MICHIGAN
ROSS SCHOOL OF BUSINESS

OCD's Guide for Preparing Effective **Resumes** (MBA)

Writing an Effective Resume

Introduction:
The resume is often the first tool employers use to select individuals for interviews. The Ross School of Business resume book and database are available to over 250 companies annually, and recruiters often screen resumes to select their closed list invitations. Therefore, it is critical that your default resume in iMpact be polished before it is included in the resume book. It is a good idea to review the following guidelines before you get started on your resume so that you focus on key areas and develop a sense of how to best present your experience, education and activities. Each student will need to create a resume on the iMpact website by entering information into four key areas of their Personal Profile—Address, Education, Work Experience and Additional. Take advantage of past resume books on reserve in Kresge Library to get an idea of how your resume should look, particularly for a given industry or career you are seeking.

IT IS ALSO VERY IMPORTANT THAT YOU NOTE RESUME DEADLINE DATES for inclusion in the resume book. If you are a first-year student, you will benefit greatly from attending a resume writing workshop through OCD. We also recommend having your resume reviewed prior to the deadline by a staff/peer counselor in the OCD-Career Center. They can give you valuable, objective ideas on how to improve your resume and thus increase your chances of securing an interview.

MBAs: Your resume will be formatted chronologically based on your experiences. Within and across your experiences, however, there should also be a rational flow to your development. This development should progress up to the time of the interview and ideally will help the reviewer to "buy-in" or believe that the most logical next step in your career progression is a position with their firm. This is especially important for career-changers. A classic example is an undergraduate mechanical engineer who wants to become a consultant. Early employment accomplishments may be presented on the resume as very technically based. As this person's career develops, the position, projects and accomplishments will become more cross-functional, cost focused and operations intensive. Finally, their formal business education and activities will ideally be those typical of a consultant.

BBAs: Your resume will also be formatted chronologically based on your experiences, but recruiters will not expect to see the same degree of career progression as for MBA students for obvious reasons. Recruiters will still be looking for solid demonstration of your skills and experiences—particularly those that will enable you to perform well in their industry. Because many of you have had only limited work experience, be sure to think beyond just your paid work experience. Have you volunteered, held leadership positions in a club, team or student government, conducted an independent research project, or started your own summer lawn care business? All of these experiences have helped you to develop the skills and abilities that make you a great candidate.

7 Steps to Writing an Effective Resume

1. **Identify Transferable Skills:** Before writing your resume, do the following:
   a. **Identify Your Skills**
      1. Make a list of all your past experience. This can include work experience as well as volunteer, club, team activities, etc...
      2. Consider what you did during these experiences and what skills were utilized. Write these down, including specific instances where you demonstrated using these skills.
   b. **Identify Targeted Skills**
      1. Read about the Industry/Function you are seeking to enter by using the OCD Career Center handouts, WetFeet or Vault guides, etc.... What skills and abilities are valued in that profession? Write these down.
      2. Review Position Descriptions for the industry you are seeking to enter. Again, look to see what qualifications are sought and the activities the role entails. What skills are needed to achieve these? Add these to your list.
   c. **Identify Your Targeted Skills**
      1. Cross check the two lists you've made. Your resume should highlight those instances where you demonstrated skills valued by your targeted industry/function/employer. Move on to step 2.

2. **Highlight Your Skills:** ACR (Action, Context, Result) & Quantify!
   a. **Bullet Point Content.** To effectively highlight the skills you've now identified, strive to display them by going through the four steps below. State the action that utilized that skill, add the context, the result of your action, and then quantify those results if possible.
      1. Action: e.g., "Designed packaging."
      2. Context: e.g., "Designed the packaging of a parcel delivery company."
      3. Result: e.g., "Redesigned the packaging of a parcel delivery company, resulting in less cost and pollution."
      4. Quantified: e.g., "Redesigned the packaging of a leading parcel delivery company resulting, in $1MM annual cost savings and 50% reduction in air pollutants."

      Before you draft actual bullet points (on iMpact, bullet points are referred to as "highlights"), think about problems, challenges or issues you faced on a job assignment. Consider what action you took to address the problem, and what resulted after your action. This exercise leads to quantified accomplishments which can be crafted into effective bullet points.

3. **Bullet vs. Paragraph:** Keep it short.
   While you want to expand on your skills as listed above, the purpose of the resume is to portray you in a snapshot. Avoid highlights (bullets) that are more than three lines long and try to avoid having more than six or seven bullets per experience. By creating your list in Step 1 you should have targeted those experiences that represent you best—you can always expand on these and others during the interview!

4. **Action Verbs:** Show what you can do.
   Your resume is a summary of what you have *done* and what you can *do*. Verbs that demonstrate strong, deliberate actions can better portray the result you as an individual achieved in that role. Remember that highlights for past positions should use past tense verbs, while any positions you are currently conducting should be in the present tense. A list of action verbs is included in this handout to help get you started.

5. **Articles, Periods & Personal Pronouns** – Oh My!
   a. **Articles & Periods:** Expand but be concise. To do this on your resume, eliminate unnecessary articles to keep bullets short and to the point. Adding periods to your bullets in the experience section emphasizes this conciseness but also emphasizes the impact of your action.
   Example:
   - Analyzed *the* statistical and *the* clinical data, resulting in a 30% reduction of *the* hospital's costs

   Becomes:
   - Analyzed statistical and clinical data, resulting in a 30% reduction of hospital costs.

   b. **Personal Pronouns:** Your résumé's purpose is to inform someone about you, but should specifically be a demonstration of your actions and results. By not using personal pronouns your resume emphasizes its informative nature and allows you to show yourself off without sounding too egotistical "I did this, I did that, I …"
   Example:
   - I am currently playing on the University of Michigan Men's Soccer team, in its first year as a varsity sport.

   Becomes:
   - Competed with the University of Michigan Men's Soccer team in its first year as a varsity sport.

6. **Education & Additional Section:** Honors & Hobbies
   a. **Education Section:** The purpose of the education section is very basic—where did you go to school, degree, grad date—but can also be very influential for those planning a career switch—list your emphasis, club memberships, honors, …
   - Michigan Format: We suggest the following format for a clean and professional look
     1. Spell out all colleges & degrees (degrees should be SINGULAR):
        LS&A = "College of Literature, Science and the Arts"
        MBA = "Master of Business Administration" (NOT "Master<u>s</u> …")
     2. Graduation Date – Be sure your correct Graduation date is included on your resume.
     3. Emphasis: Students' first highlight under education will often be their area of interest or emphasis. While the business school does not offer specific majors, your emphasis represents an area of coursework where you will focus your energy, and provides an opportunity to let the recruiter know where your interest lies. For example, if you are interested in making a career switch from accounting to marketing, indicating that you have an emphasis in marketing will let recruiters know where your interest lies professionally and how your resume should be viewed.

       a. DO NOT list more than two areas of emphasis. This makes you look unfocused in your career search.
       b. Singular vs. Plural. Emphasis with "-is" is singular. Emphases with "-es" is plural. Make sure you have the correct spelling for your highlight.

4. Graduation "With Distinction" or "With High Distinction" **(MBA2s only)**
       a. For the purpose of determining academic honors for MBAs and MAccs, grades are converted into value points and an average is computed for each student. For Day MBAs, two calculations are done-one with MAP (BA553) and one without. Students who qualify under either calculation are eligible for honors and may be recommended by the faculty to receive their degree "With High Distinction" or "With Distinction." The University posts the award on the transcript and diploma when the degree is conferred. The point conversions for honors range as follows:

High Distinction: 3.500 to 4.000   **Distinction: 3.250 to 3.499**

Excellent	=	A+, A	=	4 value points
Good	=	A-	=	3 value points
Pass	=	B+, B	=	2 value points
Low Pass	=	B-, C+, C, C-	=	1 value point
Fail	=	D, E, ED, NR	=	0 value points

To calculate your academic standing, multiply your credit hours by the appropriate value points to determine your total Michigan Honor Points (MHP). Divide your total MHP by your total credit hours. Do this calculation both with and without MAP to determine your highest possible GPA.

Academic honors should be listed as follows:

EDUCATION   **UNIVERSITY OF MICHIGAN**
              Stephen M. Ross School of Business
              Master of Business Administration, May 2005
              • Candidate for Graduation with Distinction

              FOR TMI Students only:

              TMI Students who have not yet completed a project should include the following in their education section: "Admitted to the Tauber Manufacturing Institute."

              TMI students who have completed their summer team project should include the following in their education section: "Tauber Manufacturing Institute Fellow."

5. GPA/GMAT:
       a. MBA Students:

i. GPA should not be included on your resume
                 because Ross does not grade on a 4.0 scale.
             ii. GMAT scores may be included with the GMAT
                 ranking, i.e. "GMAT Score 690, 99th percentile"
     b. BBA Students:
              i. GPA may be included, and should be rounded to
                 the nearest tenth i.e.3.75/4.00 changed to 3.8/4.0,
                 and should always include the scale "X.X/4.0".
             ii. **Please understand the following new guidelines
                 for the inclusion of the official GPA's. You may
                 include up to three different GPA's on your
                 resume (2 official and 1 unofficial).**
                      1. **Pre-Business School GPA- Official
                         GPA that is displayed on your
                         unofficial and official transcripts for all
                         work completed prior to attending Ross
                         School of Business (i.e. LSA,
                         Engineering, Duke, etc.) Each school
                         should be listed separately with a
                         separate GPA.**
                      2. **Business School GPA- Official GPA
                         that is displayed on your unofficial and
                         official transcripts for all coursework
                         completed at Ross School of Business.**
                      3. **Emphasis GPA- unofficial GPA that is
                         NOT officially recognized by the
                         University of Michigan. This is a self-
                         calculated GPA that should include all
                         of your coursework in your unofficial
                         major (i.e. Finance, General
                         Management, etc.).**
            iii. Familiarize yourself with the emphasis placed on
                 GPA by recruiters in your targeted industry.
     b. **Additional Section:** Make it human. The additional section can be very important
        in letting a recruiter know who you are as a person—your hobbies, your travels,
        volunteering, an interesting award or publication—and giving yourself a chance to
        stand out in the recruiters memory. However, there are important things NOT to
        include on your resume. These include health, marital status, age, or willingness to
        relocate.

7. **Honest & Accurate:** Stick to the facts.
     a. **Zealous Embellishment:** Your resume is a marketing exercise. It's your chance to
        promote yourself to recruiters, but should not be taken as a chance to recreate your
        past. If you are unable to quantify a result, don't push yourself to concoct
        statistics. There can be a fine line between enhancing and inventing—your resume
        should represent you honestly.
     b. **Data integrity:** DO NOT misrepresent yourself through inaccurate data. Your
        GPA and test scores should be precise and correct.

List of Action Verbs

accomplished	developed	located	**saved**
achieved	directed	**made**	scheduled
acquired	discovered	maintained	secured
adapted	documented	managed	selected
administered	doubled	marketed	served
advanced	**earned**	mediated	settled
advised	edited	minimized	shaped
allocated	eliminated	modernized	showed
analyzed	employed	modified	simplified
applied	enforced	monitored	sold
appointed	established	motivated	solved
approved	estimated	**negotiated**	sponsored
arranged	evaluated	**obtained**	staffed
assessed	examined	operated	standardized
assigned	exceeded	ordered	started
assisted	executed	organized	streamlined
attained	exercised	originated	strengthened
audited	expanded	overhauled	structured
bought	expedited	oversaw	studied
broadened	extended	**participated**	suggested
budgeted	**financed**	performed	summarized
built	forecasted	planned	supervised
calculated	formed	prepared	supported
centralized	formulated	presented	surpassed
chaired	founded	prevented	surveyed
clarified	fulfilled	prioritized	sustained
collaborated	**generated**	processed	**tailored**
combined	guided	procured	taught
completed	**handled**	produced	tested
composed	headed	programmed	traded
conceived	helped	projected	trained
concluded	hired	promoted	transformed
condensed	**identified**	proposed	translated
conducted	implemented	proved	trimmed
constructed	improved	provided	tripled
consulted	increased	published	**undertook**
contracted	influenced	purchased	used
contributed	initiated	**realized**	utilized
controlled	innovated	recommended	**verified**
converted	inspected	recruited	**won**
coordinated	installed	reduced	wrote
corrected	instructed	reinforced	
created	integrated	re-negotiated	
cut	interpreted	reorganized	
decentralized	interviewed	reported	
decreased	introduced	represented	
defined	invented	researched	
demonstrated	invested	resolved	
designated	investigated	restored	
designed	**led**	reviewed	
determined	liquidated	revised	

Entering Your Resume on iMpact

Now that you've read through the steps of creating a resume, it's time to start building a resume on iMpact. You've probably already started entering your resume on the system, even if you're not fully aware of it yet! The resume module on iMpact is an extension of the My Profile section. So any information you've already entered about yourself can now be included on your resume.

Your personal profile is created of multiple database fields of information, and four key areas are used to create a resume—Addresses, Education, Employment History, and Additional Resume Highlights. Once you've entered information into these four areas, you can create multiple versions of your resume simply by changing what items from the database you want included and the order in which they are displayed. The resume module will then create an Adobe Acrobat file (.pdf) of your resume. Keep in mind that the system will limit you to one page—but will inform you if everything you selected did not fit onto that page.

This is a lifelong system! Once you graduate from Ross, the profile you're creating as a student will carry over into your alumni years, so you can continue to build to it over the years as you add new experiences. During your years here at Ross, note how often you utilize the alumni directory and remember to keep your information up to date when you're an alum yourself!

Getting Started – Familiarizing Yourself with the Resume Module

Go to www.bus.umich.edu. Select the **Student Career Services** section and click on the link for **My Resume,** then **Edit My Profile** on the left. Your profile can also be accessed from the **Personal Tools** page by clicking on the link for **My Profile**.

When you've opened the **My Profile** page, you will see, among others, the following fields: **Address, Education, Employment History, Additional Resume Highlights.** Only these four fields are directly displayed on your resume. However, for Resume Book & Database purposes it is important to fill in the required information for **Career Interests, Countries and Languages**; as these are used as search and index fields by recruiters. The other areas should also be filled out but are used primarily by the Business School community through the Student Directory search functions. Once you have completed entering information into all the required fields (see "Populating Your Profile"), you will click on the link for **My Resume** to begin formatting your resume.

Keep in mind that the database serves dual purposes—both as the base of your resume, but also as your profile. Recruiters may have access through an on-line system to the pdf version of your DEFAULT resume, while Students/Faculty/Staff of the business school will be able to view your profile through the Student Directory. You may choose to not make information available in the My Profile section, but still include it on your resume for recruiters, or vise versa.

Populating Your Personal Profile:

1. **Addresses:** The field labeled **Addresses** allows you to enter various addresses: Home (parents' address) and Local (school address). The Business address is taken from whatever is listed as your current position. Click on **Edit Address** for the address you want to enter, enter the appropriate information and be sure to **Save Changes**. Or, click on **Add Address** to create a new one.

2. **Education:** In the education section the term "School" refers to a broad university, while "College" is the smaller subset of that school. For example, the Stephen M. Ross School of Business is a "College" of the broader University of Michigan. If you attended a smaller school, you will only need to select it as a "School" and leave the "College" field blank.

   BBAs should have two "College" experiences listed under their University of Michigan education, both the Business School, and the appropriate college they entered as freshman. LS&A should be spelled out as "College of Literature, Science and the Arts".

   - To begin, select **Add School.** Enter your school into the text box and select the **Search** button. Our school database is now quite extensive. If you do not find your school at first, please try a broader search (e.g. search for "Boston" instead of "Boston University – School of Economics"). If it is not in the database, please contact the OCD-Career Center at rosscareercenter@umich.edu.
   - Select the radio button next to your school and press **Select School** to continue. Enter in the following information for each school
     a. **College**: This should read "Stephen M. Ross School of Business" for your business school experience.
     b. **Degree**: This field will NOT appear on your resume, but is used for database purposes.
     c. **Degree Description**: This field WILL appear on your resume. Be sure to spell out all degrees—e.g. "Bachelor of Business Administration". Do NOT include your grad date in this field, it will be automatically added to your resume below.
     d. **Majors**: These are also only for database purposes and will not be displayed on your resume.
     e. **Start & End Date**: Select the appropriate end date for your graduation.
     f. **Graduate (Candidate):** Check YES if you are planning to graduate or have graduated with a degree from this College. The system will then add your indicated end date to your resume as your graduation date behind the degree description you have entered above. BBAs should not check YES for their LS&A experience, unless they are being granted a dual degree.
     g. **Highlights:** All highlights become bullet points on your resume. To add a highlight, click on the green plus sign. To delete a highlight, click on the red x. Include clubs and other school-related interests in the **Education Highlight** section.
     h. **Make this information available to other iMpact users:** Checking this box will make the information you've entered show up on your Personal Profile through the Student Directory. While you can create a resume without sharing this information, we do encourage students to share information since it can be helpful in networking among your classmates and alumni.
   - When you are finished entering your education information, click **Save Changes**. If you have additional education to add, simply repeat this process for each school.

3. **Employment History:** Like the database of schools, the iMpact database of companies is EXTENSIVE. While your resume is personal to you, keep in mind that in order to maintain database integrity and for searches to function properly, it is important to utilize the existing company list to its fullest. Keep in mind that all students, staff, faculty and ALL alumni work from this same database. It is an incredible task to keep it as condensed as possible so that it can be utilized to its fullest extent. What does this mean for you? When initially entering your work experience, search broadly. And instead of including a division or location in the company title, use an existing broad company entry and include this information in your position title.
    -   To begin, go to the **Employment History** section of your profile, and select **Add Current Position** or **Add Historical Position**. Enter a portion of your company name and select the **Search** button.
        a. If you are absolutely sure that your company does not already exist in our database, you may select to **Add New Company**. On the following page, type in the full name of the company and select an **Industry** (the industry should indicate the purpose of the company as a whole, not what you specifically did while working for that company).
    -   Select the radio button next to the company entry and click the button for **Select Company**. Enter in the following information for each work experience:
        a. **Position:** Your position title, including here any specific departments you were part of.
            -   If you have chosen **Add Current Position**, you will be asked to add additional information such as **Street Address**, **ZIP code**, and optional **Phone** and **Fax**.
        b. **City, State & Country**
        c. **Industry Code:** Select the industry of the company.
        d. **Function Code:** This should be the role that you played there—your function as an employee.
        e. **Start Date/End Date:** This indicates the duration of your employment. If you are still working in the position, leave the end date blank. .
        f. **Additional Highlights:** Similar to the education section, highlights are the bullet points of your resume. This is your chance to show off the skills you identified in step 1 of writing your resume.
        g. **Make this information available to other iMpact users:** (see Education for description)
    -   When you are finished entering your information for a position, click **Save Changes**. If you have multiple positions at the same employer, select Add Historical Position and select the radio button next to the company where it says "Select a company from the list of companies already included in your profile". Then proceed as above to enter in the specific information for that position.
    -   To add more experience that is NOT at the same company, from the Edit My Profile page, click to **Add Historical Position** and repeat the above steps.

4. **Additional Resume Highlights**: This section allows you to list your additional skills, experiences and interests that are not evident from the rest of your resume.
    -   To begin, go to the **Additional Resume Highlights** section of your profile. Click to **Edit Additional Resume Highlights** and then type in the highlights as you did for your education and work experience. Make sure to **Save Changes** when you are done.
        a. Remember NOT to include the following: health, marital status, age, or willingness to relocate.

5. **Etcetera:** There are remaining profile fields you can complete. For Resume Book & Database purposes, you will want to make sure you have completed the following:
    -   **Career Interests**: Be Focused! It's okay to have a few targeted interests selected, but selecting them all makes you appear unfocused and uncommitted. If you're having difficulty narrowing your selection, spend some time conducting a self-assessment and researching which careers match best with your personality and goals.
    -   **Countries**: Be sure to input any countries where you are authorized to work.

- **Languages**: Input any languages other than English and your fluency level.

Creating Your Resume:

1. **My Resume:** Now that you have your personal profile entered into the system, you need to organize the appropriate pieces of your profile into a resume. You'll notice that the new items you've added to your profile say "(not published)" next to them. You must now go to My Resume and publish what you want to display. From your Profile menu, select **My Resume** to begin.
   - **Default Resume:** While you can create multiple resumes in iMpact, the first resume you create is titled your **Default** resume or resume #1. This is the ONLY resume that may be included in the Resume Book & Database and should be considered your all around resume as recruiters across industries who view the database will be able to view this resume.
   - **Chronology:** Before beginning to organize your resume, keep in mind that your resume should display the most recent experiences at the top and continue down to the least recent.

2. **Creating Your Default Resume:** From the My Resume page, select the radio button next to the resume you wish to edit (when creating you default for the first time, it will automatically be selected) and click to **Edit/Publish**.

3. **Resume Setup:** the following page will be organized into four color-coded sections:
   - **Blue Info** box at the top including the following fields:
     a. **Resume Name**: the resume you are editing
     b. **Your Name**: type your full name as you want it to appear on your resume into this text box.
     c. **Email:** type the email you want listed on your resume into this text box. Keep in mind that your email should be professional and an account that you check regularly.
     d. **Preferred Address:** check the radio button next to the address you would like displayed on your resume.
   - **Education:** Also in blue, notice that the information you entered in your profile appears in this section. This resume setup will NOT display your degree description and graduation date, but will include them on your resume.
     a. **Schools:** To include your schools, find the pull down box to the left of each school name called "Order". Select an order for that school—"1" will put it at the top of your resume, then 2, 3, 4, etc. going down your resume. If you do NOT want to include an experience on a particular resume, select "Exclude" from the pull down box.
     b. **Highlights:** To include your highlights, find the pull down box to the right of each highlight called "Order". Select an order for your highlights—"1" will again put that highlight first and so forth. To exclude a highlight, select "Exclude" from the pull down box.
   - **Work Experience:** The green Work Experience section works exactly like the education section. To include experiences, select an order to the left of the position, and order the highlights by using the order boxes to the right of each highlight.
     a. **Labels:** The only difference in the work experience section is an additional pull down box next to each experience called "Label". Select the appropriate label if an experience was a "Summer" internship, "Part-Time", or—for day MBAs only, if it was a "MAP", "IMAP" or "EMAP" experience.
   - **Additional:** The red Additional section contains only highlights—simply select the order to the right of each highlight if you would like to include it on your resume.

4. **Publish:** After indicating orders/inclusion/exclusion for all appropriate items, click on the **Publish** button at the bottom or top of your screen. The system will generate an Adobe Acrobat (pdf) file of

your newly formatted resume as a new window on your computer. Note that it will limit you to one page. After viewing the Adobe Acrobat file, switch back to the window with your resume setup. A line at the top of the page will indicate whether your resume was successfully published, or if you had selected more items to include than could fit on one page (in which case it will approximate how many lines over a page were asked to be included).

- **What does it mean to have my resumes "published"?** Publishing your Default resume means that it will be visible to recruiters who have access to the Resume Database after OCD's Resume Book & Database deadline[1] through the following spring. If you want your resume to be visible to recruiters during the recruiting season—do NOT unpublish your Default resume. Outside of the recruiting season, published resumes are only accessible to OCD staff and counselors. If you create more resumes in addition to your Default, publishing them will make them available to OCD staff, and will allow you to "Drop" those resumes for Day In The Life, Job Postings with the resume drop enabled, and bidding for on-campus interviews.

5. **Making Changes:** The published version of your resume will remain static until you re-publish it. Therefore, to make changes update the information in the appropriate profile section and make sure you go to **My Resume** and **Publish** the resume again for it to upload the changes. Keep in mind that changing a highlight in your profile will change that highlight on all your resumes once you republish them.

6. **Create Additional Resumes:** To create additional resumes, from the My Resume page, click the button on the far right called "**New Resume**". Proceed to arrange the new resume as you did with your default.

7. **Word Format:** The Word Format button on the **My Resume** page is for your own individual use and is not utilized by OCD. To create a Word Format version of your resume, click on the button for Word Format and follow the directions on the following screen to download your resume. It will initially be saved as an ".rtf" or "rich text format" so it is usually helpful to open the file in Word and "Save As" a ".doc" file to avoid errors when emailing.

- **Spell-Check:** One of the most prevalent suggestions we hear is to add a spell-check to the system. However, due to technological difficulties, the easiest way currently is to use the Word Format as a spell-check. Download your resume into Word and conduct a spell-check, keeping track of what errors are found and changed. Fixing them in Word will NOT fix them on the system!! You will then need to go back into your profile and make the appropriate changes.

Additional Resume Etiquette:

- **Paper Choice:** When preparing a hard copy of your resume, select a good quality resume paper. Avoid colors (stick to white/cream), and avoid paper that has a pattern (marbled, speckled, etc...) as this can sometimes interfere if a recruiter chooses to electronically scan your resume.
- **Corporate Presentations:** Should I bring my resume or not? Do bring a copy of your resume if you have one completed.
- **E-mailing Your Resume:** Always send your resume as an attachment—not in the body text of your email—so that it retains the proper formatting. Be sure to title the attachment specifically enough so that the recruiter can recognize it as yours (e.g. instead of "Resume.pdf", save as "JSmithResume.pdf").

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[1] Evening MBA students: your resume will only be visible if you have registered with OCD to utilize on-campus recruiting. See the Evening MBA Services section of iMpact for details.

Street Address • City, STATE ZIP
emailaddress@umich.edu • 999.000.000

EDUCATION	**UNIVERSITY OF MICHIGAN**	**Ann Arbor, MI**

Stephen M. Ross School of Business
Master of Business Administration, May 2005
- Emphases in Corporate Strategy and Finance
- Leader, 2001 MBA Orientation; Member, Advanced Leadership Program
- Selected as Career Counselor by Office of Career Development
- Finalist, 2001 Michigan Consulting Challenge
- Social and Educational chair, Finance Club
- Event Chair, first annual MBA Games

SKIDMORE COLLEGE   **Saratoga Springs, NY**
Bachelor of Arts in Business-Government, April 1999
- Magna Cum Laude, 3.7/4.0 GPA
- Skidmore College in Paris, Spring 1998
- Rookie of the Year, swim team; Advisor, student consulting project

EXPERIENCE
Summer 2004   **HEWLETT-PACKARD CO.**   **Boise, ID**
Financial Analyst
- Conducted cost of quality analysis and examined rising warranty costs, focusing on time-to-market needs versus quality and service.
- Developed strategic recommendations for quality assurance test center, addressing gaps between business strategy, cost allocation model, and internal customer needs.

MAP 2004   **BENEFICIAL FINANCIAL SERVICES CORP.**   **Peapack, NJ**
Business School MAP Consultant
- Formulated methodology and designed metrics to analyze efficiency and effectiveness of software version control process.

2000-2003   **PRUDENTIAL SECURITIES, INC.**   **New York, NY**
Regional Bank Analyst, 2001-2003
- Advised clients and salespeople of imminent investment opportunities.
- Interpreted financial and statistical data on regional banks and banking industry to predict impact on stock recommendations.
- Authored company and industry specific reports for use by clients.
- Created financial models to gauge company performance.

Research Assistant, 2000-2001
- Analyzed industry trends and converted results into client reports.
- Created and updated database of financial and statistical information.
- Forecasted industry trends and their impact on financial institutions.

1999-2000   **KNIGHT-RIDDER, INC.**   **New York, NY**
Analyst
- Researched bond and securities pricing for real-time newswire; built and maintained relationships with pricing sources.
- Analyzed competitors and customer needs to develop new offerings.

ADDITIONAL
- Fluent in French
- Enjoy international travel, outdoor sports, spy novels, and dancing

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NAME

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EDUCATION	**UNIVERSITY OF MICHIGAN**	**Ann Arbor, MI**

Stephen M. Ross School of Business
Master of Business Administration, May 2005
- Emphases in Marketing and Finance
- Candidate for Graduation with High Distinction
- Leader of 5-person, University Consulting Group team

UNIVERSITY OF NORTH CAROLINA   **Chapel Hill, NC**
Master of Arts, History, May 1993
- Master's Thesis: Statistical analysis of European immigration patterns

BROWN UNIVERSITY   **Providence, RI**
Bachelor of Arts, History, May 1993
- Earned Departmental Honors in History (top 15%)
- Member of Men's Varsity Crew Team; ranked 2nd in nation, 1990

EXPERIENCE
Summer 2004   **WILLIAM M. MERCER INC.**   **Chicago, IL**
Summer Associate
- Member of 4-person team contracted to construct performance-based, executive compensation plans for S&P 500 clients.
- Developed valuation models to illustrate the impact of compensation plans on client's financial performance.

MAP 2004   **DETROIT NEWSPAPER AGENCY**   **Detroit, MI**
Business School MAP Consultant
- Revised volume-driven circulation strategy to include profit drivers, resulting in a 16% initial increase in circulation.
- Conducted cost-benefit analysis on all methods of subscriber acquisition.
- Benchmarked circulation department performance to industry standards and made recommendations for improvement.
- Presented strategic and implementation recommendations to senior management.

1998-2003   **RAILS-TO-TRAILS CONSERVANCY**   **Washington, DC**
Research Coordinator
- Provided research support at non-profit, conservation organization that converts abandoned railroad corridors into public trails.
- Designed, developed and managed database that tracks 2,000 rail-trails.
- Wrote "700 Great Rail-Trails", a rail-trail guidebook; 20,000 copies sold.
- Produced "railbanking" report; presented report to U.S. Congress; railbanking renewed with extension of program to pipeline corridors.

1995-1998   **SOUTHERN HISTORICAL COLLECTION**   **Chapel Hill, NC**
Project Manager
- Organized 600,000 manuscripts from 19th century publishing companies.
- Hired and supervised 12-person work team with $150,000 budget.
- Promoted collection by providing on-line access to archival database.

1993-1995   **UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL**   **Chapel Hill, NC**
History Instructor
- Designed daily curriculum and monitored students progress.
- Led research initiative and staff development in effective classroom management techniques.
- Nominated as Teacher of the Year in 1995.

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EDUCATION	**UNIVERSITY OF MICHIGAN**	**Ann Arbor, MI**

Stephen M. Ross School of Business
Master of Business Administration, May 2005
- Emphasis in Finance
- Member, Finance Club, Asian Business Association

STANFORD UNIVERSITY   **Stanford, CA**
Bachelor of Arts, Political Science, May 1996
- Member, Kappa Alpha Order National Fraternity
- Elected representative, University Interfraternity Council

EXPERIENCE
Summer 2004   **SC JOHNSON WAX**   **Racine, WI**
Financial Analyst, Sales and Finance
- Developed P&L spreadsheet model to evaluate financial impact of introducing a new integrated product line.
- Prepared financial analyses to support product costing, pricing, and volume estimation for North American Consumer Products division.
- Contributed as financial liaison to multi-functional development team for 65 SKU product launch with sales of $170 million.

MAP 2004   **CITIBANK N.A**   **Detroit, MI**
Business School Consultant
- Created business plan for website based payment service. Plan was accepted by senior management and used to secure product funding.

2000-2003   **UNITED STATES DEPARTMENT OF STATE**   **Shanghai, China**
Foreign Service Officer
- Served as Vice Consul and Nonimmigrant Visa Unit Chief at American Consulate General Shanghai.
- Managed consular section of American and Chinese employees.
- Collected and accounted for $1.2 million of annual revenues.
- Interviewed visa applicants in Mandarin Chinese.

1997-2000   **DEMOCRATIC NATIONAL COMMITTEE**   **Washington, DC**
Field Representative, 2000
- Coordinated all facets of Montana Gore/Lieberman '00 campaign, including press, advance, fundraising and volunteer recruitment.

Political Education Program Coordinator, 1997-1999
- Managed operations of Political Education Department, including budget.
- Planned, designed and led campaign courses nationwide for Democratic candidates, support staff and activists.
- Increased number of courses from 8 to 27 in three years, enrolling 1000 participants.

Summer 1997   **THE WHITE HOUSE**   **Washington, DC**
Office of Political Affairs Intern
- Served as aide to Special Assistant to the President for Political Affairs.

ADDITIONAL   • Eagle Scout, Boy Scouts of America

EDUCATION	**UNIVERSITY OF MICHIGAN**	**Ann Arbor, MI**

Stephen M. Ross School of Business
Master of Business Administration, May 2005
- Emphases in Corporate Strategy and Finance
- Candidate for Graduation with Distinction
- Elected President of 300 member Consulting Club
- Awarded Merit-based Business School Scholarship
- Finalist, A.T. Kearney Global Prize Competition

OHIO STATE UNIVERSITY   **Columbus, OH**
Fisher College of Business
Bachelor of Science in Business Administration, March 1998
- Graduated cum laude with University Honors in Accounting
- Received Pace Setter Award, highest honor awarded to 2% of class

EXPERIENCE
Summer 2004   **MCKINSEY & COMPANY, INC.**   **Cleveland, OH**
Summer Associate
- Designed improvements to underwriting performance measurement process, identifying premium misclassification losses of $250 million at a $4 billion national auto insurer.
- Developed strategic and tactical plans to achieve transaction excellence in personal lines underwriting, captured measured losses, and increased profit by 6% of direct written premiums.
- Developed business model, competitive analysis, customer segementation and value propositions for a start-up automotive industry B2B exchange.

MAP 2004   **DANA CORPORATION**   **Detroit, MI**
Business School Consultant
- Assessed impact of B2B e-commerce on this $13 billion automotive supplier and presented recommendations to senior management.

2002-2003   **BANC ONE CORPORATION**   **Columbus, OH**
Risk Advisor, Audit- Capital Markets
- Evaluated risk measures, model assumptions, information collection and reporting processes of Funds Management and Treasury.
- Led team that analyzed data integrity of management information systems to initiate and support strategic data warehouse initiatives.
- Conducted suitability review of customer derivatives business that led to restructuring of department, better service, and product quality.
- Prepared market research including financial and competitive analyses used for risk management initiatives.

1998-2002   **ERNST & YOUNG LLP**   **Columbus, OH**
Senior Accountant, Audit
- Managed, planned and led cross-functional teams of up to six professionals on concurrent multiple engagements of up to 2,000 hours.
- Sold project to implement improvements to derivative accounting and reporting system of $20 billion commercial banking client. Designed procedures and led joint client/ E&Y team in project completion.
- Led team projects in an IPO, public debt placements, private equity placements, business mergers and acquisitions and related SEC filings.

ADDITIONAL
- NASD Series 7, General Securities Representative
- Avid golfer, voracious reader and ardent college football fan
- Volunteer tutor for Scarlett Middle School