I've been a part of Lutron for 3½ years.

Jamie McMahon (Electrical Engineering Major)
Design and Development Engineer

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
- 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 2012-2013 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
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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.

Workshops and Employer Presentations

Workshops on topics including Job Search Strategies, Resume Writing, Interview Skills, and Career Fair Preparation are routinely offered. Employer representatives may also visit campus and conduct presentations on various aspects of engineering or on career-related topics. Check the calendar on the ECRC website for information on upcoming events.

On-Campus Interviews

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.

Check the ECRC website at http://career.engin.umich.edu or stop by the ECRC in 230 Chrysler Center for more information. Additional services can be obtained from The Career Center on central campus in room 3200 Student Activities Building. Contact them by telephone at (734) 764-7460 or visit their website at www.careercenter.umich.edu.
Please read this page carefully. It states the policy for use of ENGenius.Jobs, our online recruiting system powered by NACElink/Symplicity. By using ENGenius.Jobs, you are indicating your acceptance of the terms of the Job Search Code of Ethics.

User Eligibility
Employer contact information included in ENGenius.Jobs is provided for the use of University of Michigan College of Engineering and Computer Science students/alumni at the Ann Arbor campus. Employer representatives expect that any correspondence (e.g., email messages, telephone inquiries) will only be from engineering and computer science applicants who are enrolled or alumni of the Ann Arbor campus. Maintain the confidentiality of your password and use caution and common sense when using the website.

Falsification of Data
Providing inaccurate information in order to meet the eligibility requirements for a specific company schedule is inappropriate. Review your ENGenius.Jobs profile information and resume for accuracy. Students who falsify information on their resume and within their ENGenius.Jobs profile will not only be removed from interview schedules, but will be blocked from the system for the remainder of the academic year. Any further violation will result in a permanent deactivation of your ENGenius.Jobs account.

Interview Cancellation and No-Show
Interviewing on or off campus is a privilege granted to you by employers who have provided their staff, financial resources, and time to meet you at your convenience. Only request interviews for positions that seriously interest you. If you find that you must cancel an interview, you are required to abide by the following ECRC policy.

Cancellation
If the interview is more than three (3) business days away, you may cancel without penalty using ENGenius.Jobs. If you need help canceling your interview via ENGenius.Jobs, please contact the ECRC immediately.

Late Cancellation
Canceling an appointment three (3) business days or less before the interview date is considered a late cancellation. Late cancellations should only occur because of unforeseen circumstances such as a serious illness or death in the family. To cancel an interview within three business days of the interview date, you must call the ECRC at 734-647-7160.

After notifying the ECRC, you must send an apology letter via email to the recruiter that explains the circumstances that caused you to miss your interview and either deliver a copy in person to the Engineering Career Resource Center in 230 Chrysler Center, North Campus or email a copy to ecrc-info@umich.edu. This apology letter must be sent within three business days of your interview date. The recruiter’s address may be obtained from ENGenius.Jobs or can be forwarded on your behalf by the ECRC.

No-Show
Failing to attend a scheduled interview without notifying our office to cancel the interview is unprofessional and discourteous conduct. Individuals who do not show for a scheduled interview will have their ENGenius.Jobs account suspended.

To regain access to your ENGenius.Jobs account, you must send an apology letter via email to the recruiter that explains the circumstances that caused you to miss your interview and either deliver a copy in person to the Engineering Career Resource Center in 230 Chrysler Center, North Campus or email a copy to ecrc-info@umich.edu. This apology letter must be sent within three business days of your interview date. The recruiter’s address may be obtained from ENGenius.Jobs or can be forwarded on your behalf by the ECRC.

Second Late Cancellation or No-Show
Interview appointments must be kept to maintain integrity and professional conduct. A Late Cancellation or a No-Show for an interview is taken very seriously; therefore, a second violation of this policy will result in the suspension and possible permanent deactivation of your ENGenius.Jobs account. If a second violation occurs, you must send an apology to the recruiter within three business days of the missed interview, provide a copy to the ECRC at ecrc-info@umich.edu, and meet with the Director of the ECRC or his/her designee. Your ENGenius.Jobs account may or may not be reinstated, depending on the situation.

Note: When a student is blocked from further use of the system, the student is still responsible for attending all previously scheduled interview appointments.

On-campus interviewing is very competitive and highly sought after by all students. It is a privilege and not a right. A wasted interview slot represents a lost opportunity for another student and an enormous loss for the employer. Additionally, it reflects very poorly on the University of Michigan, which in turn, reflects poorly on you. Show that you are a person of integrity who keeps commitments.

Offers and Acceptance 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 stated above. Students should also make every effort to avoid reneging on job offers. Gather information, ask plenty of questions, anticipate other offers, determine your career goals and needs, meet with an ECRC advisor, and request an extension on the deadline, all in an 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 not only tarnishes your reputation but also damages the reputation of Michigan Engineers. Building a campus presence, identifying suitable candidates and participating in campus recruiting are time-consuming and expensive undertakings for employing organizations. Take your offers seriously and plan to honor your commitments. Because of this, before you retract a committed offer, you must contact the ECRC Office and set up an appointment with both an ECRC Career Counselor and the ECRC Director. In this meeting, you will consider your options and outline an apology letter to any affected employers. This letter will be forwarded to the employer(s) with the ECRC’s notification. Failure to contact the ECRC with a retracted agreement will result in the revocation of your ENGenius.Jobs account.

Please visit [http://career.engin.umich.edu/studalums/CodeofEthics.pdf](http://career.engin.umich.edu/studalums/CodeofEthics.pdf) for the most up-to-date version of the Job Search Code of Ethics.
Create Your Story ➤ Build Your Brand

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.symphlicity.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 place a check mark in the Policy Affirmation boxes in the Personal Information and Privacy tabs.
• Click the Documents button at the top of the page and upload a resume(s). You will need an uploaded resume in your account to begin applying for jobs.

Main Menu Tabs

Profile
Please Note: Your profile cannot be viewed by employers. They can only see the documents you submit to their job posting. This information is used for eligibility criteria only.
• 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.
• Refer to the Activity Summary to verify your application and interview statuses.

Documents
• Upload and manage up to 30 documents.
• Use the Resource Library to find helpful documents like the Student User Guide and Job Search Code of Ethics.

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-OCU job, go to the Applications tab within Job Postings. There you will see a list of all pending applications and a withdrawal option for each. You will need to simply resubmit your application with the proper attachments to update that application. To withdraw an application or update attached documents for a job associated with on-campus interviews, go to the Interview Requests tab within 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, appointments, and any other CoE-related activities.
• Sign up to meet with our career counselors in the Counseling Appointments tab. This can also be found on the 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 succinct, 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, the impact you have made and how you made a difference.

Hiring Managers and HR Reps love this language. It makes their jobs easier—they don’t need to pull it out of you in the interview because you’ve stated it clearly on your resume. In addition, clearly stating your contributions demonstrates your awareness of the value you bring. You’ve shown that you understand 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>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Before</strong></td>
</tr>
<tr>
<td>Planned activities for summer youth camp.</td>
</tr>
<tr>
<td>Supervised junior counselors.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tennis Instructor</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Before</strong></td>
</tr>
<tr>
<td>Taught beginner through advanced tennis lessons to children and adults.</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>
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. 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 actions 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.

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
- 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.

It is also preferred that you list all of your academic institutions’ GPAs on the 4.0 scale. If your GPA is not on a 4.0 scale, you can use the following list of numerical grade equivalencies to assist you in your conversion:

A+, A = 4.0
A- = 3.7
B+ = 3.3
B = 3.0
B - = 2.7
And so on...

For each graded course, multiply the numeric equivalent grade by the number of credit hours. Add the products together, and then divide this sum by the total number of graded credit hours. Do not include pass/fail courses. This is your GPA on a 4.0 scale.

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.
Power Verbs for Your Resume

accelerated  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  approximated  arbitrated  arranged  ascertained  assembled  assessed  assigned  assisted  attained  attested  audited  augmented  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  counseled  created  critiqued  customized  debugged  deciphered  dedicated  delegated  deliberated  demonstrated  designated  designed  determined  devaluated  developed  diagnozed  directed  disbursed  dispatched  displayed  drafted  eased  eclipsed  edited  educated  elicited  employed  empowered  enabled  encouraged  endorsed  engineered  enhanced  enlarged  enlisted  enriched  enumerated  estimated  established  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  instituded  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  monitored  motivated  multiplied  negotiated  officiated  operated  orchestrated  organized  originated  overhauled  performed  persuaded  pioneered  planned  polished  prepared  prescribed  prioritized  processed  procured  produced  purchased  queried  questioned  raised  rated  realized  recommended  reconciled  redeemed  reduced (losses)  refined  referred  refined  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  translated  transformed  transmitted  updated  upgraded  validated  valued  verified  visualized  wrote

Adapted with permission from the Career Resource Manual of the University of California, Davis.
Invention as a way of life?
Yes

At Bosch, we live and breathe innovation. Proof? We hold more than 5,700 U.S. patents. It's all part of our pursuit of inventing safer, more convenient, more reliable products — to help enhance the quality of life for our customers. Learn about our college and university focused programs at BoschCampus.com.
Ann Powers
734-555-7160  19 Main Street
annpowers@umich.edu  Ann Arbor, MI 48103

OBJECTIVE
To obtain a summer 2013 environmental engineering internship specializing in water waste management.

EDUCATION
University of Michigan  Ann Arbor, MI
B.S.E. Civil and Environmental Engineering  April 2014
GPA: 3.6/4.0

Technische Universität Berlin  Berlin, Germany
Study Abroad  May 2011-August 2011
• Completed classes in environmental engineering and German language
• Participated in numerous cultural and industrial excursions in order to better understand German culture and industry
• Volunteered in a local underprivileged elementary school, gaining cross-cultural and teamwork skills

EXPERIENCE
Research Assistant  May 2012-Present
University of Michigan, Environmental Engineering Department
• Analyzing impacts of biofuels on environmental and health situations
• Conducting experiments with a small team to better comprehend different alternative energy sources
• Researching past situations that have been affected by alternative energy sources
• Modeling different biofuels and their emissions to find possible future dangers

COURSE PROJECTS
Analysis of Solar Power  September 2012-December 2012
• Researched the use of solar power in residential areas
• Compared the costs of different solar cells, taking into consideration tax refunds and different energy outputs
• Compiled results in a formal report and presented findings to a local company

Water Remediation  January 2012-April 2012
• Researched pollution leakage into local water systems after a local heavy storm
• Presented plans ensuring pollution spill prevention for the future
• Worked with a team to implement cleanup of affected waterways

LEADERSHIP
Vice President  September 2011-April 2012
Hopps Research Scholars Program
• Developed corporate relationships to establish first private corporate scholarship for Hopps Scholars
• Improved program efficiency by leveraging best practices across similar campus organizations nationwide

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

ACTIVITIES
• Society of Women Engineers  September 2010-Present
• Civil and Environmental Engineers Student Advisory Council  September 2011-Present
• BLUElab  January 2012-Present
Sample Resume

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

OBJECTIVE
Seeking a full-time position as an electrical engineer specializing in digital signal processing

PROFILE
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 2013
M.S.E. in Electrical Engineering: Systems GPA: 3.74/4.00
Major: Communication, Minor: Biosystems

Virginia Commonwealth University, Richmond, VA April 2011
B.S.E. in Biomedical Engineering and Instrumentation GPA: 3.81/4.00
Relevant Coursework: Microprocessor System Design, High-frequency Circuit Design, Automatic Control

EXPERIENCE
University of Michigan Biomedical Ultrasound Lab, Ann Arbor, MI September 2012-Present
Graduate Research Assistant
• Developed real-time DSP algorithms for motion tracking
• Wrote simulation programs using C/C++ for ultrasonic imaging systems
• Participated in a team effort to develop a VXI memory board using Altera FPGAs for capturing real-time RF data from ultrasound scanners and interface it to workstations
• Assisted in Windows system administration and lab website maintenance

General Electric Medical Systems (GEMS), Waukesha, WI April 2012-August 2012
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

PROJECTS
Iterative Decoding of Product Codes: Simulated the performance of a sub-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, 2011
Virginia Commonwealth University, Russell Scholar, 2009-2011

LANGUAGES
Fluent in German and Spanish
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.
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.

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**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 who 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)
JACKSON BARBER
734-555-7160
barberja@umich.edu

September 24, 2012

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

Dear Ms. Jones:

I am applying for the System Engineer position at New Computer World I saw posted in ENGenius.Jobs. Currently I am a student at the University of Michigan, Ann Arbor obtaining a Bachelor of Science in Electrical Engineering Degree. I am graduating in April 2013. After attending New Computer World’s Corporate Information Session and listening to recruiter Jose Cabrera discuss New Computer World’s mission, I have become very interested in supporting NCW’s commitment to delivering innovative commuting platforms to its clients. I am confident my background in electrical engineering, including three electrical engineering 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 System Engineer. I have experience developing, implementing, and testing code in both assembly languages and C/C++ in my internships at Hewlett-Packard and Advanced Micro Devices. I successfully led a reliability verification process on a McKinley microprocessor, and designed a 32 adder on a K8 microprocessor. I have strong familiarity of computer architecture, logic design, and bus protocols, and have been fortunate to implement my knowledge completing two major academic projects where I decoded Product codes and implemented a generic viterbi algorithm.

Not only do I have strong technical skills, but I also have excellent communication skills as evidenced by my leadership roles in team projects and in the National Society of Black Engineers (NSBE). I have supervised the activities of four to five teammates in completing projects on-time and submitting well-written technical reports. In NSBE I am currently the Programs Chair. In this position I use my mentoring and engagement skills to manage four committee chairs in finding and promoting service opportunities for our members. In my tenure, I have effectively launched 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 would look forward to an opportunity to participate in an on-campus interview and may be reached at 734-555-7160 or barberja@umich.edu to schedule an interview or answer any questions.

Sincerely,

Jackson Barber
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 social networks (LinkedIn, InCircle, and Facebook, etc.), 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 CDS International 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
• 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?

Questions Not to Ask
• 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 inform 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 inform 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), succinct 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.
Social Networking Websites

Career professionals—and parents—are warning young job seekers that using social networking sites such as Facebook and Twitter, may be hazardous to your career. After all, do you want your potential employer to see photos of you at last weekend’s party? Certainly, those photos could diminish your prospects of landing a job. However, more job seekers are using social networking to enhance their preparation for interviews, garner an advantage over less-wired peers, and even gain an edge with recruiters.

One example of a constructive use of social networking websites is gathering background information about the recruiters with whom you will interview. By finding out about topics that will interest the recruiter, you may gain an upper hand in the interview process. In addition, stronger connections with a potential employer can be made by talking about the clubs he or she belongs to and even friends you have in common—information that can be discovered on Facebook.

Research on professional sites like LinkedIn can also be used to prepare for site visits. By using the alumni connections available through LinkedIn, you can gain added insight into potential employers. If you are interviewing with a company, search for alumni who are working there. You can have conversations with alumni via LinkedIn that you wouldn’t have in an interview, such as, “do you like it at the company” or “can you negotiate salary?”

Networking Rules

When you seek and maintain professional connections via social networking sites, follow the same etiquette you would if you were networking by phone and in person. Remember that every contact is creating an impression. Online, you might tend to be less formal because you are communicating in a space that you typically share with friends. Just as you would not let your guard down if you were having dinner with a potential employer, you must maintain a positive and professional approach when conversing with networking contacts online. Ask good questions, pay attention to the answers, and be polite—this includes sending at least a brief thank-you note anytime someone gives you advice or assistance.

If It’s OK for Mom, It’s OK for Facebook

The more controversial aspect of the interplay between social networking and job searching is the privacy debate. Some observers, including career counselors, deans, and parents, worry that students put themselves at a disadvantage in the job search by making personal information available on Facebook and Twitter pages. More and more companies are using such websites as a screening tool.

Concern about privacy focuses on two areas: social life and identity/affiliations. Parents and career counselors argue that job-seekers would never show photos of themselves at a party in the middle of an interview, so why would they allow employers to see party photos on a Facebook page? Students often respond that most employers do not even use social networking sites and that employers already know that college students drink.

While it may be true that senior managers are less likely to be on Facebook, young recruiters may be active, and in many cases, employers ask younger employees to conduct online searches of candidates. Why risk losing a career opportunity because of a photo with two drinks in your hand?

It’s easy to deduce that if an employer is comparing two candidates who are closely matched in terms of GPA and experience, and one has questionable photos and text on his or her online profile and the second does not, that the second student will get the job offer.

Identity—Public or Private?

Identity and affiliations are the second area where social networking and privacy issues may affect your job search and employment prospects. Historically, job-seekers have fought for increased protection from being asked questions about their identity, including religious affiliation and sexual orientation, because this information could be used by biased employers to discriminate. Via social networking sites, employers can now find information that they are not allowed to ask you.

Employers can no longer legally ask these questions in most states, however, some students make matters like religion, political involvement, and sexual orientation public on their Web pages.

Strategies for Safe and Strategic Social Networking

1. Be aware of what other people can see on your page. Recruiters use these sites or ask their colleagues to do searches on candidates.

2. Determine access intentionally. Some career counselors advocate deactivating your Facebook or Twitter accounts while job searching.

3. Set a standard. If anything appears on your page that you wouldn’t want an interviewer to see, remove the offending content.

4. Use social networking to your advantage. Use these sites to find alumni in the companies that interest you and contact them before you interview in your career center or before a site visit. In addition, use social networking sites and Internet searches to learn more about the recruiters who will interview you before the interview.
Social Networking Websites  

You would never include religious and political affiliations as well as sexual orientation or transgender identity (GLBT) on your resume, so do you want this information to be available via social networking sites? There are two strategies to consider. One approach is that if you wish to only work for an employer with whom you can be openly religious, political, or GLBT then making that information available on your Web page will screen out discriminating employers and make it more likely that you will land with an employer open to your identity and expression.

A second approach though, is to maintain your privacy and keep more options open. Investigate potential employers thoroughly and pay special attention at site visits to evaluate whether the company would be welcoming. This strategy is based on two perspectives shared by many career professionals. First, as a job-seeker, you want to present only your relevant skills and experience throughout the job search; all other information is irrelevant. Second, if you provide information about your identity and affiliations, you may be discriminated against by one person in the process even though the company overall is a good match.

Written by Harriet L. Schwartz.

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.

- Make sure to take advantage of CoE resources such as ENGenius.Jobs to find qualifying positions. Each position in ENGenius.Jobs will indicate whether international students may apply based on work status.

- 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.
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.

Recruiter Tips

- 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 or using the Optimal interviewing tool (through the Central Career Center).
- 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

Taken from the 2008-2009 Recruitment Evaluation
On-Campus Recruiting

You have applied for a position via ENGenius.Jobs. Now what?

If the company is participating in on-campus recruiting, the interview schedule type will be listed in the job posting. There are several different types of interview schedules that recruiters can choose from. They are described below:

Preselect
This is the most common type of interview schedule. After the job posting’s application deadline passes, the employer will choose a group of students to interview. Interview invitations will be sent by email to these “preselects,” who will be able to sign up for an interview slot as soon as preselect sign-up begins. The employer may also select a group of students called “alternates.” These are students who may have a chance to sign up for an interview once alternate sign-up begins, if interview times are still available after preselect sign-up. Interviews are awarded on a first-come, first-served basis, and interview schedules fill up quickly. If you get an email that says you have been selected as a preselect or an alternate for an interview, read it carefully and pay close attention to when sign-up opens. There is an advantage to signing up immediately after it opens, which is often at midnight.

Open Schedule
This schedule allows any student who qualifies for the position to sign up for an interview slot beginning two weeks prior to the interview date. Interviews are awarded on a first-come, first-served basis, and interview schedules fill up quickly.

Room Only
This method allows a company to build its own interview schedule. The ECRC will reserve interview space. Students will not be signing up for interview slots on ENGenius.Jobs. Instead, the employer will contact selected students directly and schedule interviews with them.
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 24.)
- Make sure you identify a variety of examples from past experiences—the more recent, the better. Be sure you use a diverse number 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 ENGeniusJobs 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.

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.
A Closer Look at Responding to Interview Questions

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:

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!
A WORLD-CLASS COMPANY NEEDS WORLD-CLASS TALENT

At Shell, we’re developing all kinds of ideas to help meet the growing demand for energy. And we’re looking for ambitious students and graduates to help us do more. We offer development opportunities, including internships and scholarships, as well as full-time careers after graduation. The Shell Graduate Program is an industry-leading development framework that provides recent college graduates the opportunity to build their skills through a rotation of challenging, hands-on roles and real responsibilities in a diverse environment, supported by a network of coaches and mentors to help them succeed.

To find out more and for helpful tools, like resume writing tips, a degree matcher and realistic job previews, visit the Student/Graduate section of our website at www.shell.us/careers.

Let’s deliver better energy solutions together.
## Questions Asked by Employers

### 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? Can you name some weaknesses?
8. Have you ever had any failures? What did you learn from them?
9. Of which three accomplishments are you most proud?
10. Who are your role models? Why?
11. How does your college education or work experience relate to this job?
12. What motivates you most in a job?
13. Have you had difficulty getting along with a former professor/supervisor/co-worker and how did you handle it?
14. Have you ever spoken before a group of people? How large?
15. Why should we hire you rather than another candidate?
16. What do you know about our organization (products or services)?
17. Where do you want to be in five years? Ten years?
18. Do you plan to return to school for further education?
19. Do you prefer to work under supervision or on your own?
20. What kind of boss do you prefer?
21. Would you be successful working with a team?
22. Do you prefer large or small organizations? Why?
23. What other types of positions are you considering?
24. How do you feel about working in a structured environment?
25. Are you able to work on several assignments at once?
26. How do you feel about working overtime?
27. How do you feel about travel?
28. How do you feel about the possibility of relocating?
29. Are you willing to work flextime?

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>
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<tr>
<th>ACCEPTABLE</th>
<th>SUBJECT</th>
<th>UNACCEPTABLE</th>
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</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>
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<tr>
<td>“Have you ever been convicted of a crime under another name?”</td>
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<tr>
<td>Applicant’s place of residence</td>
<td>ADDRESS OR DURATION OF RESIDENCE</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>
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<tr>
<td>How long applicant has been a resident of this state or city</td>
<td>BIRTHPLACE</td>
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<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>
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<tr>
<td>“Are you over 18 years of age?”</td>
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<tr>
<td>“If hired, can you furnish proof of age?” or Statement that hire is subject to verification that applicant’s age meets legal requirements</td>
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<td></td>
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<tr>
<td>Statement by employer of regular days, hours or shift to be worked</td>
<td>WORK DAYS AND SHIFTS</td>
<td></td>
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<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>
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<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>
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<td>Applicant’s academic, vocational or professional education; schools attended</td>
<td>EDUCATION</td>
<td>Date last attended high school</td>
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<tr>
<td>Applicant’s work experience</td>
<td>EXPERIENCE</td>
<td>Applicant’s military experience (general) Type of military discharge</td>
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<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>
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<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>
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<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>
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<tr>
<td>Name and address of parent or guardian if applicant is a minor</td>
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<tr>
<td>Name and address of person to be notified in case of accident or emergency</td>
<td>NOTICE IN CASE OF EMERGENCY</td>
<td>Name and address of relative to be notified in case of emergency</td>
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<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>
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<td>“By whom were you referred for a position here?”</td>
<td>REFERENCES</td>
<td>Requirement of submission of a religious reference</td>
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<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>
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<tr>
<td>Statement by employer that all job offers are contingent on passing a physical examination</td>
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Dealing With Rejection in the Job Search

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:

• 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 the Job Search Code of Ethics for more on the consequences of retracting committed offers.

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

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Salary Comparison Equation

City #1 x Salary = $_______

What is the New York City equivalent of a $50,000 salary in Pittsburgh?

New York City 159 x $50,000 = $91,379

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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 dead people.

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 explore your personal motivations for attending graduate school and often to highlight your unique life experiences or challenges you have overcome.

The Statement of Purpose
The statement of purpose is another very common essay requested by graduate school admissions. 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.
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I am an advocate for human rights.

Growing up, I spent most summers with my grandparents in Honduras. From this early time in my life, I felt inspired by public service as I witnessed family and community members organize civil improvement projects such as protecting the culture of native Garifuna people. I became increasingly aware of the importance of political freedom and economic opportunity to national development, and became interested in pursuing a Foreign Service career.

As a Foreign Service Officer (or U.S. diplomat) I have worked extensively throughout Latin America on myriad of issues from drug trafficking, human rights, poverty, women's issues such as domestic violence, and economic security. With a passion for women's rights and empowering them with knowledge, I have been instrumental in helping local women understand, and implement, tactics used to effectively lobby for human rights causes. In fact, I nominated a woman who received the first International Women of Courage award.

My career has purpose and when I think back to those summers in Honduras, I realize that my passion for public service and dedication to improving human rights worldwide have led me to where I am today.

To learn more about Heidi and careers with the U.S. Department of State, visit careers.state.gov/HACU12

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