At Lutron, we’ve been designing and manufacturing energy-saving light control solutions since 1961.

Our success depends on your success. Join Lutron’s Innovation Leadership Program and you’ll develop the skills and knowledge needed to win in the world of innovation.

• Immediately join an engineering development team
• Hone innovation and product design skills
• Receive formal mentor support
• Collaborate regularly with business unit managers and directors
• Acquire real-world experience through field assignments
• Foster relationships with Lutron’s global customers

Key opportunities include:
Engineering—Electrical, Mechanical, Computer, Software, Manufacturing, Industrial, Architectural
Science—Physics, Chemistry, Math

Opportunities are also available in sales leadership and field engineering leadership—hiring all majors.

To learn more about how you can be a part of our future visit www.lutron.com/careers
Welcome Students:

On behalf of the entire staff of the Engineering Career Resource Center (ECRC), I want to welcome Michigan Engineering and Computer Science students to our center. The ECRC continues to evolve in our efforts to provide a variety of services to assist you with your career planning. I encourage each of you to take full advantage of the services we have to offer.

The 2013-2014 recruiting season begins with renewed recruiting energy. We have seen an increase in the number of opportunities for engineers and computer scientists and we expect that trend to continue. Whether you are seeking employment or information about furthering your education, we are available to assist you. We utilize the online recruiting system ENGenius.Jobs, which provides you with exclusive access to job listings and campus interviews. ENGenius.Jobs is flexible, easy to use and your best link to the career services’ employment information for Michigan engineers and computer scientists.

Now is the best time to learn more about the many areas you can explore with your engineering and/or computer science education. We will help you make contact with those already working in the field and the numerous employers that seek Michigan engineers and computer scientists. Internship and cooperative education positions are also available to help you gain valuable experience before you graduate.

We look forward to working with you and hope you will take the time to give us feedback through email to ecrc-info@umich.edu or by visiting our office.

Sincerely,

Kerri Boivin
Director
# Table of Contents

**Services**  
Student Services .................................................. 3  
Job Search Code of Ethics ........................................... 3  
Create Your Story ⇨ Build Your Brand ........................... 4  
Getting Started on ENGenius.Jobs ................................. 5

**Resumes and Cover Letters**  
Resume Writing for Impact ............................................ 6  
Power Verbs for Your Resume ........................................ 7  
Resume Tips .................................................................. 8  
The Curriculum Vitae .................................................... 9  
Sample Resumes .......................................................... 10  
Cover Letter Format ....................................................... 12  
Sample Cover Letter ...................................................... 13

**Job Search**  
Consider Doing a Co-op ................................................. 14  
Tips for International Students ..................................... 14  
Job Search Strategies and Networking ................................ 15  
Career Fairs ................................................................. 16  
Crafting a Professional Online Identity ....................... 17

**Interviews**  
The Interview Gets You the Job ...................................... 18  
What the Employers Are Saying .................................. 18  
Types of Interviews ....................................................... 19  
A Closer Look at Responding to Interview Questions .......... 20  
Questions Employers May Ask ..................................... 22  
Guide to Appropriate Pre-Employment Inquiries ........... 23  
Company Culture—Finding a Good Fit .......................... 24  
Dealing With Rejection in the Job Search ................... 28

**Evaluating Offers**  
You Have an Offer, Now What? ..................................... 29  
Cost of Living Index ..................................................... 30

**Graduate School**  
Graduate School: Is It for You? ................................. 31

**Advertiser Index** .................................................. 31
Student Services

The Engineering Career Resource Center (ECRC) manages ENGenius.Jobs, a password-protected, online system designed to connect students with companies for employment opportunities. ENGenius.Jobs is a job posting and interview scheduling system powered by NACElink/Symplicity. Employers use the system to post jobs, set up campus interviews, and collect resumes from interested candidates. Students can use ENGenius.Jobs to apply to jobs, schedule interviews, research careers, network with others for career advice, and schedule counseling appointments with the ECRC.

Career Advising

Professional staff and peer advisors are available in the ECRC to assist you with resume writing, interviewing skills, job search techniques, negotiating offers, and navigating ENGenius.Jobs. Be sure to make use of their expertise. Counseling appointments can be scheduled on ENGenius.Jobs. One-on-one resume critiques and mock interviews are some of the most sought after services offered by our career counselors. The ECRC also maintains career resources in the form of books, handouts, and other reference materials for your use.

Workshops and Employer Presentations

Workshops are routinely offered by the ECRC on topics including Job Search Strategies, Resume Writing, Interview Skills, and Career Fair Preparation. Employer representatives may also visit campus and conduct presentations on engineering careers and career development topics. Check the calendar on the ECRC website and ENGenius.Jobs for information on upcoming events.

Cooperative Education Program

The Cooperative Education Program (Co-op) is for students who wish to gain significant work experience before they graduate. A co-op is similar to an internship, but is typically longer in duration. Often, a student in the Cooperative Education Program will alternate work semesters with school semesters. You can apply to co-op positions on ENGenius.Jobs. You can also discuss your co-op job search with a Career Counselor.

Internships

Summer internships provide an opportunity to learn more about what engineers do on the job, gain meaningful experience, and earn money in the process. Many of the companies that come on campus to interview are seeking interns to fill summer positions. The earlier you begin looking for an internship, the better. It is not unusual for some companies to fill internship positions in the fall semester for the following summer.

On-Campus Recruiting

Hundreds of companies visit the College of Engineering every year to interview engineering and computer science students. The interviewing season is typically mid-September through early December, and January through March. Use ENGenius.Jobs to apply to positions and sign up for interviews if you are selected. If you are graduating in April, keep in mind most interviews for permanent positions take place in the fall. It is not uncommon for students to know by December or January where they will be working after graduation.

Companies participating in on-campus recruiting have several scheduling options to choose from. The schedule type determines the selection method and the manner by which interviews will be scheduled, i.e. directly by the recruiter or electronically via ENGenius.Jobs. The schedule type will be listed in the job posting.

Offers and Acceptances of Employment

We strongly encourage students to inform the ECRC of offers and acceptances of employment. Once an offer has been accepted, discontinue campus interviews and cancel any remaining interviews in accordance with the cancellation policy defined in the Job Search Code of Ethics. You should also make every effort to avoid reneging on an offer. Gather information, ask plenty of questions, and meet with an ECRC advisor, all in attempt to make an informed decision regarding an offer of employment. Once that commitment is made, reneging on an offer has a very negative impact. It tarnishes your reputation and damages the reputation of Michigan Engineers. Take your offers seriously and plan to honor your commitments. For additional information please visit the Offers and Acceptances Policy at career.engin.umich.edu/employmentoffers.pdf.

Job Search Code of Ethics

The Job Search Code of Ethics states the policy for use of ENGenius.Jobs, our online recruiting system powered by NACElink/Symplicity, and participation in on-campus interviews. By using ENGenius.Jobs, you are indicating your acceptance of the terms of the Job Search Code of Ethics. To view the most up-to-date version of the Job Search Code of Ethics, please visit http://career.engin.umich.edu/studalums/CodeofEthics.pdf.
**The Job Search Process**

A job search is a fluid process. The tools you use in your search will be modified and shaped over time as you continue to grow and develop as a student, a professional and a life-long learner.

To be most effective in the job search process, you’ll want to take time for self-reflection. Understanding “you”—your unique strengths, natural abilities, passions, and successes—will help you develop and articulate your value to others in your network and to potential employers.

What do we recommend? **START EARLY.** Seek out opportunities to develop and demonstrate transferable skills. Capture your accomplishments in writing as you experience them. While this may not always be practical, we suggest that you minimally summarize each experience at its culmination. Waiting too long may cause you to lose some of the detail and the results you achieved.

As you gather information, focus on telling your story, i.e., who you are, what you are capable of, and how your efforts impacted the group, organization or activity you supported. You’ll want to communicate these results in clear, concise, relevant messaging about you (also known as your BRAND). Simply stated, this is what you can offer the employer. Understanding your value and expressing it confidently allows you to shine in every interaction you have, whether in person or in writing. Ultimately, it is the demonstration of your strengths and their relevance to your target role/career that will lead to a successful search.

---

**Guide to the ECRC—Through the Years**

Below are recommendations on how to utilize the ECRC’s resources during your time as a University of Michigan student. While the timeline has been designed with the undergraduate student in mind, graduate students can also use this timeline—think of the “freshman” activities as things to do when you first come to campus and aspire to move up to the “senior” activities before you graduate.
Getting Started on ENGenius.Jobs

The Engineering Career Resource Center (ECRC) manages ENGenius.Jobs, our web-based recruiting program. Students and alumni of the University of Michigan - Ann Arbor College of Engineering, as well as the LS&A Computer Science program, are eligible to use the system.

Setting up Your Account
- An email from ECRC containing your username and password was sent to every eligible student’s UMICH.EDU email account. If you did not receive this information, please email ecrc-info@umich.edu.
- Go to engineering-umich-csm.symplicity.com/students or use the quick-link on the ECRC homepage to log in.
- Click the Profile button at the top of the page, and update any editable information. Be sure to read the policies listed under the Personal Information and Privacy tabs, and then place a check mark in the appropriate Policy Affirmation boxes to indicate your acceptance of these policies.
- Click the Documents button at the top of the page and upload a resume(s). You will need to upload a resume in your account to begin applying for jobs.

Main Menu Tabs
Profile
Once you apply to a job through ENGenius.Jobs or choose to have your default resume included within the resume book, employers may then have access to view information included under the Academic tab of your Profile, in addition to any documents you submit to them directly. Aside from degree/major you are responsible for keeping all information under the Academic tab accurate and up to date.
- Continue to keep your personal information updated (address, phone number, etc.).
- Check out options such as calendar synchronization and text message alerts for upcoming interviews and workshops.

Documents
- Upload and manage up to 30 documents.
- Use the Resource Library under Resources to find helpful documents like the Student User Guide and Job Search Code of Ethics, and research careers using the Career Explorer.

Job Postings
Under this tab, you can access two job posting databases: ENGenius.Jobs and NACElink Network.

ENGenius.Jobs is the database of opportunities available specifically to University of Michigan CoE/LS&A Computer Science students and alumni.
- Search for full-time, internship and co-op opportunities.
- Search by geographic location, position type, and many other criteria. Try saving your search criteria under the Search Agents tab, which can save you time during frequently used searches and allow you to receive notifications of new opportunities.
- Follow the instructions in the How to Apply section of each individual job profile. The employer may ask that you submit your resume through both ENGenius.Jobs and their website. Failure to follow instructions may lead to elimination from consideration.
- To withdraw an application or update attached documents for a non-OCR job, go to the Applications tab within Job Postings. To withdraw an application or update attached documents for a job associated with on-campus interviews, go to the Interviews section.

NACElink Network connects you to a national database of job opportunities.
- Search based on keyword or location.
- You may also search specifically for international opportunities.

Employers
- Search for companies of interest, save your favorites, and keep track of key contacts.
- Search by name, location, and industry.

Interviews
- You can accept and decline employer invitations for interviews.
- This is also where you would cancel or reschedule interviews.

Calendar
- View personal events, ECRC workshops and sponsored events, and counseling appointments.
- Sign up to meet with our career counselors by selecting Request a Counseling Appointment on the right side of your home page. You will be sent an email upon appointment confirmation.

Did you know?
You can use ENGenius.Jobs to:
- Sign up for a counseling appointment
- RSVP to ECRC workshops
- Apply to full-time, internship, and co-op opportunities
- Schedule on-campus interviews when selected
Resume Writing for Impact

How Do I Write a Resume That Captures Employers’ Attention?
Before we answer this question, it’s helpful to point out that a resume is not a comprehensive composition of your life experiences. It is made up of key experiences, described in concise, action-oriented, achievement statements that demonstrate your skills and motivation to perform the job.

How Do I Convey That I am the Ideal Candidate?
You present yourself as the obvious choice by articulating your value proposition. Describe your skills, knowledge and abilities that satisfy the posted requirements. Then, explain how you have achieved successful results. You need to be clear about the problems you’ve solved and the impact you have made.

Hiring Managers and HR Reps expect to see results on your resume. Demonstrating your impact in this way allows them to see connections between what you have done previously and what you can do for them. In addition, clearly stating your contributions demonstrates your awareness of the value you bring. You’ve shown that you understand that organizations hire people who will solve their challenges, ease their burden, and improve operations. You will make their lives easier if they hire right.

You have probably heard this many times before. Employers don’t read resumes; they quickly scan them, spending roughly 30-60 seconds looking for evidence of skills, abilities and achievements related to their needs. If they have to spend too much time figuring out what you’ve done, they are likely to pass you by! Show them why you’re the best candidate for them. Create a visual representation of your story through words. Understand what they are looking for, and then match your achievements to their needs.

Recognize that many employers seek common traits. Top among them are teamwork, motivation, work ethic, communication (verbal and written), analytical abilities, problem-solving skills, and initiative. As you craft your final resume, choose words and phrases that allow you to demonstrate evidence of these skills.

While many students may be tempted to omit “unrelated” (non-engineering) work experience from their resumes, these experiences convey character traits, skills and motivation that are extremely important to employers. As you analyze your experiences, draw out things that distinguish you from other candidates. Be sure to highlight what is unique about you—relative to what the employers are looking for.

How Do You Uncover Your Impact?
For each of your main accomplishments ask:
• What was different or better when you finished?
• What got in your way as you performed this role? How did you get around it?
• How did you improve yourself in this process? (Did you increase your technical skills or creativity? Learn from others? Improve your interpersonal skills? Remember—think transferable skills!)

Examples of Impact Statements

<table>
<thead>
<tr>
<th>Summer Camp Counselor</th>
<th>Tennis Instructor</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Before</strong></td>
<td><strong>Before</strong></td>
</tr>
<tr>
<td>Planned activities for summer youth camp.</td>
<td>Taught beginner through advanced tennis lessons to children and adults.</td>
</tr>
<tr>
<td>Supervised junior counselors.</td>
<td></td>
</tr>
<tr>
<td><strong>After</strong></td>
<td><strong>After</strong></td>
</tr>
<tr>
<td>Developed and implemented orientation program for new volunteers to ensure safety and learning goals were achieved for all campers.</td>
<td>Developed individualized skill-based instruction (for adults and children) to achieve optimum skill development and prepare students for team competition.</td>
</tr>
<tr>
<td>Recruited and trained additional volunteers to improve camp operations and expand scope of offerings.</td>
<td>Coached 90% of students to achieve advanced level within 3 months.</td>
</tr>
</tbody>
</table>
Power Verbs for Your Resume

accelerated  accommodated  accomplished  achieved  acquired  acted  activated  adapted  added  addressed  adjusted  administered  admitted  advanced  advised  aided  alleviated  allocated  allowed  altered  ameliorated  amended  analyzed  appointed  apportioned  appraised  apprised  approved  apportioned  approximated  arbitrated  arranged  ascertained  assembayed  assessed  assigned  assisted  attained  attested  audited  augmented  authored  authored  authorized  balanced  bolstered  boosted  brainstormed  budgeted  built  calculated  catalogued  centralized  certified  chaired  charted  clarified  classified  coached  collaborated  collected  commissioned  committed  communicated  compared  compiled  composed  computed  conceptualized  concluded  confirmed  consented  consolidated  constructed  contracted  contributed  converted  convinced  cooperated  coordinated  correlated  corresponded  corresponded  counseled  created  critiqued  customized  debugged  deciphered  dedicated  delegated  deliberated  demonstrated  designated  designed  determined  devaluated  developed  devised  diagnosed  directed  disbursed  dispatched  displayed  drafted  eased  eclipsed  edited  educated  elevated  elicited  employed  empowered  enabled  encouraged  endorsed  engineered  enhanced  enlarged  enlisted  enriched  enumerated  envisioned  established  estimated  evaluated  examined  excelled  executed  exercised  expanded  expedited  explained  extended  extracted  fabricated  facilitated  familiarized  fashioned  figured  finalized  forecasted  formulated  fostered  founded  fulfilled  generated  grew  guaranteed  guided  hired  identified  illustrated  implemented  improved  improvised  increased  indexed  indicated  inferred  influenced  informed  initiated  innovated  inspected  inspired  instituted  instructed  integrated  interceded  interpreted  interviewed  introduced  invented  investigated  involved  issued  judged  justified  launched  lectured  led  licensed  lightened  linked  maintained  marketed  measured  mediated  minimized  mobilized  modeled  moderated  modernized  modified  multiplied  motivated  motivated  mutually  negotiated  officiated  operated  orchestrated  organized  originated  overhauled  performed  persuaded  pioneered  planned  polished  prepared  prescribed  prioritized  processed  procured  produced  programmed  projected  promoted  publicized  purchased  quered  questioned  raised  rated  realized  recommended  reconciled  recorded  recruited  rectified  reduced (losses)  refined  referred  reformed  regarded  regulated  rehabilitated  reinforced  rejuvenated  related  relieved  remedied  remodeled  repaired  reported  represented  researched  reserved  resolved  (problems)  restored  retrieved  revamped  reviewed  revised  revitalized  revived  sanctioned  satisfied  scheduled  screened  scrutinized  secured  served  set goals  settled  shaped  smoothed  solicited  solved  sought  spearheaded  specified  spoke  stimulated  streamlined  strengthened  studied  submitted  substantiated  suggested  summarized  supervised  supplemented  surveyed  sustained  synthesized  systematized  tabulated  tailored  traced  trained  transacted  transformed  translated  transmitted  updated  upgraded  validated  valued  verified  visualized  wrote

Adapted with permission from the Career Resource Manual of the University of California, Davis.
RESUMES AND COVER LETTERS

Resume Tips

A resume is your opportunity to explain to an organization why you are the ideal candidate for a position. The following tips will assist you in putting your best foot forward!

Grammar
• Be consistent with your punctuation.
• Do not switch verb tenses within a job. Write in the present tense for duties you are currently performing.
• Spell-out numbers between one and nine. Use numerals for numbers 10 and above unless it appears at the beginning of a sentence.
• Capitalize all proper nouns.
• Perform spell check on your finished document to avoid misspellings.

Word Choice
• Limit technical terms to ensure a general audience will understand your achievements.
• Use a variety of action verbs to start descriptions of jobs and/or tasks (e.g., designed, increased, developed).

Verify
• Dates of all prior employment.
• Your address, phone number, and email addresses (use a professional email address).

Design
• Use appropriate margins (0.5 - 1 inch).
• Place name, address, phone number, and email address at the top.
• Use one, easy-to-read, and professional font (no less than 11 point).
• Apply highlighting techniques (bold, italics, underline) consistently throughout.
• Do not over-use capitalization, italics, underlines, or other emphasizing features.
• Use one bullet style throughout your resume.
• Ensure consistent alignment of bullet points and headings (same indentation for each category throughout).
• List experiences in reverse chronological order within each section.

What to Include
• Educational information including degree, graduation date, and GPA if over a 3.0 (see detail below).
• Technical skills.
• Previous work experiences.
• Engineering course projects.
• Student organizations or other activities.

GPA
Most employers are going to want to know your GPA eventually. If your GPA is above a 3.0 on a 4.0 GPA scale, you should list it on your resume. It may be a good idea to list it even if it is under a 3.0. Please contact the ECRC to speak with a career counselor about your personal GPA situation to receive the best advice for you.

Omit
• Personal information such as a photo, gender, race, age, sexual orientation, religion, political affiliation, marital status, number of children (see “potentially sensitive information” below).
• “References Available Upon Request”—The employer will assume they are available.

Carefully Consider
• Your subheadings—How do you want to classify your experiences to be most effective?
• Potentially sensitive information—Not all employers will share the same opinion as you about specific groups, organizations, and/or lifestyles in which you are a member or in which you participate. If you are involved in a group and have gained applicable skills through the group, it is appropriate to identify it on your resume. However, you should carefully consider whether it is worth listing.
• Medical/Health information—Although it could justify specific things in your resume (time gap, GPA), an employer may become concerned that your health problems will affect your job performance.

IXL Learning
The #1 subscription-based K-12 education site in the US!

IXL is making major innovations in educational technology.
• We have 3 million paid, subscribed users.
• IXL is used in all 50 states and over 170 countries. Over 10,000 schools are currently subscribed.
• IXL is the only company to offer an unlimited number of math problems in thousands of diverse topics.
• We’re looking for talented engineers who will be challenged by solving real-world problems.

JOIN US
www.ixl.com/jobs

Please check in with your career center for a list of our upcoming on-campus recruiting events.
RESUMES AND COVER LETTERS

The Curriculum Vitae

What Is It?
A curriculum vitae, also called a CV, is a job search document that gives extensive information on the applicant’s qualifications and background. Whereas a resume should be limited to one to two pages, a CV can be many pages in length.

Who Needs One?
A CV is used most often by PhD students who are applying for either positions in academia or research positions in industry. For most bachelor’s and master’s degree students, a resume is more appropriate than a CV.

What to Include?
All CVs should begin with your contact information. What follows will depend on your background and the type of position you are seeking. Here are some common sections to include in a CV:

Education
List your degrees in reverse chronological order. Include:
- Degree
- Institution and location
- Graduation date
- Any minors, concentrations, or other types of specialization
- Dissertation or title of thesis (optional)
- Advisor’s name (optional)

Experience
This section is one of the most important on your CV. Include:
- Title of position
- Name of organization and location
- Dates
- Description of your responsibilities (this can be in a bullet point format)
- Research experience can go in this section
- Tip: You can also include unpaid experiences under your experience section. Just because you didn’t get paid for it, doesn’t mean it isn’t valuable experience!

Teaching Experience
This is an especially valuable section if you are interested in a career in academia.

Publications and Presentations
Depending on how many presentations or publications you have, you may want to list the most relevant ones first or divide this section into categories.

Activities
In addition to extracurricular activities, be sure to include membership in any professional associations.

Skills
Highlight your technical skills and language skills in this section.

References
References should be included on the final page of your CV.

Do not feel as if you need to include every section listed above. Also, feel free to add additional sections that make sense given your experiences and the positions you are applying to. For example, you may consider adding a Leadership section or an Academic Projects section. Finally, be sure to schedule an appointment with an ECRC Career Counselor for a professional review of your CV.

The only thing more diverse than our products…. are the people who create them.

Whirlpool Corporation, named by FORTUNE magazine as a Top 10 Global Company for Leaders, offers 9 Leadership Development Programs for business and engineering graduates.

For more information about our full-time and internship programs, visit:
www.WhirlpoolCareers.com
Sample Resume

Ann Powers
734-555-7160
annpowers@umich.edu
19 Main Street
Ann Arbor, MI 48103

OBJECTIVE
Seeking a summer 2014 environmental engineering internship with Siemens, specializing in water waste management.

EDUCATION
University of Michigan
Ann Arbor, MI
Bachelor of Science in Engineering in Civil and Environmental Engineering
April 2015
GPA: 3.6/4.0

Technische Universität Berlin
Berlin, Germany
Study Abroad
May 2012-August 2012
• Completed classes in environmental engineering and German language
• Participated in cultural and industrial excursions to understand intricacies of German culture and business
• Volunteered in local underprivileged elementary school, gaining cross-cultural and teamwork skills

EXPERIENCE
University of Michigan, Environmental Engineering Department
Ann Arbor, MI
Research Assistant
May 2013-Present
• Analyze impacts of biofuels on environmental and health situations
• Conduct experiments to evaluate effectiveness of various alternative energy sources
• Research past situations that have been affected by alternative energy sources
• Model different biofuels and their emissions to identify potential future hazards

PROJECT EXPERIENCE
University of Michigan
Ann Arbor, MI
Analysis of Solar Power
September 2013-December 2013
• Researched use of solar power in residential areas to determine economic feasibility
• Compared costs of diverse solar cells, taking into consideration tax refunds and divergent energy outputs
• Compiled results in formal report and presented findings to local company for further study

Water Remediation
January 2012-April 2012
• Analyzed pollution leakage into local water systems following heavy storms
• Presented plans to ensure pollution spill prevention for the future
• Implemented cleanup of affected waterways

LEADERSHIP
Hopps Research Scholars Program
Ann Arbor, MI
Vice President
September 2012-April 2013
• Developed corporate partnerships to establish first private corporate scholarship for Hopps Scholars
• Improved program efficiency by leveraging best practices across similar campus groups nationwide

COMPUTER SKILLS
Languages: C++, Matlab, Fortran
Applications: Microsoft Office, AutoCad, RISA 3D

ACTIVITIES
BLUElab
Civil and Environmental Engineers Student Advisory Council
Society of Women Engineers
January 2013-Present
September 2012-Present
September 2011-Present
Sample Resume

Joe Schmoe
(734) 555-4713 • joeschmoe@umich.edu • 190 Fosco Drive • Ann Arbor, MI 48103

OBJECTIVE
Obtain a full-time electrical engineer position with Cirrus Logic, specializing in digital signal processing.

SUMMARY
Varied experience in electrical engineering and communications applications. Graduate concentration in communications. Primary strengths include biosystems, mobile satellite systems, data imaging, and high frequency circuits. Strong written and verbal communication skills and extensive teamwork experience.

EDUCATION
University of Michigan, Ann Arbor, MI April 2014
Master of Science in Engineering in Electrical Engineering: Systems GPA: 3.74/4.00

Virginia Commonwealth University, Richmond, VA April 2012
Bachelor of Science in Biomedical Engineering GPA: 3.81/4.00
Relevant Coursework: Microprocessor System Design, High-frequency Circuit Design, Automatic Control

EXPERIENCE
University of Michigan Biomedical Ultrasonics Lab, Ann Arbor, MI September 2013-Present
Graduate Research Assistant
• Developed real-time DSP algorithms for motion tracking
• Wrote simulation programs using C/C++ for ultrasonic imaging systems
• Developed VXI memory board using Altera FPGAs to capture real-time RF data from ultrasound scanners and interface it to workstations
• Supported Windows system administration and lab website maintenance

General Electric Medical Systems (GEMS), Waukesha, WI April 2013-August 2013
Safety & Regulatory Engineering Intern
• Performed EMC testing on X-Ray, Ultrasound, MR, Nuclear, CT and IIS modalities in order to ensure proper functionality
• Eliminated or reduced RF emissions of medical equipment
• Assisted with setup of equipment in an Open Air Test Site

RESEARCH PROJECTS
Iterative Decoding of Product Codes: Simulated the performance of a sup-optimal iterative receiver for product codes and compared it to the theoretical upper bound

Implementation of the Generic Viterbi Algorithm: Implemented the generic Viterbi Algorithm in C and used it for the performance evaluation of soft and hard decision decoding of convolution codes over AWGN channels

COMPUTER SKILLS
Platforms: Windows Vista/7, Mac OS, UNIX: Solaris, HP-UX
Languages: C/C++, Matlab, Assembly (incl. Real-time DSP), HTML, JavaScript, Perl, Java, Visual Basic, Shell Scripts, LabView, x86/8051/8098
Applications: Microsoft Office, Altera MAX+PLUS II, Spice, Protel, SPSS

AWARDS
University of Michigan, EECS Department Summer Fellowship, 2012
Virginia Commonwealth University, Russell Scholar, 2010-2012

LANGUAGES
Fluent in German and Spanish
Cover Letter Format

**General:** Cover letters should not exceed one page in length and should be written for a specific position. Utilizing a generic cover letter to apply to multiple positions is not recommended.

**When emailing:** Insert your cover letter as page one of your resume and identify this in your brief email. Your email can simply state that you are interested in a specific position, you appreciate their consideration, and attached is your resume and cover letter.

---

Your name and address as they appear on your resume

Date

Contact Person, Title
Company Name
Address
City, State Zip

Dear Mr./Ms./Dr./Hiring Representative (Contact Person):

**First Paragraph—Introduction**
Establishes the purpose of your letter, explains why you are interested in the position, and why the employer should be interested in you for the position (interests, previous experience).

- State why you are writing by naming the specific position or larger career aspirations.
- Explain how you heard about the position/employer and why you are interested in working with their group in this role.
- Insert a brief sentence that gives your degree, major, college affiliation and graduation date.
- Mention the contact person from whom you learned about the position (if applicable).

**Middle Paragraph(s)—Body (1-2 paragraphs depending on background)**
Generate interest with content that demonstrates you have researched the company, and that you are able to align your skills and interests with the company as well as its offered position.

- Indicate how you can help the employer achieve organizational goals in your specialty. Focus on what you can do for them rather than why you want the position.
- Highlight your most significant accomplishments, abilities and experiences that are specifically relevant to the employer and job requirements.
- DO NOT SIMPLY RESTATE YOUR RESUME. Rather, elaborate and explain important experiences and personal qualities that cannot be indicated on a resume.

**Final Paragraph—Closing**
State your commitment to action.

- Take the initiative to make clear what happens next. For example, indicate that you will be contacting them to ensure that they received your resume and/or that to clarify any additional questions.
- Indicate that you are grateful for their consideration, and look forward to hearing back from him or her.

Sincerely,

Your name

Enclosure(s)
Sample Cover Letter

JACKSON BARBER
734-555-7160
barberja@umich.edu
4512 Church St.
Ann Arbor, MI 48103

September 24, 2013

Ms. Brenda Jones
New Computer World
77 College Blvd.
San Francisco, CA 94132

Dear Ms. Jones:

I am writing to apply for the Systems Engineer position available at New Computer World. As a student at the University of Michigan College of Engineering, I recently had the opportunity to hear recruiter, Jose Cabrere, describe NCW's exciting developments during a recent corporate information session on campus; and I am very interested in working with you to deliver innovative computing platforms to your global clients. I am currently pursuing a Bachelor of Science in Engineering in Electrical Engineering; and I plan to graduate in April 2014. I am confident that my background in electrical engineering, including three relevant internships, makes me particularly well suited for this opportunity.

My thorough electrical engineering coursework and previous industry experience will provide a solid foundation for the work of a Systems Engineer. I have experience developing, implementing, and testing code in both assembly languages and C/C++ during my internships at Hewlett-Packard and Advanced Micro Devices. In each case, I was recognized by the project leads for my ability to quickly troubleshoot and resolve issues without impacting the implementation timeline. I also successfully led a reliability verification process on a McKinley microprocessor, and designed a 32 adder on a K8 microprocessor.

In addition to my strong technical skills, I possess excellent communication skills, as evidenced by my leadership roles in the National Society of Black Engineers (NSBE). I supervised the activities of four teammates; completing projects on-time and submitting comprehensive, accurate technical reports. As the New Programs Chair for NSBE, I tasked each of four committee chairs with the goal of finding and implementing a meaningful service opportunity for our members. This involved creating a timeline, reviewing proposals and budgets, and scheduling meetings to check each group’s progress. During my tenure, I was able to effectively launch three new programs aimed at connecting our members to over 200 high school students.

I believe my unique combination of skills and experience makes me a great fit for New Computer World. I look forward to discussing my qualifications with you further during an upcoming on-campus interview.

Sincerely,

Jackson Barber
Hoping to Gain Valuable Industry Experience? 
Consider Doing a Co-op

When considering how to obtain real-world experience while in college, many students immediately think of internships. While internships are valuable and fit easily around students’ class schedules, co-op positions offer the opportunity to become more deeply involved in an organization, do more substantive work, and gain work experience that may make one more employable after graduation.

Co-op experiences typically involve multiple and/or longer work terms. For example, a co-op student may work for a company from May until December, and then return to school in January for the winter semester. Typically, students participating in a co-op will not be taking classes and will instead be gaining real-world experience by working full-time for a company during the length of the co-op. Participating in a co-op may delay your graduation date. Before committing to a co-op, you should create an academic plan with your academic advisor that details which courses you plan to take each semester to make sure you are on track to graduate.

Consider how a co-op will fit into your schedule, but don’t skip out on participating in a co-op just because you are in a rush to graduate. Co-op opportunities are a great way to learn more about your field and translate what you have learned in the classroom into work assignments. While on co-op, you may learn about a new area of interest that will influence what courses you will take in the future. Co-op experience will also make you more attractive to companies when you begin to apply for full-time opportunities. Many companies understand that co-ops typically involve more learning and hands-on experience than internships, and so value candidates with co-op experience accordingly. Furthermore, taking a co-op position will allow you to earn money that could help to defray college expenses. Most co-op positions pay very well!

Before accepting a co-op position, make sure to formally apply to the ECRC’s Co-op Program so that you can retain your student status while you are away from the university on a co-op. To learn more about co-op, including how to find co-op opportunities, schedule an appointment with an ECRC career counselor.

Have additional questions about pursuing a co-op opportunity? Email ecrc-coop@umich.edu.

Tips for International Students

- International students have much to offer employers including cross-cultural skills, diversity, a global perspective, perseverance and language/communication skills. There are many employers who will (and do) hire international employees.

- Just like any job search, networking is essential. Many, if not most, jobs are found this way. Make sure you develop networking skills, take advantage of networking opportunities and understand how your cultural norms may impact your utilization of these skills. In the U.S., self-promotion in communication is considered a strength, and is often necessary when networking.

- Language barriers, real or perceived, and/or other concerns about communication skills may exist. For assistance, go to the University of Michigan’s English Language Institute website (www.lsa.umich.edu/eli), and amongst other resources, look at “Conversation Circles” and “English Learning Links.”

- Pursue professional experiences that demonstrate an immersion into U.S. culture as well as daily use of the English language. Some experiences include intramural sports, resident hall activities, student organizations and leadership positions.

- Use a diverse approach when looking for opportunities. Include companies with international locations, and seek out occupations where international employees may be needed. Try to gain experience in internships and co-ops.

- Because some employers may be less knowledgeable of international hiring practices, you must be the expert. Having thorough and complete knowledge of CPT, OPT, AT and visa status will help you as well as the employer.

- The UM International Center regularly sponsors workshops for international students on finding internships and full-time jobs in the U.S. For more information, see their website at www.internationalcenter.umich.edu.
Job Search Strategies and Networking

It is never too early to begin looking for potential employment opportunities. Even if you are not interested in enrolling in an internship, co-op or full-time job in the near future, you should take the proper steps to ensure success when you are active in the job market. Begin by reading job postings, attending career fairs and speaking with peers, professors and professionals about your area of study. This will not only help you narrow your job search, but it will also assist in the development of your network. As a University of Michigan-Ann Arbor, College of Engineering student or declared computer science major in the College of LS&A, your access to ENGenius.Jobs can be a great asset to you when searching for positions and reaching out to members in your profession.

Top Five Tips for Securing Employment

1. Utilize a Diverse Approach—Visit corporate, research, educational, government as well as other employing organization’s websites in your area(s) of interest. The key is to use a variety of resources and means to find positions. While ENGenius.Jobs is a valuable resource, keep your search broad and use other resources as well.

2. Network, Network, Network!—Many jobs are found through personal connections. Connect with faculty, staff, family associates, friends and former colleagues for the chance to learn more about hiring practices, trends and opportunities in your field. One networking resource is the Professional Network in ENGenius.Jobs, but others include online professional networks such as LinkedIn, student groups, and national organizations.

3. Do Your Research—Research the organization where you would like to work. Make sure you know their competitors, challenges, financial outlook, mission and values. Review their website and look for them in the news. If possible, schedule an informational interview with someone employed with a company where you would like to work.

4. Effectively Communicate with Employers—Well-constructed resumes, cover letters, letters of inquiry and thank-you notes are key tools. Ask mentors and friends for feedback about your written communication. Additionally, face-to-face communication at events and interviews is also essential. Be thoroughly prepared and portray confidence in every interaction.

5. Keep Your Search Organized—Keeping track of your job search is essential. Try keeping a job log where you organize company names, dates of application submissions, contact information, interview dates/times and when you followed up.

Consider International Opportunities

An international internship is a work experience located outside of the United States. The work is usually within a company, government entity, research group or other organization that provides hands-on experience in your major or area of interest. There are many ways to find international internships, including searching in ENGenius.Jobs. Organizations like AIESEC and Cultural Vistas can help students find international internships, though they do charge a fee.

Why an international internship?
- Develop cross-cultural skills
- Enhance your language skills
- Develop your network
- Gain professional experience
- Experience personal enrichment and fun!

For more information about international opportunities, take a look at the CoE Work Abroad page: www.engin.umich.edu/workabroad.

The Informational Interview—A Great Way to Network

What Is It?
The informational interview is a great way for job seekers and students exploring career options to obtain information from professionals working in their fields of interest. In an informational interview you are the interviewer, asking the professional several questions about what they do, the industry they are in, the strengths and challenges in their jobs as well as industry trends. The interviewee may also have excellent information to share on the job market in their industry, and what geographic areas to target.

Sample Questions

Questions to Ask
- Where did you start your career?
- What does a typical work day look like for you?
- What do you like most about your job?
- What do you like least about your job?
- What advice do you have for job seekers interested in this field?
- What are the trends in this field, and where do you think this industry is headed?
- What are some current challenges you encounter in the work you do?
- Who can I contact to learn more about this field?
- Do you have a job for me?
- Do you have an internship for me?
- How much do you make?
Career Fairs

What Is a Career Fair?
Career fairs allow employers and job candidates to meet one another. Attending a career fair is often the first step to finding an internship, co-op, or full-time position. There are two large engineering fairs held at the University of Michigan: one in the fall semester and the other in the winter semester. These two fairs are located in several buildings on North Campus. Hundreds of companies and thousands of students attend these career fairs. Typically, each company sets up a display with brochures, banners, and giveaways. Students go from company to company, speaking with recruiters and passing out their resumes. Plan your strategy ahead of time and expect long lines.

Career Fair Prep

Top 10 Tips
1. Make sure you research the companies attending the fair. Researching will help you form your strategy, demonstrate preparedness and ensure that you make a positive first impression. You do not want to spend your time walking up to every table saying, “What does your company do?”
2. Form your strategy based on those companies you really want to see. Make sure you start with the companies at the top of your list.
3. Recruiters are impressed with students who demonstrate familiarity with their organization, ask intelligent questions and explore fit. Use these guidelines to form your strategy.
4. Having a well-written resume is critical for any career fair. Ensure that you have a concise and clear objective under the resume header so companies know what kind of opportunities you are looking for.
5. Planning on what to wear to the career fair is essential. We recommend professional attire. For men: Clean dress pants, button-down shirt, tie and suit jacket. For women: Clean dress pants/skirt, blouse and suit jacket. Remember to look polished!
6. When you introduce yourself to a recruiter, you will almost always start with a handshake. Practice your handshake with a friend. A firm (but not painful!) and relaxed shake is best.
7. Preparing and executing your pitch is vital to career fair success. For more information on perfecting your pitch, refer to our Elevator Pitch information (below).
8. Prepare questions to ask the recruiters. Asking good questions shows genuine interest.
9. When you are at the fair, do not monopolize a company’s time. Not only will you frustrate your fellow students, but you will also damage your reputation with the employer.
10. Follow-up with a thank-you note via email to the recruiters you conversed with. Reiterate your enthusiasm for specific positions or general interest in the company.

Dos And Don’ts
Do
- Maintain a positive attitude
- Use eye contact and active listening
- Allow enough time to fulfill your schedule
- Be patient and expect long lines
- Ask for recruiters’ business cards

Don’t
- Go with your friends
- Arrive towards the end of the fair
- Respond to employers you are willing to do “anything”

The Elevator Pitch
An elevator pitch is a short (30 second), concise and memorable introduction. It highlights your strengths and what distinguishes you from others. It provides employers with quality information about who you are, and what you can offer them. When creating your pitch, think carefully about what you want each individual employer to know about you, and how you can help them. After you formulate your pitch, practice it often. The goal is to sound confident, sincere and engaging.
What you say and do online affects your professional reputation. Every day you hear stories about people losing their jobs or job offers, because of something they posted online. Now more than ever, it is important to be mindful of what you say and do in the virtual environment. You also need to know what information is out there about you, whether you supplied it or not, and what information employers have access to.

Assess Your Existing Online Identity
• The best place to start is Google. Search for your full name, text and image search, and open all of the results on the first page. Is there anything that you would not want a future boss to see?
  o If the answer is yes, find the source and remove it.
• Set up a Google Alert for yourself and any companies that you are interested in. Posts about you, even if not written by you (e.g. posted by friends, co-workers, etc.), are still a part of your online identity, and these alerts will make you aware of the information that exists about you online.
• Outdated information and profiles can imply that you do not follow through on projects; if you have any profiles/blogs/websites that you do not use, remove them.
• Examine your social media profiles.
  o Choose a professional profile photo for LinkedIn, and an appropriate profile photo for all other online profiles. In addition, remove any profile pictures that are inappropriate.
  o Check your privacy settings and make them as secure as possible.
  o Look for any posts or photos that include:
    - Inappropriate, offensive, discriminatory, or politically incorrect information
    - Negative language, off color humor, poor grammar and spelling
    - References to alcohol or drugs
    - Negative comments about an employer, or posts occurring when you were at work

The goal of this exercise is not to completely remove any trace of your online activity, but to remove information that could harm your job search, and make your online identity more attractive to potential employers. Additionally, social media plays a large part in employer branding, marketing, and recruiting initiatives. Therefore, organizations often want to see social media experience, and using it effectively and professionally can be an asset in your job search.

Moving Forward—How to Maintain Your Professional Profile?
Do
• Re-read your content to check for spelling and grammatical errors (spell check doesn’t catch everything!).
• Treat interactions in a professional and formal manner; even though online interactions feel like an informal space, networking rules still apply.
• Network using your LinkedIn profile. Join groups related to your education institution and your future profession, and engage in conversations with members of these groups. If you are interested in conducting informational interviews, LinkedIn can be a great way to find alumni and others within your field.

Don’t
• Discuss your place of work and co-workers/supervisors online, especially if the objective is to complain.
• Engage in discussions about controversial topics through social media.
• Include inappropriate posts or photos (e.g. those including drugs/alcohol).

Remember, no matter how secure your privacy settings are, strangers can see your profile picture, username, what you like, and what you follow. Online profiles give employers access to information that they should not be asking for (such as age, physical characteristics, religious or political views, sexual orientation, etc.), consider this as you decide what to include. When adjusting your privacy settings consider how you use each profile. Generally, LinkedIn is used for professional networking, therefore it is beneficial to have a more open profile, whereas Facebook is a more personal forum, and should have stronger settings.

Top LinkedIn Tips
1. Photo—No pets, cropped-out friends, casual clothes, or distracting backgrounds.
2. Use the summary paragraph as an elevator pitch—2 or 3 sentences that tell who you are and what you can do or plan to do for a living.
3. Connections—A 1st connection is someone you know, a 2nd connection is a friend-of-a-friend, and a 3rd connection is a friend of a 2nd connection.
4. Search for companies that interest you to find out how you are connected to people who work there. Follow the company: You may receive alerts about job postings.
5. While researching your interviewers can be beneficial, be sure to adjust your privacy settings and make yourself “invisible” before looking at their profile.
The Interview Gets You the Job

This saying in career services is popular, and more importantly, largely true. If you have reached the interview stage, congratulations! It means your resume is working. Still, much of the hard work is just beginning as you start interview preparation.

Sometimes It Is More Than What You Say

Nonverbal communication has the ability to convey a stronger message than verbal communication.

- Stand tall
- Sit up straight
- Use a firm handshake
- Keep eye contact
- Smile

Arrive Early

Being on time to your interview means arriving 15 minutes early. This gives you time to relax, and also shows the employer you are serious about the position.

Top 5 Tips

1. Schedule a mock interview at the ECRC and have one of our career counselors evaluate your performance through practice and feedback.
2. Avoid the use of verbal filler words when you answer questions. Words such as “um,” “ah,” “like,” “you know” and “I think” should be avoided.
3. Spend time reviewing your experiences, formulating responses to typical interview questions, and highlighting your unique educational and professional background.
4. It is necessary for you to come prepared with several questions to ask the employer. The absence of questions demonstrates a lack of preparedness.
5. After your interview, remember to send a thank-you email within 24 hours. Use the email to reiterate your enthusiasm for the position, skills you neglected to mention and your strong fit for the position.

Questions to Ask Employers

During the interview process, be sure to ask the employer specific questions about the job and organization. This allows the employer to see the research you have conducted on their company, as well as your enthusiasm for the position. Below are some examples you can use during the interview process. However, in addition to these, it is very important that you formulate your own questions based on your research of the company!

- What are the daily responsibilities of this position?
- What type of employees fit well within the organization?
- What type of work could I expect to do within my first year?
- Who is your ideal candidate?
- What is the organizational structure of this company?
- What is your role within the company?
- What are the next steps in your hiring process?

What the Employers Are Saying

Students should...

- Research the company that they are interviewing with (example: their mission statement), and thoroughly understand the industry.
- Be able to offer compelling reasons as to why they want to work for the company.
- Be able to prove fit, and reflect on how their desires and skills match that of the company.
- Have energy and passion for the field they are studying.
- Know their strengths and weaknesses, as well as examples of challenges they have overcome.
- Bring all requested materials such as transcripts, resumes and necessary job forms/applications.
- Actively listen to the recruiter and the questions asked.
- Give examples demonstrating leadership, initiative, innovation and problem-solving skills.

Tips From Recruiters

- Research the company by visiting their website, connecting with alumni who work at the organization and reading about recent industry developments.
- Prepare questions that are specific to the position and organization.
- Review your resume and be prepared to answer interview questions with specific examples that highlight your skills and accomplishments.
- Practice interviewing strategies by meeting with an ECRC Career Counselor for a Mock Interview.
- Be confident about what you have to offer.
- Relax and enjoy the process. As one recruiter noted, “Remember that the person on the other side of the table is human, and probably a little nervous too.”

Areas Where Students Can Improve Their Skills

- Communication Skills: 21%
- Professional Presentation: 21%
- STAR Format: 18%
- Specific Examples: 11%
- Company Knowledge: 18%

Taken from the 2012-2013 Recruitment Evaluation
Types of Interviews

The Behavioral Interview
What Is It?
The behavioral interview is a common interview format used by many employers. This is because the behavioral interview assesses how past behavior predicts future behavior. It is assumed that you will address a situation in the future similarly to how you dealt with it in the past. Remember, you have to give specific examples from your past.

Strategies for Success
• Responses in behavioral interviews must be specific and detailed. In fact, employers often indicate students are not specific enough in describing their answers. Be sure to address all aspects of the STAR formula in your response. (An example of a STAR response can be found on page 20.)
• Make sure you identify a variety of examples from past experiences—the more recent, the better. Be sure you use a diverse selection of examples and do not forget to have positive and negative situations to share.

Sample Questions
• Give me a specific example of when you used good judgment and logic to solve a problem.
• Describe a situation where you used persuasion to successfully convince someone to see things your way.
• Tell me about a time when you needed to be resourceful to finish a project on time.

The Technical Interview
What Is It?
In the engineering world the technical interview is quite common because it enables employers to assess your technical skills through a demonstration of how you solve problems, reach conclusions and whether you incorporate novel thinking into your approach. Some technical interviews are general, meaning you may be asked to solve math problems or brain teasers. Others may be specific based on the type of work you will be doing with the company.

Technically Speaking
1. When answering technical interview questions, make sure to think out loud.
2. Pay attention to the information that the interviewer provides to you throughout the process. In many instances the interviewer will provide clues and direction to help you find the answer.
3. Do not be afraid to ask questions in the technical interview. If you are stuck or need more information to determine the answer, ask!
4. If they provide tools like a whiteboard, use them. Show them visually how you are conceptualizing your answer.

Sample Questions
• Why are manhole covers round?
• Name five ways to retrieve a needle from a haystack.
• Please explain the concept of polymorphism in object oriented development.
• Why do we need to do PCC?
• What is Petrol Calorific Value?

The Case Interview
What Is It?
In a case interview you are asked to analyze a business question or case. However, unlike most other interview formats, the case interview is an interactive process. Case interviews are most often used by consulting companies. In a case interview, the interviewer is assessing your thought process—both analytical and creative—in answering the question(s) posed. Typically, the more specific and quantitative your process is, the better!

Tips
1. Many consulting firms have interview preparation sections on their Careers webpage.
2. Connect with alumni who may be employed with the company where you are interviewing. Check the Professional Network in ENGenius.Jobs or the UM Alumni Association to find a Michigan graduate who is working where you plan to interview.
3. Because the case interview is designed to be interactive, be sure to listen carefully and ask for clarification.
4. When working through the case, make sure you let the interviewer know how you are conceptualizing the problem, what evidence you are weighing (or missing) when formulating recommendations, and the recommendations themselves.
A Closer Look at Responding to Interview Questions

How to Present Your Best Self

Know What You Want to Convey
Carefully craft answers to frequently asked questions and practice them so they will come across naturally in the course of your conversation with the interviewer(s).

Be Proactive
You’ve examined the job description; you know your strengths and areas of development relative to the job requirements. Enter the interview prepared to highlight the match between your strengths and their needs, and candidly address your areas of development. When you discuss the latter, be sure to focus on the conscious steps you’ve taken to overcome the weakness so that it no longer interferes with your progress.

Be Prepared for Behavioral-Based Questions
Your resume provides a snapshot of what you’ve accomplished, but it doesn’t tell the reader how you’ve done it. Interviewers need to understand “the how” to determine whether your approach is a good match for their environment. They also want to understand the degree to which the desired skill is your strength.

Behavioral questions are based on the assumption that past behavior predicts future performance. Employers are interested in learning how you’ve demonstrated critical skills in the past because they believe this will predict how you will perform similar tasks within their organization. They probe to understand your skills and abilities in order to determine how well you are likely to transition into the position and how much support you may require to perform effectively. In other words, they are examining whether your style resembles the manner in which work gets done within their organization.

Remember, the interview gives you a chance to provide context for your experiences. Choose examples wisely to ensure your scenario matches the need and environment where you would like to work. Hiring managers are looking for evidence of required skills AND the manner in which they were carried out. For example, if you are asked a question about managing conflict with a colleague or team-member, the interviewer is not only interested in hearing about the project result, he or she will want to know if you reached agreement in a collaborative manner that allowed for ongoing partnership.

A STAR Response
Let’s take a look at a sample answer to the following interview question:

Tell me about a time you were engaged in conflict with another individual. How did you resolve it?

Situation/Task (Provide overview of the situation): I was assigned to a team project. Our team met to brainstorm different approaches to the problem. Our team was divided between two solutions. My teammate and I each felt strongly that we held the more viable solution. We found ourselves at a stalemate.

Actions (Describe specific actions you took):
1. I asked my teammate to help me understand his solution, including positive attributes of the plan, and potential negative outcomes.
2. I listened carefully and considered his point of view.
3. I shared my recommendation with him in the same way, pointing out both the positives and the potential negatives of the plan.
4. We discussed the pros and cons of each scenario, and then we agreed that my plan offered the greater potential return while minimizing negative impact on the overall project.

Result (Answers the question, how did it turn out?): With full team support we moved forward to carry out the project objectives and earned an A.

What’s the Best Way to Respond?
Provide evidence that you possess the skill they are looking for!

In this example, they want to know that you can work through conflict, while maintaining focus on the goal and moving the process forward. In addition, they probably want to know that you will place team goals above personal objectives. Conversely, employers recognize that getting stuck in conflict can create time delays, cause the project to stall, or detract from team morale. Evidence of behaviors that interfere with progress can cause concern.

As you respond to the question, recognize that the interviewer is listening for evidence of your ability to work through conflict collaboratively.

A good answer demonstrates the candidate’s ability to:
• Listen and seek to understand another’s point of view.
• Convey one’s own perspective in a diplomatic way.
• Facilitate a healthy discussion and analysis of pros and cons of both sides.
• Collaborate effectively to achieve the project goals.

A poor response demonstrates less desirable behaviors such as the candidate’s propensity to:
• Maintain a singular focus on his/her individual solution.
• Demonstrate a lack of respect for team member(s) and/or their ideas.
• Lose sight of the project goal due to his/her inability to resolve the conflict.

What’s in the Result?
Contrary to what you may think, the “result” does not necessarily need to be a successful outcome. Sometimes the experience leads to a learning opportunity. In the case where a result was less than optimum, the interviewer may ask, “What would you do differently if presented with a similar situation in the future?” This gives him or her insight into your willingness to learn and adjust your approach to achieve a more desirable result. This willingness to learn and adapt to meet the needs of a situation is a desirable trait!
Careers of the future: 
Green technology at Bosch

Make your personal contribution to the green technology of the future.

Bosch is an innovator of resource-efficient and eco-friendly technologies, including green dishwashers, green solar cells, and green heating systems. Roughly half of our research and development budget is spent on future technologies specifically designed to reduce pollution and minimize the use of resources. In 2012, we again received the Energy Star Sustained Excellence Award from the United States Environmental Protection Agency (EPA). Many of our home appliances actually exceed Energy Star qualifications and are among the most energy efficient in the world, including our dishwashers that can turn two gallons of water into the cleaning power of 1,300. Our solar energy division produces highly efficient solar cells and modules. And our Bosch Thermotechnology Geothermal Heat Pump is the most efficient complete geothermal line in the industry. This is just the beginning.

Apply now. Discover the diverse range of green opportunities at Bosch.

www.careers.bosch.us
Questions Employers May Ask

Personal
1. Tell me about yourself.
2. What are your hobbies?
3. Why did you choose to interview with our organization?
4. Describe your ideal job.
5. What can you offer us?
6. What do you consider to be your greatest strengths?
7. Can you name some weaknesses?
9. Have you ever had any failures? What did you learn from them?
10. Of which three accomplishments are you most proud?
11. Who are your role models? Why?
12. How does your college education or work experience relate to this job?
13. What motivates you most in a job?
14. Have you had difficulty getting along with a former professor/supervisor/co-worker and how did you handle it?
15. Have you ever spoken before a group of people? How large?
16. Why should we hire you rather than another candidate?
17. What do you know about our organization (products or services)?

18. Where do you want to be in five years? Ten years?
19. Do you plan to return to school for further education?

Education
20. Why did you choose your major?
21. Why did you choose to attend your college or university?
22. Do you think you received a good education? In what ways?
23. In which campus activities did you participate?
24. Which classes in your major did you like best? Least? Why?
25. Which elective classes did you like best? Least? Why?
26. If you were to start over, what would you change about your education?
27. Do your grades accurately reflect your ability? Why or why not?
28. Were you financially responsible for any portion of your college education?

Experience
29. What job-related skills have you developed?
30. Did you work while going to school? In what positions?
31. What did you learn from these work experiences?
32. What did you enjoy most about your last employment? Least?
33. Have you ever quit a job? Why?
34. Give an example of a situation in which you provided a solution to an employer.
35. Give an example of a time in which you worked under deadline pressure.
36. Have you ever done any volunteer work? What kind?
37. How do you think a former supervisor would describe your work?

Career Goals
38. Do you prefer to work under supervision or on your own?
39. What kind of boss do you prefer?
40. Would you be successful working with a team?
41. Do you prefer large or small organizations? Why?
42. What other types of positions are you considering?
43. How do you feel about working in a structured environment?
44. Are you able to work on several assignments at once?
45. How do you feel about working overtime?
46. How do you feel about travel?
47. How do you feel about the possibility of relocating?
48. Are you willing to work flexible hours?

Before you begin interviewing, think about these questions and possible responses and discuss them with a career advisor. Conduct mock interviews and be sure you are able to communicate clear, unrehearsed answers to interviewers.
## Guide to Appropriate Pre-Employment Inquiries

<table>
<thead>
<tr>
<th>ACCEPTABLE</th>
<th>SUBJECT</th>
<th>UNACCEPTABLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Have you worked for this company under a different name?”</td>
<td>NAME</td>
<td>Former name of applicant whose name has been changed by court order or otherwise</td>
</tr>
<tr>
<td>“Have you ever been convicted of a crime under another name?”</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Applicant’s place of residence</td>
<td>ADDRESS OR DURATION OF RESIDENCE</td>
<td></td>
</tr>
<tr>
<td>How long applicant has been a resident of this state or city</td>
<td>BIRTHPLACE</td>
<td>Birthplace of applicant Birthplace of applicant’s parents, spouse or other relatives Requirement that applicant submit a birth certificate, naturalization or baptismal record</td>
</tr>
<tr>
<td>“Can you, after employment, submit a work permit if under 18?”</td>
<td>AGE</td>
<td>Questions that tend to identify applicants 40 to 64 years of age</td>
</tr>
<tr>
<td>“Are you over 18 years of age?”</td>
<td></td>
<td></td>
</tr>
<tr>
<td>“If hired, can you furnish proof of age?”</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Statement that hire is subject to verification that applicant’s age meets legal requirements</td>
<td>RELIGION</td>
<td>Applicant’s religious denomination or affiliation, church, parish, pastor or religious holidays observed “Do you attend religious services or a house of worship?” Applicant may not be told “This is a Catholic/Protestant/Jewish/atheist organization.”</td>
</tr>
<tr>
<td>Statement by employer of regular days, hours or shift to be worked</td>
<td>WORK DAYS AND SHIFTS</td>
<td></td>
</tr>
<tr>
<td>Statement that photograph may be required after employment</td>
<td>PHOTOGRAPH</td>
<td>Requirement that applicant affix a photograph to the application form Request applicant, at his/her option, to submit photograph Requirement of photograph after interview but before hiring</td>
</tr>
<tr>
<td>Statement by employer that if hired, applicant may be required to submit proof of authorization to work in the United States</td>
<td>CITIZENSHIP</td>
<td>Whether applicant, parents or spouse are naturalized or native-born U.S. citizens Date when applicant, parents or spouse acquired U.S. citizenship Requirement that applicant produce naturalization papers or first papers Whether applicant’s parents or spouse are citizens of the United States</td>
</tr>
<tr>
<td>Languages applicant reads, speaks or writes fluently</td>
<td>NATIONAL ORIGIN OR ANCESTRY</td>
<td>Applicant’s nationality, lineage, ancestry, national origin, descent or parentage Date of arrival in United States or port of entry; how long a resident Nationality of applicant’s parents or spouse; maiden name of applicant’s wife or mother Language commonly used by applicant, “What is your mother tongue?” How applicant acquired ability to read, write or speak a foreign language</td>
</tr>
<tr>
<td>Applicant’s academic, vocational or professional education; schools attended</td>
<td>EDUCATION</td>
<td>Date last attended high school</td>
</tr>
<tr>
<td>Applicant’s work experience</td>
<td>EXPERIENCE</td>
<td>Applicant’s military experience (general) Type of military discharge</td>
</tr>
<tr>
<td>Applicant’s military experience in armed forces of United States, in a state militia (U.S.) or in a particular branch of U.S. armed forces</td>
<td></td>
<td></td>
</tr>
<tr>
<td>“Have you ever been convicted of any crime? If so, when, where and what was the disposition of case?”</td>
<td>CHARACTER</td>
<td>“Have you ever been arrested?”</td>
</tr>
<tr>
<td>Names of applicant’s relatives already employed by this company</td>
<td>RELATIVES</td>
<td>Marital status or number of dependents Name or address of relative, spouse or children of adult applicant “With whom do you reside?” “Do you live with your parents?”</td>
</tr>
<tr>
<td>Name and address of parent or guardian if applicant is a minor</td>
<td>NOTICE IN CASE OF EMERGENCY</td>
<td>Name and address of relative to be notified in case of emergency</td>
</tr>
<tr>
<td>Name and address of person to be notified in case of accident or emergency</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizations, clubs, professional societies or other associations of which applicant is a member, excluding any names the character of which indicate the race, religious creed, color, national origin or ancestry of its members</td>
<td>ORGANIZATIONS</td>
<td>List all organizations, clubs, societies and lodges to which you belong</td>
</tr>
<tr>
<td>“By whom were you referred for a position here?”</td>
<td>REFERENCES</td>
<td>Requirement of submission of a religious reference</td>
</tr>
<tr>
<td>“Can you perform all of the duties outlined in the job description?”</td>
<td>PHYSICAL CONDITION</td>
<td>“Do you have any physical disabilities?” Questions on general medical condition Inquiries as to receipt of workmen’s compensation</td>
</tr>
<tr>
<td>Statement by employer that all job offers are contingent on passing a physical examination</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Company Culture—Finding a Good Fit

As a savvy candidate, you’ve perfected your resume, received an invitation for an on-site interview with a great company; and you are ready to sell yourself as the ideal candidate. While you should feel great about your progress, you still have some work to do! Remember, an interview is a two-way street; and while you may be the best candidate for the job, you need to make sure it’s the right fit for you. How do you do that? By gathering and assessing information about the job and the culture, and determining whether it matches your needs.

What is Company Culture?
An organization’s culture reflects the values of its leadership and defines what’s important; how work gets done, where the boundaries lie, and what’s expected. Among other factors, it includes the way information is communicated (transparent, closed), how decisions are made (hierarchical, autonomous), employee recognition and rewards (financial incentives, informal feedback, awards) and even physical environment and amenities.

Why is Company Culture Important?
It’s important to understand a company’s culture so that you know what you’re getting into. If your preferred work style and values are compatible with the organization’s offerings, you’re more likely to thrive in the environment. Alternatively, if the cultural norms are incompatible with your preferred work style, it may negatively impact your performance and job satisfaction.

Does the Culture Fit Me?
Step 1—Determine your Ideal Work Environment
You can’t match a workplace until you are clear about your own needs. Based on your previous experiences, describe the conditions under which you work best. Here’s a sample list of dimensions to consider, along with a probe to help determine where you fall.

Work Demands – steady pace vs. frequent deadlines
• Do you work well under pressure or does it cause you anxiety? Do you prefer a steady pace?

Work Style – independent vs. collaborative
• Do you work best alone, or do you prefer to work in close collaboration with others?

Work Space – private office vs. open floor plan
• Do you need quiet to concentrate or do you kick into high gear when the activity and noise level increase?

Supervision – high degree of supervision vs. high degree of autonomy
• Do you prefer to work under close supervision or independently with few limitations provided the goals are achieved?

Feedback – frequent, open feedback vs. feedback limited to formal process
• Is feedback and recognition important to you? Do you prefer to do your thing without drawing attention to yourself?

Career Development – rotational program vs. self-initiated career development
• Do you need to have a defined path for your career development or are you comfortable with ambiguity, i.e. you have an “I can go anywhere mentality”; it’s up to you to make it happen.

Once you identify your preferences, determine which are most important to you (i.e. could be deal breakers if absent). Rate them on a scale from 1-5, with 5 being the highest degree you require for your job satisfaction.

Step 2—Determine the Company Culture
There are a number of ways to gather information about a company’s culture. To get the most accurate picture, explore a number of sources, look for consistent themes and avoid relying too heavily on any one person’s opinion.

Be Inquisitive in Your Interviews—During your on-site interviews, ask questions that will help you understand whether the environment provides the elements that are most important to you. Ask the interviewers to give examples that support their responses. For example, if continuing education is important, ask, “Does the organization support continuing education for its employees?” While the answer “Yes”, may be a good start, it’s not sufficient. Ask next, “What programs are in place to support further education?”

Talk to Other Employees (Current and Past)—Talk to people in various positions and across levels of the organization during your visit. Take advantage of formal and informal opportunities to engage others. The receptionist who greets you may have insight to share that’s as valuable as that of your potential boss. In addition, find contacts in your own networks (alumni are a great resource) who would be willing to talk with you. Ask them what it’s really like to work there, making sure you ask about the positive aspects as well as the challenges, so that you get the full picture.
Pay Attention to Instincts, Observations, and Amenities – Trust your instincts. Did something rub you the wrong way? Are you receiving conflicting messages about what it’s like to work there? Maybe you’re hearing all the right things, but your observations tell a different story. You’re expecting a collaborative, open environment, but heads are down and backs are turned when you walk through the department. The perceived disconnect may not be a bad thing. There may be a logical explanation for what you’re seeing, but it’s certainly something to ask about, so that you know for sure.

Seemingly small details about office life can be telling about the culture. An on-site cafeteria with free food all day long may be a very generous benefit, yet may also be a sign that work is often conducted through breakfast, lunch and dinner. Similarly, widely publicized games, contests and gatherings may indicate a social, collaborative, competitive environment. Ask about these items to be sure your interpretation is accurate.

Step 3—Decision Time - Is it a Fit?

You know what’s important to you and you understand what the company has to offer. Does the opportunity satisfy your top criteria (4s and 5s)? If so, it sounds like you’re aligned with company culture and it’s likely to be a good fit. If not, and you’re still considering the opportunity, what’s your motivation to accept the job? Sometimes there are compelling reasons to take a job (financial need, get you closer to your next goal, etc.), even if it falls short of your ideal. If this is the case, be sure to focus on the positive aspects of the opportunity, and adjust your expectations and approach to make it work.

Keep in mind; it's hard to find a perfect match, because the real world isn't perfect. But by doing your homework and learning as much as you can about the environment, you’ll be more confident in your decision making process and better prepared for your transition into the organization. You’ll also be less likely to face unexpected surprises.

Discovering, accessing and managing reliable information is critical, especially in today’s fast-changing world. You can be confident that ProQuest puts researchers on the right path to knowledge and results.

But did you know ProQuest is a great place to work, too? Start your career off right, using your degree in a practical real-world application. Competitive salaries and outstanding benefits are waiting for you!

Team up with us to deliver the authoritative content, critical metadata, and management tools needed by today’s libraries and researchers.

Together, we can drive your career.

http://career.engin.umich.edu/
What if the next big thing is YOU?

Our vision is to change the way the world works, lives, plays, and learns. We are proud of the part that we have played in making the Internet what it is today. We’re entering the next era of the Internet, the Internet of Everything, an era where we’ll create unprecedented value by connecting the unconnected. It’s a global industry phenomenon, driving the biggest market transition for Cisco and our customers through the intelligent connection of people, process, data, and things. It’s where everything is converged on the Internet, making networked connections more relevant and valuable than ever before.

Through our commitment to inclusion and diversity we create a great place to work for our teams and provide them with opportunities to gain a better understanding of the world. We are looking for new graduates who are excited by the future and understand the value of connecting the world. #TOMORROW starts here!

To find out more: cisco.com/go/universityconnection

University Connection
Join the Conversation:
facebook.com/CiscoUniversityJobs

© 2013 Cisco Systems, Inc. All rights reserved.
EXPERIENCE WORLD-CLASS ENGINEERING

When it comes to technical excellence, Shell’s reputation is world class. Our innovative technology is a way of life – driven by talented engineers who help keep us at the forefront of our industry.

With a technical role at Shell, you’ll become part of an international network of engineering professionals and have the ability to propose solutions that will impact society and help solve the world’s greatest energy challenges.

For more information and to apply, visit www.shell.us/careers.

Let’s deliver better energy solutions together.
After meticulously preparing your cover letters and resumes, you send them to carefully selected companies that you are sure would like to hire you. You even get a few job interviews. But all of your return correspondence is the same: “Thanks, but no thanks.” Your self-confidence melts and you begin to question your value to an employer.

Sometimes, we begin to dread the BIG NO so much that we stop pursuing additional interviews, thereby shutting off our pipeline to the future. We confirm that we couldn’t get a job because we stop looking. Remember, fear of rejection doesn’t have to paralyze your job search efforts. Let that fear fuel your determination; make it your ally and you’ll learn a lot.

Eight Guidelines to Ward Off Rejection

1. Depersonalize the interview.
   Employers may get as many as 500 resumes for one job opening. How can you, I and the other 498 of us be no good?

2. Don’t make it all or nothing.
   Don’t set yourself up for a letdown: “If I don’t get this job, I’m a failure.” Tell yourself, “It could be mine. It’s a good possibility. It’s certainly not an impossibility.”

3. Don’t blame the interviewer.
   Realize interviewers aren’t in a hurry to think and behave our way. Blame your turndown on a stone-hearted interviewer who didn’t flatter you with beautiful compliments, and you will learn nothing.

4. Don’t live in the past.
   When you dredge up past failures, your nervous system kicks in and you experience all the feelings that go with failure. Unwittingly, you overestimate the dangers facing you and underestimate yourself.

5. Don’t get mad at the system.
   Does anything less pleasurable exist than hunting for a job? Still, you must adjust to the world rather than make the world adjust to you. The easiest thing is to conform, to do what 400,000 other people are doing. When you sit down to play bridge or poker or drive a car, do you complain about the rules?

6. Take the spotlight off yourself.
   Sell your skills, not yourself. Concentrate on what you’re there for: to find out the interviewer’s problems and to show how you can work together to solve them.

7. See yourself in the new role.
   Form a mental picture of the positive self you’d like to become in job interviews, rather than focusing on what scares you. All therapists agree on this: Before a person can effect changes, he must really “see” himself in the new role. Just for fun, play with the idea.

8. Keep up your sense of humor.
   Nobody yet has contracted an incurable disease from a job interview.

Written by Roseanne R. Bensley, Career Services, New Mexico State University.
EVALUATING OFFERS

You Have an Offer, Now What?

First, congratulations on your offer! Take some time to think about the offer and perhaps explore the pros and cons of accepting it. Is the compensation what you are looking for? Where is it located, and is this a place you want to live? What kind of work will you be doing, and is it what you want to do? If the offer does not meet one or more of the things you want, consider negotiating. Not every company may be willing to negotiate, but you can certainly try. Companies do not typically revoke offers when candidates negotiate. When negotiating, be positive, polite and reasonable. If you decide to negotiate, plan a strategy after speaking with a Career Counselor and using the tips in this manual.

It’s Not Just About the Salary
Other topics you can negotiate include:
- Start date
- Vacation, Paid Time Off (PTO)
- Shorter probationary period
- Professional development opportunities
- Training or certifications
- Moving expenses
- Signing bonuses/annual bonuses
- Stock options/profit sharing
- Retirement plans or contributions

Accepting an Offer

Accepting an offer of employment, whether verbally or in writing, represents your (good faith) commitment to join the employing organization and to honor the terms of the employment agreement. Once you have accepted an offer, you should discontinue all further interviewing and search activities, including withdrawing from previously scheduled interviews.

The ECRC maintains a strong relationship with many employers, and this relationship is damaged when students retract committed offers. Reneging on offers can also damage your reputation in the industry, as well as the reputations of the University of Michigan, the College of Engineering, and the ECRC. We expect all students to conduct themselves professionally and ethically in their job search. Please see Offers and Acceptance Policy for more detail on the consequences of retracting committed offers. This can be found at career.engin.umich.edu/employmentoffers.pdf.

Always maintain a positive and productive tone in negotiation.

Tips

- Do your homework before entering into a negotiation. Conduct research using ECRC salary data, websites such as Salary.com, cost of living calculators, etc. These tools will help you in determining how much to ask for and why.
- Plan your strategy around your research, your leveraging tools, and who you are communicating with. We recommend negotiating with the company representative you have had the most contact with/are the most comfortable speaking to.
- Make sure to practice before negotiating. Practicing will decrease nervousness and increase your ability to articulate your desires.
- ALWAYS maintain a positive and productive tone in the negotiation. You do not want to jeopardize your reputation or relationship with the employer.
The Cost of Living Index

The following is a selection of cities where many graduating students accept offers. The cost of living index is based on the composite price of groceries, housing, utilities, transportation, health care, clothing and entertainment in each city listed. Use the calculation to compare salaries in different cities. For further information about the data below, please refer to www.bestplaces.net/cost_of_living. To compare information from other sources, refer to these websites: www.salary.com and www.homefair.com/real-estate/salary-calculator.asp.

<table>
<thead>
<tr>
<th>State</th>
<th>City</th>
<th>Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average City, USA</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Alabama</td>
<td>Birmingham</td>
<td>82</td>
</tr>
<tr>
<td></td>
<td>Montgomery</td>
<td>90</td>
</tr>
<tr>
<td>Alaska</td>
<td>Anchorage</td>
<td>135</td>
</tr>
<tr>
<td>Arizona</td>
<td>Flagstaff</td>
<td>115</td>
</tr>
<tr>
<td></td>
<td>Phoenix</td>
<td>88</td>
</tr>
<tr>
<td></td>
<td>Tucson</td>
<td>91</td>
</tr>
<tr>
<td>Arkansas</td>
<td>Little Rock</td>
<td>91</td>
</tr>
<tr>
<td>California</td>
<td>Fresno</td>
<td>101</td>
</tr>
<tr>
<td></td>
<td>Irvine</td>
<td>196</td>
</tr>
<tr>
<td></td>
<td>Los Angeles</td>
<td>144</td>
</tr>
<tr>
<td></td>
<td>Sacramento</td>
<td>108</td>
</tr>
<tr>
<td></td>
<td>San Diego</td>
<td>143</td>
</tr>
<tr>
<td></td>
<td>San Francisco</td>
<td>199</td>
</tr>
<tr>
<td></td>
<td>San José</td>
<td>168</td>
</tr>
<tr>
<td>Colorado</td>
<td>Boulder</td>
<td>145</td>
</tr>
<tr>
<td></td>
<td>Colorado Springs</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>Denver</td>
<td>110</td>
</tr>
<tr>
<td>Connecticut</td>
<td>Hartford</td>
<td>105</td>
</tr>
<tr>
<td></td>
<td>New Haven</td>
<td>116</td>
</tr>
<tr>
<td></td>
<td>Stamford</td>
<td>164</td>
</tr>
<tr>
<td>Delaware</td>
<td>Wilmington</td>
<td>102</td>
</tr>
<tr>
<td>Florida</td>
<td>Miami Beach</td>
<td>118</td>
</tr>
<tr>
<td></td>
<td>Orlando</td>
<td>91</td>
</tr>
<tr>
<td>Georgia</td>
<td>Atlanta</td>
<td>94</td>
</tr>
<tr>
<td>Hawaii</td>
<td>Honolulu</td>
<td>188</td>
</tr>
<tr>
<td>Idaho</td>
<td>Boise</td>
<td>96</td>
</tr>
<tr>
<td>Illinois</td>
<td>Chicago</td>
<td>105</td>
</tr>
<tr>
<td></td>
<td>Springfield</td>
<td>90</td>
</tr>
<tr>
<td>Indiana</td>
<td>Bloomington</td>
<td>98</td>
</tr>
<tr>
<td></td>
<td>Indianapolis</td>
<td>90</td>
</tr>
<tr>
<td></td>
<td>South Bend</td>
<td>85</td>
</tr>
<tr>
<td>Iowa</td>
<td>Des Moines</td>
<td>84</td>
</tr>
<tr>
<td></td>
<td>Iowa City</td>
<td>105</td>
</tr>
<tr>
<td>Kansas</td>
<td>Kansas City</td>
<td>85</td>
</tr>
<tr>
<td>Kentucky</td>
<td>Lexington</td>
<td>97</td>
</tr>
<tr>
<td></td>
<td>Louisville</td>
<td>84</td>
</tr>
<tr>
<td>Louisiana</td>
<td>Baton Rouge</td>
<td>93</td>
</tr>
<tr>
<td></td>
<td>New Orleans</td>
<td>93</td>
</tr>
<tr>
<td>Maine</td>
<td>Portland</td>
<td>116</td>
</tr>
<tr>
<td>Maryland</td>
<td>Baltimore</td>
<td>90</td>
</tr>
<tr>
<td>Massachusetts</td>
<td>Boston</td>
<td>149</td>
</tr>
<tr>
<td>Michigan</td>
<td>Ann Arbor</td>
<td>103</td>
</tr>
<tr>
<td></td>
<td>Detroit</td>
<td>79</td>
</tr>
<tr>
<td></td>
<td>Lansing</td>
<td>82</td>
</tr>
<tr>
<td>Minnesota</td>
<td>Minneapolis</td>
<td>105</td>
</tr>
<tr>
<td></td>
<td>St. Paul</td>
<td>100</td>
</tr>
<tr>
<td>Missouri</td>
<td>Kansas City</td>
<td>94</td>
</tr>
<tr>
<td></td>
<td>St. Louis</td>
<td>86</td>
</tr>
<tr>
<td>Montana</td>
<td>Billings</td>
<td>104</td>
</tr>
<tr>
<td></td>
<td>Missoula</td>
<td>112</td>
</tr>
<tr>
<td>Nebraska</td>
<td>Lincoln</td>
<td>94</td>
</tr>
<tr>
<td></td>
<td>Omaha</td>
<td>87</td>
</tr>
<tr>
<td>Nevada</td>
<td>Las Vegas</td>
<td>94</td>
</tr>
<tr>
<td>New Jersey</td>
<td>Atlantic City</td>
<td>107</td>
</tr>
<tr>
<td></td>
<td>Princeton</td>
<td>180</td>
</tr>
<tr>
<td></td>
<td>Newark</td>
<td>119</td>
</tr>
<tr>
<td>New Mexico</td>
<td>Albuquerque</td>
<td>103</td>
</tr>
<tr>
<td></td>
<td>Santa Fe</td>
<td>118</td>
</tr>
<tr>
<td>New York</td>
<td>Albany</td>
<td>106</td>
</tr>
<tr>
<td></td>
<td>Buffalo</td>
<td>78</td>
</tr>
<tr>
<td></td>
<td>New York City</td>
<td>169</td>
</tr>
<tr>
<td></td>
<td>Syracuse</td>
<td>100</td>
</tr>
<tr>
<td>North Carolina</td>
<td>Chapel Hill</td>
<td>126</td>
</tr>
<tr>
<td></td>
<td>Charlotte</td>
<td>93</td>
</tr>
<tr>
<td></td>
<td>Raleigh</td>
<td>102</td>
</tr>
<tr>
<td>North Dakota</td>
<td>Fargo</td>
<td>98</td>
</tr>
<tr>
<td>Ohio</td>
<td>Cincinnati</td>
<td>86</td>
</tr>
<tr>
<td></td>
<td>Cleveland</td>
<td>84</td>
</tr>
<tr>
<td></td>
<td>Columbus</td>
<td>87</td>
</tr>
<tr>
<td></td>
<td>Dayton</td>
<td>80</td>
</tr>
<tr>
<td>Oklahoma</td>
<td>Oklahoma City</td>
<td>86</td>
</tr>
<tr>
<td></td>
<td>Tulsa</td>
<td>93</td>
</tr>
<tr>
<td>Oregon</td>
<td>Portland</td>
<td>116</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>Philadelphia</td>
<td>101</td>
</tr>
<tr>
<td></td>
<td>Pittsburgh</td>
<td>88</td>
</tr>
<tr>
<td>South Carolina</td>
<td>Charleston</td>
<td>110</td>
</tr>
<tr>
<td></td>
<td>Columbia</td>
<td>95</td>
</tr>
<tr>
<td>South Dakota</td>
<td>Sioux Falls</td>
<td>100</td>
</tr>
<tr>
<td>Tennessee</td>
<td>Chattanooga</td>
<td>92</td>
</tr>
<tr>
<td></td>
<td>Memphis</td>
<td>75</td>
</tr>
<tr>
<td></td>
<td>Nashville</td>
<td>98</td>
</tr>
<tr>
<td>Texas</td>
<td>Austin</td>
<td>102</td>
</tr>
<tr>
<td></td>
<td>Dallas</td>
<td>88</td>
</tr>
<tr>
<td></td>
<td>Houston</td>
<td>89</td>
</tr>
<tr>
<td></td>
<td>San Antonio</td>
<td>86</td>
</tr>
<tr>
<td>Utah</td>
<td>Salt Lake City</td>
<td>106</td>
</tr>
<tr>
<td>Vermont</td>
<td>Burlington</td>
<td>126</td>
</tr>
<tr>
<td>Virginia</td>
<td>Richmond</td>
<td>98</td>
</tr>
<tr>
<td></td>
<td>Virginia Beach</td>
<td>114</td>
</tr>
<tr>
<td>Washington</td>
<td>Seattle</td>
<td>143</td>
</tr>
<tr>
<td></td>
<td>Washington, DC</td>
<td>143</td>
</tr>
<tr>
<td>West Virginia</td>
<td>Charleston</td>
<td>95</td>
</tr>
<tr>
<td>Wisconsin</td>
<td>Madison</td>
<td>112</td>
</tr>
<tr>
<td></td>
<td>Milwaukee</td>
<td>86</td>
</tr>
<tr>
<td>Wyoming</td>
<td>Cheyenne</td>
<td>98</td>
</tr>
</tbody>
</table>
Graduate School: Is It for You?

Attending graduate school at the masters or PhD level can reap many rewards. Graduate students continue to advance their education, expand their knowledge and experience, and develop specific expertise. If you are interested in developing advanced knowledge in specific subject areas, desire to work in research or envision yourself in leadership roles, graduate school may be a great option for you.

The graduate school admissions process can seem intimidating and difficult, but can be made easier with adequate planning and preparation. First, explore the graduate programs/degrees you are interested in pursuing. Do you want to obtain a masters degree or PhD? What about research, internship or international options? What are the admissions requirements, such as GPA, GRE scores and essays? These questions and others will guide your decision making.

Top Three Tips
1. Most graduate school programs require that you take a standardized test as part of the admissions process. The GRE is the most common for engineering programs. Take the test early so you have time to evaluate your scores. If they are low, you may consider taking the test again.
2. An interview may also be a part of the admissions process. Interviewing is a skill. Make sure you practice and use our resources if you need help preparing.
3. Strong recommendation letters can help you achieve admission to graduate programs. To obtain these, try to build strong relationships with faculty in your department.

The Dos and Don’ts of Graduate School Essays
Do
- Be honest and direct. Good essays blend confidence with potential.
- Be personal. Essays, and especially personal statements, enable you to let admissions committees know who you are beyond GPA and test scores.
- Be interesting. Committees read many essays. You want yours to stand out, maintain their attention, and say something meaningful about you.

Don’t
- Emphasize the negative. If you have weaknesses to address, do so (such as a bad grade that impacted your GPA). However, make it concise and move on.
- Use gimmicks, vague language, clichés, quotations from notable figures.

The Personal Statement
A personal statement is a commonly requested essay used by graduate school admissions committees. A personal statement enables you to elaborate on your background, to describe how you are prepared, what you wish to accomplish and how graduate school will help you to meet your short- and long-term career goals.

The Statement of Purpose
The statement of purpose differs from the personal statement, as its major function is in describing how you are prepared, what you hope to accomplish and how graduate school will help you to meet your short- and long-term career goals.

Advertiser Index

BASF ...........................................Inside Back Cover
Belden ...........................................34
Bosch ...........................................21
Capital One ......................................38
Cisco Systems, Inc. ............................26
Citadel ...........................................38
CNA ...........................................35
Eaton Corporation ..............................38
Exelis ...........................................Inside Back Cover
Franklin Electric .................................36
Fung Institute for Engineering Leadership, UC Berkeley College of Engineering ........................33
Gibbs & Cox ....................................38
IXL Learning ......................................8
Lutron ...........................................Inside Front Cover
MathWorks ......................................40
Michelin North America, Inc ...............27
NAVSEA (Naval Sea Systems Command) ..................37
Northrop Grumman Corporation ............40
Plex ...........................................28
ProQuest .........................................25
Purdue Engineering ..............................32
Reply Inc ..........................................22
Schlumberger ....................................35
Shell ..............................................27
State Farm ........................................36
TripAdvisor ......................................28
U.S. Air Force ....................................34
U.S. Army Health Professions Scholarship Program ..................39
Walmart ..........................................29
Whirlpool Corporation .........................9
Wolverine Trading ................................39
Worcester Polytechnic Institute ..............34
X by 2 .............................................40
ZF ..................................................39

College Recruitment Media and The University of Michigan Engineering Career Resource Center wish to thank the above participating sponsors for making this publication available to students.
Most engineers are promoted to leadership roles. Do you have the skills you’ll need to be one of them?

Make it happen.

Credibility with flexibility in your graduate studies

Purdue’s highly respected Engineering Management Master’s Program gives you options to move you forward in your career.

- 1-year accelerated program
- 2-year program with professional practice
- Online program (designed for working engineers)
A PROFESSIONAL PROGRAM TO FAST-TRACK YOUR CAREER

In a global economy driven by technology, companies need project managers with business skills as well as technical expertise. Berkeley Engineering’s Master of Engineering Program integrates the deep technical coursework of a top-ranked engineering college with a core leadership curriculum. We offer both a full-time, one year program, as well as a part-time program for working professionals. Applicants can choose from seven different engineering departments, with technical concentrations such as product design, sustainability and data science and systems. Students graduate with the master of engineering degree (M.Eng.), ready for a career path leading to management and executive positions in industry and entrepreneurial ventures.

For more, visit www.funginstitute.berkeley.edu or e-mail funginstitute@coe.berkeley.edu.
At Worcester Polytechnic Institute, graduate students work in teams with faculty who challenge them to conduct research that matters in the real world. We invite you to discover WPI—a premier university for graduate studies in science, engineering, and business.

[Image of a hand holding a circuit board]

grad.wpi.edu/+discover

Succeeding Together through Teamwork is one of Belden’s Core Values. If you want to start your career with a dynamic company we want to hear from you!

For more information and to apply visit, www.belden.com/careers

THE QUESTION ISN’T WHAT TO DO AFTER GRADUATION BUT WHAT TO BECOME.

When you graduate from college, you’ll have a choice to make. Take an entry-level job or become a leader in the U.S. Air Force. Right now the Air Force is accepting applications for Officer Training School in a variety of high-tech fields ranging from engineering and computer science to meteorology. Not only will you have access to some of the most advanced technology in the world, but you will also have the opportunity to lead.

AIRFORCE.COM • 1-800-423-USAF

©2011 Paid for by the U.S. Air Force. All rights reserved.

SSgt Steven M. Phillips, Line Officer Recruiter, 339th USAF Recruiting Squadron (506) 463-8564 • steven.phillips.24@us.af.mil
CNA is a not-for-profit organization that conducts objective, empirical research and analysis to help decision makers develop sound policies, make better-informed decisions, and manage programs more effectively.

CNA’s Institute for Public Research assists an array of federal, state, and local government agencies working in such areas as education, health care and public health, homeland security, human capital management, and air traffic management.

And through CNA’s Center for Naval Analyses, the federally funded research and development center (FFRDC) for the Navy and Marine Corps, we provide research and analysis services to the military to help improve the efficiency and effectiveness of our national defense efforts.

CNA offers positions for Research Analysts and Research Scientists with experience in engineering, mathematics, economics, international relations, national security, public policy, history, psychology and many other scientific and professional fields of study. We look for people with the training and ability to reason soundly and to apply scientific techniques imaginatively—people who can see beyond surface details to the core of a problem and devise logical, practical solutions.

There are also positions available in computer and information technology, business administration, human resources management, accounting, security, and office management. CNA has created a work environment that challenges all staff to excel and rewards excellence with good pay, job satisfaction, and opportunities to advance.


All applicants are subject to a security investigation and must meet eligibility requirements for access to classified information. CNA is an Equal Opportunity Employer.
I’ve always been a tech girl … always will be. That’s why I knew someday I’d work for a tech leader. I didn’t expect to find it here … one of the world’s largest virtual private networks. It’s a big operation with even bigger opportunities.

Plug into IT’s best kept secret. statefarm.com/ITwired
EXTRAORDINARY CIVILIAN CAREERS, UNIQUE POSSIBILITIES

Imagine tomorrow...

Then come and create it as a civilian engineer, scientist, accountant, or contract administrator within the Naval Sea Systems Command.

www.navsea.navy.mil

U.S. Citizenship Required
“Capital One”® is great at finding your strengths and letting you use them, while helping you develop those competencies where there’s opportunity for growth.”

Stephanie, University of Michigan, 2011

“Capital One”® is great at finding your strengths and letting you use them, while helping you develop those competencies where there’s opportunity for growth.”

Personal, Small Business and Commercial Banking, Credit Cards, Auto and Mortgage Finance

THE PERFECT ENVIRONMENT FOR GROWING SUCCESSFUL PEOPLE

THE PERFECT ENVIRONMENT FOR GROWING SUCCESSFUL PEOPLE

THE PERFECT ENVIRONMENT FOR GROWING SUCCESSFUL PEOPLE

THE PERFECT ENVIRONMENT FOR GROWING SUCCESSFUL PEOPLE

Discover the Entrepreneurial Spirit.

Citadel is a leading global financial institution built on a foundation of world-class talent, technology and infrastructure.

Annual opportunities are available for our Financial Technology Associates and Summer Associates Programs. Please visit ENGenius for further details including job descriptions, resume drop deadlines, and interview dates.

www.citadelgroup.com

Build your engineering career with Eaton, and build the technology of the future.

Connect with us to learn more!

linkedin.com/companies/Eaton-Corporation
@EatonTalent
facebook.com/EatonCorporation
youtube.com/EatonCorporation

Visit Eaton at www.eaton.com/UMich

Gibbs & Cox is the largest independent maritime engineering and design firm in the U.S., wants to invest in you. We continue to hire the best structural engineers, electrical engineers, mechanical engineers and naval architects to design the next generation of US sea power and commercial maritime engineering solutions.

To learn how you can design your future and be part of an 80-year legacy of maritime excellence, visit www.GibbsCox.com/jobs.htm


Gibbs & Cox is an equal opportunity employer M/F/D/V. No agencies please.

Visit Eaton at www.eaton.com/UMich

Design The Best

With The Best

Do you dream of designing the world’s most complex ships and supporting our country’s naval defense?

Gibbs & Cox is an equal opportunity employer M/F/D/V. No agencies please.

Visit Eaton at www.eaton.com/UMich
got c++?

THE STRENGTH TO HEAL and learn lessons in courage.

The pride you’ll feel in being a doctor increases dramatically when you care for our Soldiers and their Families. Courage is contagious. Our Health Professions Scholarship Program (HPSP) helps you reach your goal by providing full tuition, money towards books and lab fees, a $20,000 sign-on bonus, plus a monthly stipend of more than $2,000.

To learn more, visit healthcare.goarmy.com/t617

©2010. Paid for by the United States Army. All rights reserved.

I’m with ZF.
Engineer and chief pilot.

I love doing things that are unique – like flying model airplanes. Taking something from an idea to completion, thinking it through and then building it so that it works – that’s my passion. On and off the job, I’m Matthias Müller, and I’ve worked as a development and project engineer for over 10 years. To me, ZF is a place where I am challenged to grow, and where I feel good. For more about me, what I do, and the ideas for tomorrow that I’m working on today, go to www.im-with-zf.com.

Find out more about me and what I do at ZF.

www.im-with-zf.com

Hans Mitarbeiter
ZF Friedrichshafen AG
Matthias Müller
CAD Design Project Engineer
ZF Friedrichshafen AG
Dielingen
A Higher Calling.

An opportunity reserved for top notch developers, X by 2 is offering the chance to make an immediate, lasting impact at a cutting-edge software architecture practice. There are simply no ceilings, no barriers, no limit as to what you can accomplish as part of the X by 2 equation.

Interested? Contact us at recruiting@xby2.com

X BY 2
Architecture First™

MathWorks is hiring!

We are looking for students with engineering and computer science degrees.

Apply today at mathworks.com/jobs/grads

Education is our most powerful defense.

Across our career areas and around the globe, we see the value of our performance every day. We are Northrop Grumman. And developing young minds is at the heart of what we do.

Northrop Grumman is a proud sponsor of the University of Michigan’s Engineering Career Resource Center.

Discover more about our careers in Computer Science and Engineering at careers.northropgrumman.com

©2013 Northrop Grumman Corporation. Northrop Grumman is committed to hiring and retaining a diverse workforce. We are an Equal Opportunity Employer, making decisions without regard to race, color, religion, sex, national origin, age, veteran status, disability, or any other protected class. U.S. Citizenship is required for most positions.
Join our team at http://www.exelisinc.com/careers

Exelis is an Equal Opportunity / Affirmative Action Employer. M/F/D/V. We place emphasis on building and sustaining a diverse workforce which is inclusive of different perspectives and varied business, academic, cultural and social backgrounds. U.S. citizenship required.

Exelis is a leader in networked communications, sensing and surveillance, electronic warfare, navigation, air traffic solutions and information systems with growing positions in cyber security, composite aero-structures, logistics and technical services. We provide innovative solutions in the areas of command, control, communications, computers, intelligence, surveillance and reconnaissance (C4ISR) and the Information and Technical Services markets.

The company has a 50-year legacy of partnering with customers worldwide to deliver affordable, mission-critical products and services for managing global threats, conflicts and complexities. Working at Exelis, you will join the ranks of 20,000 employees serving our customers around the globe. At Exelis, our workplace culture encourages a spirit of adventure and encompasses a can-do attitude.

challenges love solutions

Whether it's building, maintaining or improving our plants, engineers at BASF carry out a broad range of responsibilities with passion, professionalism and a commitment to safety. From day one you will be developing innovative, intelligent solutions for a sustainable future. At BASF, that's how we create chemistry. Find out more now and send your application to http://jobs.basf.us