures (7 DHHS proposals, \$1M National Endowment for the Humanities proposal, and \$15M Department of Labor proposal).
- Manage \$120,000 in sponsored projects and internal awards; serving as point person to execute and route contracts, review invoices and track payments, and approve reported deliverables.

**Graduate Student Evaluator (Public & Non-profit Program Evaluation Class)**

January 2012 – May 2012

Department of Health & Human Services, Human Resources & Services Administration, Washington, DC.

- Evaluated impact of Public Health Training Center (PHTC) grant program by using quantitative and qualitative methods (interviews with key stakeholders) and existing data (annual grant reports).
- Recommended strategies for improving PHTC processes and outcomes.
- Created an evaluation design to improve the effectiveness and utility of PHTC annual grant reports.

**Senior Class Gift Coordinator**

April 2010 – June 2011

The George Washington University, Division of Development & Alumni Relations, Washington, DC

- Raised a record breaking \$90,000 with the highest participation in the program's history to that date.
- Developed fundraising strategies for the campaign, by evaluating past campaigns, brainstorming a new strategic plan, and creating overall communications plan to promote giving.
- Recruited and managed three part-time employees and a committee of 45 volunteers to plan and execute fundraising events.
- Created and disseminated fundraising brochures, website, social media, mass emails and other marketing materials – producing a 15% increase in donors and 16% increase in dollars raised.

**EDUCATION**

**Master of Public Administration Candidate (GPA 3.64)**

Expected May 2013

Concentration: Public-Private Policy & Management

The George Washington University, Washington, DC

- Award: Presidential Administrative Fellow (Full Tuition and Stipend)
  - Chair, Professional Development Curriculum; Internal Consulting Project

Regent's College, London, United Kingdom

June 2012

- UK Lessons for US Public Private Partnerships

**Bachelor of Arts, Political Communication (GPA 3.55)**

Graduated May 2011

The George Washington University, Washington, DC

**TECHNICAL SKILLS**

SPSS, Basic Final Cut Pro, Basic HTML, Microsoft Word, Excel, PowerPoint



## Sam Frank

222 Rose Street, Arlington VA 22209 | [s.frank@gmail.com](mailto:s.frank@gmail.com) | (C) 202.424.8899 |  
[www.linkedin.com/in/franksam](http://www.linkedin.com/in/franksam)

### **Leadership ♦ Management ♦ Operations**

- Skilled in directing complex, mission-driven projects from concept to fully operational status.
- Successful at designing and implementing strategies and governance models to ensure organizational alignment between ongoing action and stated mission.
- Professional experience and academic training in strategic communications, outreach and grassroots activities.

### **Education**

*George Washington University, Washington, DC*  
**Master of Public Administration (MPA)**

*Anticipated May 2014*

*Florida International University, Miami, FL*

*April 2012*

**B.A. in International Relations** - Specialization: Latin American Politics  
**Certificate in Professional Leadership**

*Recipient of the 2011 University-wide Student Leadership Award (selected from student body of 48,000)*

### **Professional Experience**

**The LIBRE Initiative**  
**Executive Assistant**

*Arlington, VA*  
*June 2012 – Present*

- Built national office from inception to fully functional centralized system to support local/national partners.
- Launched and wrote LIBRE Initiative issue specific statements and constituent engagement publications.
- Manage Chief of Staff briefing and scheduling to ensure timeliness and complete reporting.
- Oversee account reconciliation for the organization including employees, contractors and outside vendors.
- Serve as the HR and legal department liaison for all employees to maintain streamlined communications.

**Florida International University, Office of the President**  
**Administrative Assistant**

*Miami, Florida*  
*May 2011-May 2012*

- Briefed university president and top level administration on issues, events and upcoming meetings.
- Coordinated travel arrangements for the office of the president staff.
- Served on planning committee for the annual Homecoming Week, Faculty and Staff Engagement Series.
- Conducted research with the donor relations department on new funders for the university.

### **Community Engagement**

*Beta Theta Pi Fraternity*

**Foundation Ambassador**

*October 2012-Present*

- Contact and engage Beta alumni to build relationships, communicate educational objectives of the Beta Foundation and increase support for the *Beta Leadership Fund*.

**President, Eta Gamma Chapter**

*December 2010-December 2011*

- Ran daily operations of a 60 person chapter with an executive team resulting in receiving a risk management rating of excellent and university chapter of the year award.
- Created and implemented strategic development plan spanning 2 years that led to doubling membership.
- Served as a voting member of the Interfraternity Council representing 14 organizations and 1000 students.
- Attended national convention as a general delegate presiding over 120 chapters, 7500 undergraduate members and 120,000 living alumni members.
- Administered \$30,000 operating budget and raised \$12,000 in leadership development scholarships.

*Relay For Life, American Cancer Society at Florida International University*

*May 2011-March 2012*

**Executive Director**

- Led fundraising effort of over \$100,000 for the American Cancer Society Research and Patient Services.
- Prepared budget/project proposal and oversaw marketing plan resulting in funding approval.
- Planned all pre-events, i.e – Relay Kick-Off Gala, Miss Relay Pageant and Auction, Relay Purple Day – totaling \$68,000 raised before the Relay for Life event.



## VIVIAN SMITH

212 14<sup>th</sup> Street, Alexandria, VA 22305 • (525) 648-3256 • vivians@hotmail.com

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### EDUCATION

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#### **George Washington University, Washington, DC**

Master of Public Administration with Nonprofit Management focus, anticipated January 2015

#### **George Washington University, Washington, DC**

Master of Arts in Museum Studies, January 2002

#### **Haverford College, Haverford, PA**

Bachelor of Arts in History, May 1997

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### PROFESSIONAL EXPERIENCE

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**A proven nonprofit leader with 15 years of experience in museum administration and fundraising.**

#### **Fundraising and Fiscal Administration**

- Developed and implemented fundraising strategies for a portfolio of 140 prospects
- Analyzed pool of annual donors to identify new major gift prospects
- Secured over \$350,000 in philanthropic support from individuals, corporations, and private foundations
- Successfully managed donations of private collections, including fine art, artifacts, rare and antiquarian books, and personal papers (*appraised values of these collections were not tracked by recipient museums*)
- Oversaw annual giving program for museum, including biannual direct mail solicitations
- Established plan for transformation of Friends program to a philanthropic giving society
- Initiated series of fundraising events for museum, including wine tastings, ghost tours, and craft fairs
- Successfully managed budgets ranging from \$100,000 to \$500,000

#### **Marketing and Public Relations**

- Developed and implemented communication strategies, including collateral, for key development projects
- Modernized visual identity for museum, including new logo and new cost-effective website
- Initiated creation of electronic newsletter and utilized social media to improve communications with supporters of museum; expanded email list by 600% over three years
- Raised profile of museum through participation in the Syfy network's popular *Ghost Hunters* series
- Collaborated with convention and visitors bureau and other local museums to market museum events
- Edited, wrote, and oversaw production and distribution of quarterly alumni newsletter with circulation of 15,000 for university school of international affairs

#### **Board Relations**

- Staffed advisory councils and fiduciary boards for small and large nonprofit organizations
- Spearheaded effort for museum board of directors to establish first-ever institutional strategic plan and document expectations for board members, including philanthropic component
- Collaborated with museum board of directors in recruiting and orienting new members
- Liaised with board committees to develop policies and programming for nonprofit

#### **Project Management**

- Initiated plan for restoration of historic gardens, selected contractors, and managed federal funding for the project; resulted in award-winning archaeological investigation of the property
- Secured funding and contractors for building repairs; managed move of museum decorative arts collection
- Led development and implementation of first organization-wide document retention policy for nonprofit
- Managed licensing of intellectual property for nonprofit, including print and electronic materials

#### **Personnel Management and Training**

- Recruited and oversaw museum staff and graduate-level interns; conducted annual performance reviews
- Recruited, trained, and managed volunteer corps for museum

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## CHRONOLOGY

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### **George Washington University, Washington, DC**

Associate Director of Development, The George Washington University Libraries, August 2011–present

### **Lee-Fendall House Museum and Garden, Alexandria, VA**

Executive Director, December 2007–August 2011

### **American Academy of Otolaryngology—Head and Neck Surgery Foundation, Alexandria, VA**

Director, History and Archives Department, February 2002–November 2007 • Assistant Director, Education Business Unit, February 2007–November 2007 • Museum Consultant, July 2008–November 2010

### **Elliott School of International Affairs, George Washington University, Washington, DC**

Writer/Editor, Public Affairs, August 2000–February 2002

### **Chemical Heritage Foundation, Philadelphia, PA**

Research Assistant, Historical Services, August 1997–July 2000

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## SELECTED PUBLICATIONS AND PRESENTATIONS

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- Presenter, “A Day in the Life”, May 2007 national meeting, American Association of Museums.
- Tracy L. Sullivan, “In the Arts: The Inspiration for Chevalier Jackson and Adam Politzer’s Illustrations,” *AAO-HNS Bulletin*, Vol. 25, No. 6 (June 2006): 68-69.
- Panelist, “Other Duties As Assigned,” May 2005 national meeting, American Association of Museums.
- Roundtable facilitator, “Marketplace of Ideas: Small Museums as Part of Larger Organizations,” May 2005 national meeting, American Association of Museums.
- Mary Ellen Bowden, Amy Beth Crow, and Tracy Sullivan, *Pharmaceutical Achievers: The Human Face of Pharmaceutical Research* (Philadelphia: Chemical Heritage Press, 2003).
- Tracy L. Sullivan and Leo B. Slater, “Organic Chemistry” and “Polymers and Plastics,” *Reader’s Guide to the History of Science*, ed. Arne Hessenbruch (Chicago: Fitzroy Dearborn Publishers, 2001).
- Presenter, “Harvey Washington Wiley (1844-1930): Leading the Fight for a Pure Food and Drug Act,” August 2000 national meeting, American Chemical Society.

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## ADDITIONAL SKILLS AND TRAINING

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*Computer systems:* CommonSpot • Vernon COLLECTION • Past Perfect • iMIS • Advance • ResearchPoint

*Selected seminars:* Advancement Through Strategic Communication • Making the Ask • Getting Board Members to Solicit Major Gifts • Rethinking Campaign and Major Gift Strategies • Planned Giving Basics • Small Shop Prospect Research • Excelling as a Supervisor • Why Employees Won’t Speak Up

*University programs:* University of Colorado at Boulder, Museum Management Program, June 2002 • George Washington University, graduate course ‘Managing Fundraising and Philanthropy’, spring 2012 • George Washington University, graduate course ‘Leading Museums in Turbulent Times’, summer 2012

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## PROFESSIONAL MEMBERSHIPS

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Council for Advancement and Support of Education (CASE)

Academic Library Advancement and Development Network (ALADN)

American Association of Museums (AAM) – Program Chair, Small Museum Administrators’ Committee (2006-2010) • Board member, Small Museum Administrators’ Committee (2004-2010)

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## AWARDS

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Board Fellow, DC Arts and Humanities Education Collaborative

Bernard “Ben” Brenman Archaeology in Alexandria Award for Outstanding Community Research

# EMILY WILSON

9876 Maine Road NW, Washington, DC 20037; (202) 615-3259 – [emily.wilson@gmail.com](mailto:emily.wilson@gmail.com)

## SUMMARY

Energetic and highly motivated policy researcher with strong analytic skills, experience with policy and legal research, brief writing, and program evaluation. Possesses strong communication skills as an experienced writer of advocacy letters and articles, manager of social media campaigns, and website development. Currently seeking a full time position at Deloitte.

## SELECTED EXPERIENCE

### **United States Coast Guard**

Washington, DC

*Pro-Bono Consultant, August 2012-Present*

- Collaborated with four team members on a capstone project, determining the feasibility of power-generating buoy technology to either integrate or replace existing navigation buoys within designated U.S. Coast Guard Waterways.
- Analyzed return on investment, viability of technology, externalities of implementation, and cost-benefit analysis.

### **University of California - Davis, Center for Human Services**

Davis, CA

*Policy Research Intern, May 2012-present*

- Researched crossover youth, and their specific probation needs in California's juvenile justice system.
- Interviewed California Probation Officers regarding current out-of-home placements.

### **GovLoop.com – The Knowledge Network for Government**

Washington, DC

*Graduate Fellow, September 2011-August 2012*

- Established and executed a company-wide social media marketing plan and developed weekly analytics reports.
- Published author in *The Washington Post*, *The Huffington Post*, and *AOL Gov* based on GovLoop content.
- Managed GovLoop Mentors Program, government-wide initiative connecting public sector professionals.

### **United Kingdom Parliament**

London, England, UK

*Research Assistant for Jon Trickett MP, May 2011-August 2011*

- Proposed and led research projects, most notably a confidential research project pertinent to government spending which resulted in the creation of an on-going project that continued in the fall 2011 session.
- Composed speeches, press releases, and news articles on behalf of the MP
- Built website, both in design and written content, and maintained Twitter and Facebook accounts

## EDUCATION

### **The George Washington University**

Washington, DC

*Master of Public Policy (GPA 3.68), Expected December 2012*

- *Student Associations:* GW Net Impact, Student Committee for Faculty Recruitment
- *Relevant Coursework:* Research Methods and Applied Statistics, Introduction to Public Policy, Research Methods in Policy Analysis (Multivariate), Economics in Policy Analysis, Public Budgeting, Revenue and Expenditure

### **University of California, San Diego**

La Jolla, CA

*B.A. Cum Laude with Distinction, Communication, Political Science, History (GPA 3.65), September 2010*

- *Student Associations:* Alpha Epsilon Phi, Hillel of San Diego
- *Honors:* Communication Honors Thesis Program, Order of Omega Greek Honors Society, Provosts Honors
- *Study Abroad in Madrid, Spain:* Drug Policy and International Terrorism Policy Global Seminar

## OTHER

**Publications:** Primack, Krzmarzick, and Wentworth-Drahosz. "Can a Government-Wide Mentorship Program Really Work?" *The Public Manager* 41.2 (2012): 48-52.

**Leadership:** Panhellenic Board of Directors (2009-2010), Hillel Campus Entrepreneur Initiative Intern (2009-2010),

**Languages:** Working knowledge of written and spoken Spanish

**Volunteer:** Reading Leaders Literacy Program (2012-present), Ricky Gill for Congress CA-9 (2012-present)

**Computer:** Proficient in SPSS, STATA, MS Office, Adobe, InDesign, WordPress, and Google Analytics.



# Amy Smith

amy.smith@gmail.com 621-224-2323 Washington D.C.

## EDUCATION

### Master of Public Administration (MPA) Candidate

The George Washington University

Washington, D.C., Expected May 2014

### B.A., Rhetoric and Film Studies, Education, GPA: 3.6

Whitman College

Walla Walla, WA, Graduated May 2010

### SIT India Arts and Culture Program

New Delhi, India, Fall 2008

## PROFESSIONAL EXPERIENCE

### Management Assistant, A Wider Circle

Silver Spring, MD, October 2012-present

- Researching, redesigning and implementing A Wider Circle's intern program at Davis elementary school
- Spearheaded fall hiring process through creating job postings, screening applicants and conducting interviews

### Language and Culture Assistant, Government of Andalusia

Adra, Spain, 2011-2012

- Created curriculum, facilitated lessons and evaluated progress for four grade levels (200+ students)
- Produced monthly presentations for 50-60 students (e.g. Climate Change, American Education System)
- Selected as lead mentor teacher (seven chosen from 400). Wrote newsletter of original teaching materials/strategies and provided expertise on classroom management/curriculum planning
- Chosen as one of four bloggers for the Council on International Educational Exchange (CIEE). Wrote on teaching English/living abroad (writing/photos used in promotional materials for applicants)

### Columnist, Volunteer Today

2010-2012

- Launched innovative monthly column on volunteerism, altruism and public education in Spain
- Pioneered monthly column on AmeriCorps and community service in America

### AmeriCorps Volunteer

Federal Way, WA, 2010-2011

- Reengaged high school ELL/ESL class through inventive curriculum while simultaneously expanding their English vocabulary/fluency (demonstrated through letter grades and behavioral improvements)
- Led 9<sup>th</sup>/10<sup>th</sup> grade Advancement Via Individual Determination (AVID) students in tutoring/team-building sessions
- Cultivated positive environment through coaching 70 K-5 students living in poverty on effective homework habits
- Documented and analyzed personal/academic growth of 250+ students, creating action plans when needed

### Senior Admission Intern, Whitman College

Walla Walla, WA, 2009-2010

- Interviewed prospective students and marketed Whitman to parents
- Evaluated applications and aided in the admission committee decisions for the class of 2014
- Piloted visitors' day events including managing team, coordinating logistics and collaborating with professors, administrators and the President of the college

### Public Events Chair, Associated Students of Whitman College

Walla Walla, WA, 2007-2008

- Contracted, organized and marketed campus-wide events while maintaining/balancing budget of \$68,000

## LEADERSHIP AND AWARDS

### Volunteer Coordinator, Trachtenberg Student Organization, GWU

2012-present

### CIEE, selected for highly competitive merit-based scholarship to cover Spanish classes in Spain

2011

### Senator, Associated Students of Whitman College

2008-2010

### Communications Photographer, Whitman College Magazine

2009-2010

### Photo Journalist, Whitman College *Pioneer* (student newspaper)

2007-2009

### Hillel-Shalom, Leadership Committee, Whitman College

2006-2010

### Kappa Kappa Gamma

## TECHNOLOGY AND LANGUAGES

**Computers:** Microsoft, SPSS, InDesign, Photoshop

**Languages:** Spanish (intermediate), French (basic), Hindi (basic)