



# Guide to Writing Resumes, CVs and Cover Letters

Swarthmore College

**CAREER SERVICES**

610.328.8352 Parrish 135 [career@swarthmore.edu](mailto:career@swarthmore.edu)

Drop-in hours weekdays from 1:00-4:30pm for resume and cover letter reviews

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## THE CONTENT

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### TYPICAL CATEGORIES

**IDENTIFICATION:** Begin your resume with your name, telephone number and email address; your LinkedIn address and a mailing address are optional, but you can include your Swarthmore College address if you choose. Make sure you include a telephone number where you can be reached or where messages can be left (and record a professional-sounding voicemail greeting).

**EDUCATION:** As your education may be your biggest accomplishment thus far, it belongs at the top. You may also include scholarships, honors, or awards related to your education.

- **GPA** – Listing your GPA is optional. The Registrar’s official policy is not to provide GPA or class rank but in many cases you will be asked to provide your GPA on an application. You may calculate your GPA on your own and list it on your resume. A general rule is if you have a 3.0 or higher, you may want to include. For more information about GPA and to compute your GPA using a special calculator, visit the Registrar’s website: <http://www.swarthmore.edu/registrar/gpa-calculator>
- **Honors** – Swarthmore does not award Latin honors (e.g. “cum laude”) so don’t include these on your resume. Our designations are highest honors, high honors or honors.
- **Courses** – In your Education section, you can choose to list some of the courses you have taken. These courses should be tailored to the type of position for which you are applying. If you prefer, “Relevant Coursework” can be listed as a separate section on your resume.
- **High School: To list or not to list?** – If including high school shows a geographic familiarity that may be important to the employer, significant honors, or strengthens the representation of yourself, feel free to include it. For most first-years and sophomores, it is appropriate to include high school and to list activities and awards received during that time. Only include data that is relevant, perhaps choosing just highlights. High school info will be left off your resume as you fill it up with college experiences.

**EXPERIENCE:** You can include any of the work that you have done, including full-time, part-time, paid, volunteer, on-campus, off-campus, community service, summer jobs, internships, externships, college projects, independent research, or anything else that required time, effort, or skill. Do not categorize by full time or volunteer work, rather by skill sets such as Leadership or Research. It does not matter where you got the experience, rather the skills you developed during the work. You are presenting what you can do for the next employer.

- **Breaking it down:** When listing your experience, select a category title that matches the type of job for which you are applying. For example, someone interested in teaching would have a “Teaching Experience” section that would include teaching and tutoring. Guide your reader to see the skills you have that show you can do the job. Title sections by skill sets. You can use titles specific to your background and goals:

Communications Experience   Editorial Experience   Leadership Experience   Research Experience  
Engineering Experience   Public Relations   Marketing Experience   Non-Profit Experience

- **Not all of your experience needs to be included on your resume.** Communicate experiences that are relevant to your goal but try not to have unexplained gaps in time between positions.

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## OPTIONAL CATEGORIES

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**PROFESSIONAL AFFILIATIONS:** If you belong to professional organizations (either as a student or regular member) or hold professional certificates or licenses, a section on professional affiliations may be useful. Include membership, offices held, and work done for the organization.

**PUBLICATIONS:** If you have published any articles, social media content or books, particularly if they relate to the work you are seeking, include a section on publications. Use a standard citation format. Pending publications may also be included. This is a category that is appropriate in a CV.

**INTERESTS, SKILLS, ACTIVITIES:** These sections can highlight particular skills, show a breadth of interests, show your personal characteristics, act as an icebreaker in an interview, and provide common ground between you and the interviewer. These sections will be different for every person, depending on background.

**Skills:** Special skills such as technical, knowledge of languages, computers, public speaking, artistic ability, and any "extras" that may enhance your qualifications for a position

**Activities:** Usually groups with which you are involved, leadership roles, and volunteer positions, either in or out of college

**Interests:** Usually individual longer-term interests such as music, travel, chess, athletics, reading science fiction

**Before adding any of the above optional categories, ask yourself: *do they add value to my resume?***

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## CATEGORIES TO AVOID

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**Location Preferences and Availability Dates:** These issues are best addressed during the interviewing process. If an employer requests this information as part of an application packet, you should discuss these issues in your cover letter (not in your resume).

**Salary Requirements:** Discussing salary in a job application is unwise. One way to address salary requirements is to add a line to your cover letter such as "My salary requirements are negotiable." If the employer will not accept applications without a stated salary requirement, talk to a staff member and visit the salary section of our website: <http://www.swarthmore.edu/career-services/salary-information> We can help you find the median salary for the type of position and suggest an appropriate range to list.

**Personal Information:** Use good judgment in supplying personal data. Unless the requested information meets bona fide occupational requirements, is relevant to your objectives, or will otherwise help you in obtaining a job, you are not required to include it, by U.S. law. If you are applying for positions outside the U.S., this information may be an expected and accepted practice in job recruitment.

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## ORGANIZATION of CONTENT

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When developing your resume and describing your experiences, focus on:

- Your **highest level of responsibility** in the position – limit your description of mundane tasks and instead describe interesting projects or ways you took initiative.
- **Transferable skills that can be used across industries.** These are skills such as leadership or communication. They have value and add to your skills set as a candidate.
- **Accomplishments** – emphasize ways you made a difference, took initiative, and how your role contributed to the larger goals of the group or organization. Quantify if possible.

Three main considerations in developing a resume are content, order, and layout:

**Content:** Assess your interests, skills, competencies, and experiences in light of the career field you seek to enter. In doing this you will make decisions as to what to include and what not to include.

**Order:** The format you choose makes a statement about the importance and relevance of your experiences for the desired position. Entries that appear first and/or take up significant space are perceived as more important than other entries – this should influence your arrangement of items.

**Layout:** You want your resume to be well laid out, understandable, clear, organized, and above all, inviting to read. Employers look over resumes quickly; therefore, you want your qualifications to jump off the page. Your goal is to organize the resume to maximize its clarity, focus, and impact.

- Use a 10-12 point font in a style like Arial, Calibri, Geneva, Helvetica or Times New Roman.
- Margins – Try to keep about 1” on all sides of the document, but edit to make your resume one page!
- Be consistent – If you put a heading in bold, make sure to put all of your headings in bold, etc.

**Hyperlinks:** You may create hyperlinks on your resume to online versions of projects (for example: published articles, graphic design samples or reports), a website showcasing your work, your LinkedIn profile and your email address.

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## WRITING STYLE

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Resume language does not follow all the rules of English grammar. Do not write in complete sentences and do not use pronouns, as the subject of your resume is you. Write short, concise, positive, and descriptive phrases about your experiences. Make sure that every item on your resume is presented in the same order and you are consistent in your use of tenses, punctuation, and grammar.

**Tenses:** Be consistent in the tense you use to describe your work. Usually jobs are described in the past tense, active voice (for example, “Coordinated campus event on social justice”). If you are currently working in a position, it is appropriate to use the present tense in describing your responsibilities.

**Punctuation:** Some people follow their job titles with a comma and then the place of employment, while others use a period or a dash. Whatever you use, follow the same form throughout your resume.

**Skill language:** Using action words (e.g., active verbs, adverbs, numbers, statistics, and results) when describing your experiences will aid you in maximizing the impact of your descriptions and creating an active, positive representation of your experience.

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## PUTTING IT ALL TOGETHER

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### *General Guidelines*

- You are writing a list of accomplishments, not a job description
- Use present tense for jobs/positions you still currently hold; use past tense otherwise
- If your job title and employer are not readily recognizable, use a bullet point to further describe your role and/or the employer
- Quantify where possible
- Contextualize processes (e.g. how many team members, to whom you reported)
- Specify tools (e.g. computer programs, statistical methods, etc.) utilized where possible
- Make comparisons where relevant (e.g. your proposal was allocated a budget of X increase over previous year’s budget)
- Describe the final outcome of your accomplishment where relevant, even if you are not present for its fruition (e.g. your consolidation of all the files allowed the lab scientists to more readily access information in the research of X)

### *Sample Descriptions*

- **Analyzed 13** competitor companies in **Excel** using **basic accounting methods**
  - [Action verb] and [quantified product], with information on [what tools] you used, both in terms of a computer program and in terms of utilizing your accounting skills
- Presented analysis to **Finance Department**, which used the data to **help build company’s growth strategy**
  - Often contextualization does not fit in one line only, so the first bullet point is further described by the second bullet point above. Here your [action] is contextualized by the [target audience] of the thing that you accomplished, and also the [final outcome] of that accomplishment, even if you yourself didn’t execute the final outcome!
- Lead team-building activities with the **other seven members of the Executive Board, drawing from leadership workshops attended previously**
  - Your accomplishments are achieved by the skills you have, and you acquired those skills somewhere. This bullet point not only [contextualizes activity with number involved] but also [explains source of skills]. Note that this is in present tense, for a current job.
- Secured position through the **Awesome Person Fellowship, given to 100 students nationwide who demonstrate leadership in social action**
  - Bullets to further describe your role can be the first bullet point under the job title, but not necessarily. Here you have described [how] you got the position and [how great you are because only 100 students get it!] and [for what reason you got it]
- Answered calls **for Director of office, ensuring efficient and accurate communication of messages**
  - Yes, sometimes you will have to embellish your function a little bit. But even in this instance, you aren’t just answering calls at a desk, you’re answering calls [for an ultimate purpose] – which is not lying, either. No lying!
- Coordinated **five events in a week for Heritage Week, meeting with administration to ensure space reservation and adequate publicity**
  - Quantifying doesn’t just mean raw numbers, but what statisticians would call efficiency numbers too. [How many things in how much time] is conveyed here, plus what exactly “coordinated” means; often the initial action verb needs a bit more description, which in this case means [coordinated with administration for space and advertising]

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## FEDERAL RESUMES

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Federal resumes are generally lengthier than their private sector counterparts, and can range from one to five pages. Applicants can upload an existing resume or create their resumes with the USAJOBS Resume Builder, on the USAJobs.gov website, by completing the questions in the template. Applicants are asked to submit all required information and the answers must be highly structured with specific data. Be advised that excluding this information may mean that the resume will not be considered.

When filling out a Profile, the information must be specific. In the education section, specify the major subjects and the total credits earned for each diploma/degree awarded. If your education does not meet the qualifications, work experience may be an appropriate substitute. Make sure to mention language proficiencies and work/educational experiences abroad if applicable. Related qualifications and concrete examples of their similarity to the job listing (e.g. using SPSS to analyze data), along with listings of memberships and awards can also strengthen your resume.

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## ALUMNI RESUMES

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The alumni resume still follows the same rules as a student resume. Make sure you put it all together, highlighting skills, accomplishments and ultimate levels of responsibility. You can be creative in how you showcase your talents, but it should still be professional and easily read. A *Professional Highlights* or *Qualifications Summary* section at the beginning of your resume will help guide the reader through your career path. These are short, dynamic, descriptive sentences that give an enticing beginning to your resume. For example: *20 years of financial services experience* or *Strong communication and management skills*.

Now that you have professional work experience, it is time to pick and choose from your experiences to make the best targeted resume you can. That means not every experience or accomplishment is going to add value to your resume. The ultimate goal is to communicate the skill sets for your desired job. Even the most seasoned professional can have a concise resume that emphasizes skills for a potential position.

Career changers or those coming back to the workforce after time off may find that they need to emphasize skill sets more than work history. This functional approach to resume writing emphasizes the skill sets that the desired job will require. A work or project history can be added in the resume to show where the skills were acquired. Make sure to identify your transferable skills and know your desired industry's keywords. You want to make these fit together. If you are returning to the workforce, include any volunteer work done during your paid work hiatus.

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## TECHNICAL RESUMES

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General Guidelines:

- Focus on results and impact, listing metrics that measure impact rather than long job descriptions
- Add LinkedIn and GitHub links to heading of resume; also include any open-source project links
- Register the domain of any personal website with GoDaddy.com so it won't expire
- Make sure any embedded links in the resume are functional

Education Section:

- List key courses, including Discrete Math, Data Structures, Algorithms, Advanced Algorithms, Databases, Machine Learning, Artificial Intelligence, Distributed Systems, Linear Algebra, Vector Calculus and other math classes
- Include important projects and group research you have completed in your courses; can include under Education or in a separate Projects section
- Can include prizes won at hackathons in an Awards section within Education (or separate section)
- Can include Coursera and other education outside Swarthmore in subsection of Education after Swarthmore degree

Technical Skills:

- List immediately after Education in its own section; can include foreign languages
- List object-oriented programming languages (e.g. Java, JavaScript, C++, C, C#, Python, Swift) in order of proficiency from most proficient to least proficient
- Indicate level of proficiency, e.g. Proficient in Java; Familiar with Python
- Be ready to conduct your interview in any of the languages you've indicated you're proficient in; you don't need to be proficient in every language on your resume, but know at least one well

Experience Section:

- Showcase your academic research, open-source projects (e.g. *Contributed x line of code to y open-source project* and include a GitHub link), mobile app & web development, hackathons/coding competitions, leadership in student groups, participation in programs like Google Summer of Code
- Publications, presentations, papers and patents are great to include but not needed if you don't have
- First bullet under an experience is typically your thesis statement, i.e. what you did
- Next bullets describe your impact, quantified if possible; your impact indicates that without you, this wouldn't have happened, e.g. *I accomplished x by doing y, measured by z*

**Use the following list of ACTION VERBS to help generate  
ways to list your experiences on your resume.  
Original List from “The Damn Good Resume Guide”**

<i>Management</i>	<i>Technical</i>	<i>Research</i>	<i>Teaching</i>
administered	assembled	clarified	adapted
analyzed	built	collected	advised
assigned	calculated	critiqued	clarified
attained	computed	diagnosed	coached
chaired	designed	evaluated	communicated
contracted	devised	examined	coordinated
delegated	engineered	extracted	demystified
developed	fabricated	identified	developed
directed	maintained	inspected	enabled
evaluated	operated	interpreted	encouraged
executed	overhauled	interviewed	evaluated
improved	programmed	investigated	explained
increased	remodeled	organized	facilitated
organized	repaired	reviewed	guided
oversaw	solved	summarized	informed
planned	upgraded	surveyed	instructed
prioritized		systematized	mentored
produced	<i>Financial</i>		persuaded
recommended	administered	<i>Creative</i>	set goals
reviewed	allocated	acted	stimulated
scheduled	analyzed	conceptualized	trained
strengthened	appraised	created	
	audited	customized	<i>Communication</i>
<i>Administrative</i>	balanced	designed	addressed
approved	budgeted	developed	arbitrated
arranged	calculated	directed	arranged
catalogued	computed	established	authored
classified	developed	fashioned	collaborated
compiled	forecasted	founded	convinced
dispatched	managed	illustrated	corresponded
executed	marketed	initiated	developed
generated	projected	integrated	directed
implemented	researched	introduced	drafted
inspected		invented	edited
monitored	<i>Helping</i>	originated	enlisted
operated	assessed	performed	formulated
organized	assisted	planned	influenced
prepared	clarified	revitalized	interpreted
processed	coached	shaped	lectured
purchased	counseled		mediated
recorded	demonstrated	<i>Accomplishment</i>	moderated
retrieved	diagnosed	achieved	negotiated
screened	educated	expanded	persuaded
specified	expedited	improved	promoted
tabulated	facilitated	pioneered	publicized
validated	familiarized	reduced (losses)	reconciled
	guided	resolved	spoke
	motivated	restored	translated
	rehabilitated	spearheaded	wrote
	represented	transformed	

Understanding the relationship between a liberal arts education and the world of work may provide you with valuable insight as you consider the purpose and focus of your resume. Mary J. Hicks, Stephen Koller, and Nancy Tellett-Royce, in *Liberal Arts Students and Their Skills*, list the following skills that liberal arts students may develop as a result of personal experience and a liberal arts education.

**Design and Planning**

- Initiating projects or ideas
- Identifying problems and needs
- Making and keeping schedules
- Identifying priorities, parameters, and alternative courses of action
- Setting realistic goals
- Implementing ideas
- Visualizing spatial relationships
- Illustrating, displaying, and creating two- and three- dimensional images
- Following through with a plan or decision
- Managing time, energy, and resources effectively
- Predicting and evaluating future trends and patterns

**Management/Leadership**

- Using tact, diplomacy, and discretion
- Interacting effectively with others
- Motivating and leading others
- Accepting and learning from negative feedback
- Maintaining group cooperation
- Organizing people and tasks to achieve specific goals
- Identifying critical issues and making decisions quickly and accurately
- Identifying people who can contribute to a task or the solution of a problem
- Analyzing the behavior of self and others
- Making commitments and following through
- Keeping a group on track and moving toward a common goal

**Information Management**

- Sorting data and objects; Cataloging information
- Compiling and selecting information
- Manipulating information using expertise in a specific body of knowledge
- Understanding and using organizing principles
- Evaluating information against appropriate standards

**Research and Investigation**

- Mediating, negotiating, and taking risks
- Using a variety of sources of information
- Applying appropriate methods to test the validity of data
- Designing an experiment, plan, or model that systematically defines a problem
- Identifying information sources appropriate to special needs or problems
- Formulating questions to clarify a particular problem or issue
- Analyzing the interrelationship of events and ideas from several perspectives
- Using systems-analysis and lab techniques

**Interpersonal/Communication**

- Speaking effectively to individuals and groups
- Using media formats to present ideas creatively and effectively
- Using argumentation techniques to persuade
- Teaching a skill, concept, or principle to others
- Describing objects or events factually
- Demonstrating premises and reasoning to their conclusions
- Interviewing
- Coordinating or directing others in a group presentation or performance
- Writing factual material clearly and concisely
- Translating written materials
- Critiquing, editing, and proofreading
- Using creative writing techniques

**Human Relations**

- Listening objectively
- Expressing needs, wants, opinions, and feelings without violating others' rights
- Communicating value judgments effectively
- Understanding the feelings of others

A **resume** is an advertisement of who you are in terms of your competencies, accomplishments, and future capabilities. The purpose of a resume is to motivate an employer to interview you. It should work in unison with a cover letter to emphasize your strengths and document your skills.

**Resumes** are appropriate to submit for most positions in fields like business and public service. A resume must have a clean, concise, organized, and professional appearance. It should be easy to scan and key information should stand out. A resume should be **one page** - a general rule to follow is no more than one page for every ten years of experience.

In the U.S., a **curriculum vitae** (or CV, vita, vitae) is a summary of the relevant information from your educational and work experience and is usually required for positions within an academic setting (i.e., research, teaching assistant, lab manager). The CV has a similar format to a resume but includes additional categories which reflect academic experiences related to the position. CVs tend to be longer than resumes since they can include categories such as publications, presentations, and more. You should organize the format of your CV by placing the most relevant categories first.

In other countries, a CV is very similar to a traditional resume and organizations from various fields request them. **International CVs** tend to list information that U.S. employers are legally not allowed to ask candidates, such as marital status, date of birth, and more. International CVs also tend to be a few pages rather than the standard one page U.S. resume. Be sure to check out *GoinGlobal.com* and books in the Career Library with international CV examples.

### CREATING A CURRICULUM VITAE

**If you are applying to graduate school or for an academic position (for example, a research assistant), a CV may be a more appropriate document than a resume.** Even if a graduate school does not specifically ask for a CV, you can submit one with your other application materials. As noted earlier, a CV lists more academic information and tends to be longer than one page. For a current student, two pages is sufficient.

**Category Titles:** In addition to traditional categories like Education and Experience, CVs can contain numerous other categories so make sure to choose ones that best highlight your work. Here are some examples of CV categories:

Publications	Presentations & Lectures	Committee Appointments
Honors & Awards	Professional Associations	Research Interests
Teaching Experience	Community Service	Foreign Study
Research Experience	Licensure	Grants

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## COVER LETTERS

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A cover letter is a tool that is used to introduce yourself to potential employers, showing **how your skills meet their job needs**. A well-written cover letter connects your qualifications to a specific job with a prospective employer. Keep in mind that your cover letter will be looked upon as a sample of the quality of your writing as well. **NOTE: You CANNOT write a generic cover letter to send to all companies. They must be written specifically addressing the employer's job description.**

There are certain characteristics that are common to all types of cover letters. Each effective cover letter:

- 1) is personalized and written to serve a specific purpose
- 2) directs the reader's attention to the depth of your experiences as they relate to the organization and the job at hand
- 3) opens lines of communication between the writer and the recipient
- 4) has a positive tone

**FORMAT:** They should be concise, one page, with relatively short paragraphs. This letter includes the format you have used for most papers: introduction | body | conclusion.

**Intro:** This shows how excited you are about this position and working for this particular organization. Indicate that you know something specific about their organization and industry. Mention how you learned of the opportunity and if you happen to have a connection to the organization, such as an alum or recent grad who works there. Then indicate what you'll be talking about in the body of the letter, meaning your specific skills that meet their needs. This paragraph should answer the question: **why them?**

**Body:** The body is one mid-size or 2-3 small paragraphs addressing qualifications found in their job description. Each paragraph addresses a specific job qualification. You'll give examples of where you developed the skills that meet their needs. For example, if they are looking for someone with excellent quantitative skills write about where you developed your quant skills in class and on a job or doing research. You are showing them that you have what it takes to do their job. These paragraphs should answer the question: **why you?**

**Conclusion:** Reiterate how your education and experience are a fit for the job. Tell them you look forward to discussing the job and your background further and thank them for their time and consideration.

Letters should be addressed to an individual using the correct title or full name: Dear Senator Gray, Dear Dr. Black, Dear Ms. White, or Dear Amber Green.

(Your address followed by the date)

Ms. Amber Green, District Attorney  
District Attorney's Office  
City of Philadelphia  
Philadelphia, PA 19013

Dear Ms. Green:

(Your address followed by the date)

Mr. Akshay Black, Vice President of Marketing  
DLJ Marketing Consultants  
One Plaza Place  
New York, NY 10090

Dear Akshay Black:

**Writing Style and Focus:** Effective cover letters utilize business language, the hallmarks of which are concreteness, clarity, and conciseness. Some specific points to remember are:

- 1) **Demonstrate your interest in their organization.** Rather than saying "I am interested in the legal field because I think it is intellectually stimulating," explain why you want to work **specifically** for that organization.
- 2) **Keep your sentences short and use the active voice.**

- 3) **Use descriptive and strong words.** "As a consulting intern with -----, I developed effective research and analytical skills as well as the ability to meet deadlines under pressure."
- 4) **Use short paragraphs**, especially at the beginning and end of the letters. Generally a cover letter will have no more than three or four paragraphs with three to seven sentences in each. Usually the first and last paragraphs are shorter than those in the middle.
- 5) **Give specific, concrete examples that relate to their job requirements.**

I have had a long-standing interest in creative writing and have written several plays that have been produced by theater groups here at Swarthmore. I am both proud and pleased that they received rave reviews from the campus newspaper. One play, "Swarthmore Vice," was deemed the most innovative, irreverent review of campus life this decade! In addition, I have gained broad exposure to film-making from working as a Production Assistant for PennVisions, a local company that produces promotional videos for area businesses.

- 6) **Focus on how you meet their needs** rather than on what the employer has to offer you.

### *How to Match Your Cover Letter to the Job Description*

#### **Sample Job Description:**

##### **Council on Foreign Relations: Research Associate, Asia Studies**

The Council's Studies Program is one of the country's largest foreign policy think tanks with a widely respected and influential research staff. The Studies Program's aim is to advance the discussion of American foreign policy and international affairs through its writing, publications and public outreach.

##### **Major responsibilities for the Research Associate include:**

- Researching specific areas as requested by the Fellow. Tracking news and data sources on China's economic and political developments, as well as issues related to U.S.-China relations, energy and environment, and Asian regional security concerns.
- Assisting with writing assignments, including articles, book chapters, presentations, research briefs, and business writing
- Managing budgets, including preparing budgets and tracking monthly statements, monitoring grant information, and preparing vouchers for reimbursement
- Coordinating events, including arranging mailings, preparing invitations, travel arrangements, scheduling, corresponding with speakers and presiders, helping to prepare background papers and materials for distribution, and providing other logistical support
- Providing administrative support to the Fellow, including answering telephones, arranging travel for speaking engagements, handling correspondence, filing, and responding to requests for info

##### **Preferred Qualifications:**

- BA in international relations or Asia studies; strong command of Mandarin (reading)
- Excellent English language verbal and written communication skills
- Strong research, proofreading, and editing skills
- Proficiency in MS Word, Excel and Email, including advanced functions such as mail merge
- Strong organizational skills, attention to detail, and ability to work under tight deadlines
- 1-2 years related internship, administrative and/or research experience

## Matching Cover Letter:

April 25, 2020

Mr. Jeffrey Jones, Recruiting Manager  
Council on Foreign Relations  
58 East 68th Street  
New York, NY 10065

Dear Mr. Jones:

I write to apply for the Research Associate position in the Asia Studies program at the Council on Foreign Relations (CFR). I have read and cited many publications by the program director Dr. Elizabeth Economy. With a profound interest in the Chinese political economy and US-China relations, I believe that working as a Research Associate in CFR's Asia Studies program would be a very rewarding next step.

My research and writing experiences have thoroughly prepared me for the research that is central to this position. As a political science and environmental studies student in the Honors Program at Swarthmore College, I am skilled at conducting research using various kinds of digital databases as well as written texts. For an honors seminar on comparative Chinese politics, I wrote a research paper on China's state interests and historical lessons as shaping forces of Chinese foreign policy. This piece of work has been accepted for publication by both the *Journal of Undergraduate International Studies* at the University of Wisconsin-Madison and the Sigma Iota Rho *Journal of International Relations* at the University of Pennsylvania.

During my research internship with the Foreign Policy In Focus (FPIF) program at the Institute for Policy Studies (IPS), I worked on several security-related research projects that involved research in digital databases and libraries, interviewing scholars and journalists, and attending relevant policy events in order to produce reports on U.S.-Australia joint military facilities in Australia, Taiwan's military spending, and U.S. bases in Japan. My work on these projects acquainted me with aspects of conducting research in a professional environment; it spurred my interest in working at a research-oriented think tank.

Organizing workshops, speaker events, and conferences has sharpened my organization, communications, and interpersonal skills. During my 2018 summer internship with the US-China Energy Cooperation Program in Beijing, I acted as a liaison among the U.S. agencies and their Chinese counterparts in organizing two U.S.-China high-level energy forums in Beijing. I not only gained more insight into Sino-American government relations and large-scale event planning from this experience, but also improved my ability to multi-task, prioritize and re-prioritize my tasks constantly, and to pay close attention to details. This experience bore fruit in my subsequent internship with the Think Tanks and Civil Societies Program. Program Director James McGann appointed me to head the Program's China project. As the project lead, I used my knowledge of conference planning to work with other team members to put together a full agenda of a conference on Chinese think tanks in Beijing in October 2019.

My research, writing, organization, and administrative experiences have prepared me for the responsibilities of a Research Associate at CFR. With a keen interest in the Asia-Pacific region and China in particular, I believe that working at CFR will be a truly enriching and growth-filled next step before starting my graduate school education in government or international relations. In the meantime, I hope to contribute my previous research and event management experiences to the research and administrative work at CFR. Thank you very much for your consideration; I look forward to hearing from you soon.

Sincerely,  
**Alice Paul**  
Alice Paul

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## REFERENCES

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Type your references on a **separate sheet of paper** with your resume header (name and contact information) at the top. **You will present the references when asked, but you need not note this on the resume.** See the end of this handout for an example of a reference list.

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## SUBMITTING AN APPLICATION

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- Make sure the subject line of your email is specific (for example, Applicant for Assistant Editor Position) rather than vague or blank. If the employer specifies a preference about how they would like to receive electronic files, follow their wishes. If no preference is indicated, attach your resume as a .pdf.
- When submitting a cover letter, either paste it into the body of an email (remove the address/date section at the top and start with Dear Mr./Ms. <name here> or attach the letter. If you choose to attach the letter, write a brief email that describes why you are writing and what's attached. Here is an example:

Dear Ms. Jones:

I am writing to apply for the Assistant Editor position recently posted on your website. This May, I will graduate from Swarthmore College with a B.A. in English and I have had several editorial internships. I have attached a cover letter and resume providing more details about my experience. Thank you and I hope to speak with you soon.

- Send a few practice emails to yourself and friends with your resume or CV attached. This allows you to make changes and to ensure that employers view your document exactly as you created it.

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## THANK YOU NOTES/LETTERS

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Follow-up thank-you emails should be sent to **each** interviewer within 24 hours, thanking them for their time and consideration. Try to reference a key point of the interview conversation to remind them of your specific qualifications. All follow-up thank-you letters should be short, concise, and positive. Use a format similar to a cover letter (person's address, Dear Mr./Ms/ X., etc.). Here is an example:

Thank you very much for interviewing me yesterday for the Analyst position. I enjoyed meeting you and learning more about your organization. Our conversation about the impact of new financial modeling theories further heightened my interest in the position.

Through my experience and education, I have developed skills that will enable me to make a strong contribution to your organization as an Analyst. I am particularly interested in applying my financial modeling experience gained during my summer internship at XYZ Bank. Please let me know if you would like me to provide any additional information about my background. Again, thank you for the interview and I look forward to speaking with you soon.

Your thank-you note also provides an opportunity to mention something specific you learned about the organization or something about your background you forgot to share in the interview. Personalizing the letter and demonstrating your enthusiasm and sincere interest in the position will make you stand out as a candidate.

***The following pages contain sample resumes and cover letters.  
Feel free to follow any of these examples in creating your own resume and/or cover letter.***

# Frank Firstyear

*College Address* • Swarthmore College • 500 College Avenue • Swarthmore, PA 19081 • (610) 555-5555  
*Permanent Address* • 1234 Winding Way • Atlanta, GA • ffirsty1@swarthmore.edu

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## Education

**Swarthmore College**, Swarthmore, PA

Candidate for Bachelor of Arts with anticipated majors in Religion and Philosophy, May 2023

**Penncrest High School**, Atlanta, GA

Graduated with high honors, June 2019      GPA: 3.5

## Experience

**Tour Guide**, Swarthmore College Admissions Office, Swarthmore, PA      September 2019 – present

- Lead guided tours for prospective students and families visiting campus
- Quickly develop a strong rapport with tour members to gauge their interests and tailor the tour accordingly
- Successfully balance a rigorous academic course load while working 15 hours per week

**Private Piano Teacher**, Smith Valley Music Program, Atlanta, GA      July 2017 – July 2019

- Taught beginner and intermediate lessons to 5 students on a weekly basis
- Initiated, organized and launched an annual piano recital for students to showcase their accomplishments for family and friends; developed related fundraising campaign successful in generating \$25,000 in scholarships

## Activities and Awards

**Participant**, Tri-College Institute at Swarthmore College, Swarthmore, PA      August 2019

- Selected as one of thirty student participants in a week-long discourse on diversity and inclusion
- Attended seminars on Race, Class and Gender and led discussions within small groups

**Captain**, Penncrest Science Team, Atlanta, GA      September 2017 – June 2019

- Led the team to place in the top two of the East Coast Science League
- Organized weekly meetings and practice schedule for competitions

**Member**, Penncrest Varsity Soccer Team, Atlanta, GA      September 2016 – June 2019

- Managed 30+ hours per week of practice, training and competition with part-time employment and a full academic course load
- Have played soccer since age 5, developing focus, discipline and determination to achieve personal and team goals as well as the ability to collaborate and contribute effectively as a team member
- Team won first place in the state championship, 2019

## Skills and Interests

**Computer:** Proficient in social media and MS Excel, PowerPoint, and Word

**Languages:** Fluent in Spanish; basic knowledge of Russian

**Interests and Activities:** a capella group, Debate Society, traveling, video game design and development

# Janelle Wharton

500 College Avenue, Swarthmore PA 19081  
jwharto1@swarthmore.edu (610) 328-8352

## Education

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Swarthmore College, Swarthmore PA

Bachelor of Arts in Psychology, May 2022 Overall GPA: 3.4, Psychology GPA: 3.6

John Jay High School, New York, NY International Baccalaureate Diploma, May 2018

- Valedictorian. GPA: 4.0/4.0
- National Merit Scholar and Presidential Scholar Semifinalist
- SAT: Verbal: 800 Math: 770 Writing: 720

## Research Experience

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Developmental Economics, Swarthmore College, Swarthmore, PA Jan. 2020-present

- Perform regressions of GDP data on several different poverty indicators for 25 countries using STATA.
- Write scripts in STATA to change variables and perform a series of multivariable regressions to provide quantitative evidence for a critique of an academic research paper.

Educational Psychology, Swarthmore College, Swarthmore, PA Sept. 2019-Dec. 2019

- Evaluated the effectiveness of the Gateways Program (an alternative classroom in Radnor, PA) and recommended improvements to improve educational outcomes.
- Collected data by surveying and interviewing over 40 students. Coded qualitative data for analysis.
- Used SPSS to perform statistical analyses of data and develop graphics.
- Prepared a 60-page written report of findings; wrote and presented a summary for school board.

Research Assistant, Biology Department, Swarthmore College, Swarthmore, PA June 2019-Aug. 2019

- Analyzed impact of pesticides on soil bacteria with applications for agribusiness.
- Designed experimental protocols, performed experiments, analyzed data in Microsoft Excel.
- Prepared charts, graphs, a written analysis, and a poster of findings and presented conclusions at a research conference.

Intern, Ion Field Systems, Wilmington, DE June 2018-Aug. 2018

- Served as an assistant at a scientific instrumentation start-up company.
- Performed experiments to optimize the company's product, wrote reports on findings and presented results to marketing and scientific representatives and the venture capitalist funding the company.
- Analyzed whether it was cost-effective for the lab to get new equipment.
- Honed ability to work on multiple projects at once; had the opportunity to help make decisions to optimize the performance of a small company.

## Additional Experience and Campus Leadership

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Education/Youth Policy Extern, CommunicationWorks, LLC. Washington, DC January 2020

- Completed project assignments and represented the organization at media events.
- Shadowed senior staff and participated in informational meetings with clients and other policymakers.

Member, Muslim Students Association, Swarthmore College Aug. 2018-present

- Established partnership with Muslim Student Associations at two other local colleges.
- Organized large-scale campus events for Muslim holidays.

Web Design Intern, Black Cultural Center, Swarthmore College Oct.-Dec. 2019

- Redeveloped and maintained the webpage of the Black Cultural Center.

# Antônio José Parrish

College Address: 500 College Avenue, Swarthmore PA USA 19081

Phone: 555-222-6121

E-mail: antoni0@gmail.net

## Education

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**Swarthmore College**, Swarthmore, PA

B.A. in Computer Science and Economics, May 2021      GPA: 3.85

**Relevant Coursework:** Data Structures and Algorithms\*, Structure and Interpretation of Computer Languages\*, Econometrics, Single and Multi-Variable Calculus, Honors Linear Algebra, Discrete Mathematics (\* denotes lab component)

## Internships

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**Summer Analyst, Credit Suisse, New York, NY**

June-Aug. 2019

- Worked in both the Fixed Income Structuring and Investment Banking Divisions.
- Participated in the full process of structuring a deal in the Indonesian oleochemical industry, from initial client conference to research, analysis and documentation.
- Compiled a comprehensive structured credit derivatives products presentation template.

**Financial Analysis Intern, CDL Engineering Firm, Brasilia, Brazil**

June-Aug. 2017

- Prepared spreadsheets with bidding proposals for electric systems of large infrastructure projects, including bridges, subways and highways.
- Helped budget raw material costs, engineers' and workers' wages, taxes, profit, etc. and presented reports for these projects.

**Credit Intern, Banco Safra (Safra Group), Brasilia, Brazil**

Dec. 2017-Jan. 2018

- Conducted credit analysis, reporting overdue fees in mortgage financing and car leasing.

## Economics Research

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**Wharton Business School/ Leonard Davis Institute of Health Economics**

Summer Undergraduate Research Program, Philadelphia, PA

May-Aug. 2018

Worked full-time on two health economics research projects:

- ⤴ Variation in Physician Treatment Styles for Pelvic Organ Prolapse with Andrew Epstein, Ph.D. Determined the variability in choice of procedure between physicians and verified the existence of styles of treatment in Pelvic Organ Prolapse. Co-author of manuscript published in the *Journal of Healthcare Economics*. Performed extensive analysis on STATA, including several econometric tests. (<http://www.youtube.com/watch?v=iQ-tQktIDfw&feature=youtu.be>) (2 minute clip)
- ⤴ Designing a Patient-Centered EMS System: Barriers and Opportunities with Brendan Carr, MD. Examined how EMS systems could be redesigned to decrease volume of Emergency Department patients and increase industry profits. Gave presentation to a committee of the Department of Health and Human Services in Washington, D.C. Wrote a policy brief explaining issue. (<http://www.youtube.com/watch?v=PdhFgdxNtbo&feature=youtu.be>) (2 minute clip)

## Technical Proficiency

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- ⤴ Programming Languages: Python, C++, Scheme/Racket, Javascript, OCaml, HTML, Ruby, Visual Basic
- ⤴ Member of Swarthmore's ACM Programming Competition Team
- ⤴ Systems/Software: Microsoft Word, Excel, PowerPoint, Access; Visual Basic; ArcGIS; STATA; Mathematica; Unix/Linux; Microsoft Windows; Apple Mac OS X
- ⤴ Top Programming Projects: Browser with search functionality for CS Department pages, Scheme language interpreter

## Language Mastery

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**English:** Fluent, first language; **Portuguese:** Fluent, first language; **French:** Fluent, equivalent of 9 semesters of studies – Alliance Française Brasília; **German:** Proficient; certified by Goethe-Institut; **Spanish:** Working knowledge

# SHUAN PEI SENIOR

500 College Avenue, Swarthmore, PA 19081  
ssenior5@gmail.net (555) 560-8888 citizenship - USA

## Education

**Swarthmore College**, *Swarthmore, PA*

Bachelor of Arts: Honors Major in Economics, Honors Minor in Political Science, May 2020 GPA: 3.25/4.0

Relevant Coursework: Econometrics; Data Analysis and Visualization; Financial Accounting; International Economics

**International School of Beijing**, *Beijing, People's Republic of China*

International Baccalaureate Diploma, June 2016

SAT: Verbal: 700 Math: 770 Writing: 750

## Experience

Business Analyst, **Office of Corporate Development, Tiny Telecom Corp.**, *Shanghai, P.R.C.* June 2019 – Aug. 2019

- Reported to Chief Strategy Officer of a broadband access multinational corporation
- Conducted valuation analysis, in Excel, of target companies for M&A due diligence using accounting methods
- Researched status of various industry developments, including global 5G rollout plans, based on industry reports
- Assembled Excel database of 11 competitors, both local (e.g. OEM Corp.) and multinational (e.g. Global Tech)
- Helped deliver, as part of CSO's team, presentation on company's growth strategy to CEO and the Board

Research Assistant, **Swarthmore College Dept. of Economics**, *Swarthmore, PA* Aug. 2018 – May 2018

- Selected, with 3 other students, by Prof. Joe Economics to conduct research in the field of international economics
- Researched statistics from World Trade Organization on emerging market-to-LDCs trade patterns
- Created graphs and tables in Excel to depict the discrepancies in regional trade patterns

Extern, **The Boutique Consulting Firm**, *Boston, MA* Jan. 2019

- Shadowed Swarthmore alum at a corporate strategy consulting firm as part of week-long externship program
- Helped market-size the pharmaceutical industry by making cold calls; part of due diligence work for PE firm

Intern, **Economics, Energy, and Business Affairs, U.S. Department of State**, *Washington, D.C.* June 2017 – Aug. 2017

- Completed in conjunction with an International Leadership Foundation (ILF) fellowship
- Led collection process of all domestic clean energy corporations documentation; created central database in Excel
- Helped assess potential for streamlining processes by cataloging chain-of-command procedures

## Leadership

President, **Swarthmore Asian Organization**, *Swarthmore, PA* Jan. 2018 – Jan. 2019

- Wrote proposal for group budget; won 15.6% increase on previous year's allocation from Student Budget Committee
- Liaised between students, faculty, and Philadelphia groups to foster Asian Pacific American (APA) relationships
- Managed \$5,000 budget for APA Heritage Month and coordinated execution of 12 events in 30 days
- Led team-building and organizational meetings with other 12 members of executive board

Columnist/Opinions Editor, **The Phoenix, Swarthmore College**, *Swarthmore, PA* Jan. 2017 – Jan 2018

- Supervised content of Opinions section for only print newspaper on campus, managing 4 columnists per semester
- Wrote biweekly column as columnist, "International Love," focusing on international affairs
- Facilitated discussion for and wrote the weekly Staff Editorial
- Helped design and lay out section pages using QuarkXPress

## Publications

**"Building the Capacities of Selected LDCs to Upgrade and Diversify their Fish Exports"**

**Report for the United Nations Conference on Trade and Development**

- Co-author with Professor Stephen S. Golub – the paper includes case studies on the fisheries sector in Bangladesh, Cambodia, Comoros, Sierra Leone and Uganda

## Skills and Interests

**Computer:** QuarkXPress; DataDesk; STATA; Python; C++; Microsoft Office (Word, Excel, Access, PowerPoint)

**Languages:** Fluent in English, Mandarin, and Cantonese

## EDUCATION

### Swarthmore College Swarthmore, PA

Bachelor of Arts in Computer Science & Economics (GPA: 3.5) May 2020

*Honors & Awards:* Ron Brown Scholar, Philip Evans Scholar, and Ronald McDonald Scholar

*Relevant Coursework:* Data Structures and Algorithms, Software Engineering, Artificial Intelligence, Computer Security, Compilers, Single-Variable Calculus, Statistical Modeling, Linear Algebra, and Discrete Math

## RELEVANT TECHNICAL SKILLS

**Languages:** English (Native), Spanish (Basic), C, C++, Python, x86, OCaml, JavaScript, Java, HTML/CSS, Stata, and R

**Web & Mobile:** Node.js (React, React Native, Redux, OAuth 2.0), JQuery, AJAX, and Bootstrap

**Data Analysis:** ggplot, sklearn, pyplot, numpy, and pandas

**Technologies:** Windows, Linux, Excel, GitHub, MongoDB, TensorFlow, and LaTeX

## RELEVANT SUMMER EXPERIENCES

**Horizons School of Technology** (a MERN stack development boot camp) | *Fellow*  
Summer 2019

- Implemented several **MERN** stack applications during daily, collaborative coding exercises
- Assisted peers with debugging and conceptual understanding of system level knowledge and algorithms

**First National Bank of Omaha** (a mid-sized commercial bank) | *Project Management Intern*  
Summer 2018

- Researched banking preferences of millennials in the area and wrote business case for a product to meet their preferences
- Designed fronted wireframe for a millennial-focused mobile banking and financial assistant app

## TECH PROJECTS

**Campfire** *Technology used:* Node.js (Hapi, pg, Pug), React, Redux, Firebase and Heroku | *Winter 2019 - present*

- Utilized **Hapi**, **Heroku**, and **Postgres** to develop a web app to centralize information about local events
- Created fronted initially using **Google Map's Javascript API** and **Pug** templates
- Increased app performance by converting the app to a single page app using **React**, **Redux**, and **Firebase**
- Designed and integrated REST API for IOS app written in **Swift**

**Live Class** *Technology used:* Express, Heroku, React, and Redux | *Summer 2018*

- Created livestreaming classroom **MERN** stack web app
- Implemented livestreaming feature using **YouTube's Livestreaming API**

**Rattlesnake** *Technology used:* OCaml and C++ | *Spring 2018*

- Built a computer for a functional language that supports three primitive value types, first-class functions, TCO, and closures
- Used **C++** to handle garbage collection, system calls, and linkage

## LEADERSHIP

### Co-President, Swarthmore African American Association

- Elected to represent African American students to Swarthmore's students and staff
- Organized multiple school wide events and weekly meetings, increasing the number of attendees from the previous year

### Tech Chair, National Society of Black Engineers

# ASHLEY CHEN

achen1@swarthmore.edu ■ 610.328.8352 ■ linkedin.com/in/ashleyrchen1

## EDUCATION

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**Swarthmore College**, BA in Neuroscience & Economics    *May 2022 (Expected)*  
GPA: 3.48/4.00    ACT Composite: 35/36

## EXPERIENCE

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**CareX Incorporated**, Philadelphia, PA    *Jun. 2019 – Aug. 2019*

*Product Management Intern*

- Built and sensitized a financial model for a new technology partner program by researching key revenue and cost components through interviews across functional groups
- Identified pain points surrounding UI design, usability, and feature set through conversations with end users, and presented findings to UX and product management teams
- Designed and implemented a web analytics tool for the UX team to track user adoption, usage habits, and preferences across verticals
- Investigated potential IoT, conversational UI, and machine learning applications within the existing enterprise product suite

**Perrin Associates**, Charleston, SC    *May 2018 – Aug. 2018*

*Summer Research Intern*

- Conducted market research and competitive analyses for higher education institutions focused on global strategy and the expansion of program offerings
- Analyzed survey data using SPSS and developed reports published by *The Chronicle of Higher Education*
- Performed detailed analysis of over 20 lost RFP bids, and presented findings and recommendations in a company-wide meeting in front of C-Suite executives

## LEADERSHIP

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**Admissions Office, Swarthmore College**    *Aug. 2019 – Present*

*Senior Admissions Fellow*

- Conduct formal interviews with over 100 prospective students, and produce detailed written evaluations and recommendations for an applicant's admissions file
- Represent Swarthmore College publicly, and deliver hour-long presentations at campus information sessions to prospective students and their families

**Dean's Office, Swarthmore College**    *Aug. 2019 - Present*

*Student Academic Mentor*

- Design and coordinate academic workshops to help students build skills necessary for academic success at Swarthmore
- Collaborate with Resident Assistants to support, advise, and advocate for over 200 dormitory residents

## SKILLS AND INTERESTS

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**Languages:** English (Native), Chinese (Native)

**Technical Skills:** Excel, SPSS, Google Analytics, R, Python, STATA

**Activities:** Varsity Swimming, TOPSoccer Volunteer, Water Polo Club

**Interests:** Museums, Snowboarding, Tennis

# MARY LYON

805 Harvard Avenue · Swarthmore, PA 19081 · mlyon1@swarthmore.edu · (222) 333-4444

## EDUCATION

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*Swarthmore College*, Swarthmore, PA

Bachelor of Arts in English Literature and History, May 2021

*Relevant Coursework:* Contemporary Women's Poetry, Labor & Urban History, Introduction to Education, Victorian Literature & Culture, Writing Pedagogy

## EDITORIAL EXPERIENCE

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*Writing Associate, Writing Center*, Swarthmore, PA

September 2018 – present

- ❖ Assist student writers in the prewriting, drafting, and revision of written course assignments; support Intro to Education course and walk-ins at the Writing Center
- ❖ During one-on-one sessions, provide writers with honest, constructive feedback; engage writers in dynamic conversations to troubleshoot and cooperatively develop a plan for drafting or revising
- ❖ Engage the writer's personal perspective, style, and goals; develop brainstorming, drafting, and revising techniques according to the particular needs of each writer
- ❖ Volunteer as a writing mentor for associated program at the College Access Center

*Jr. Technical Writer, Bowhead Systems Management*, Patuxent River, MD

May 2019 – July 2019

- ❖ Consulted with Navy flight test personnel to correctly classify and revise flight test reports
- ❖ Followed and implemented rhetorical and stylistic rules of government's publication guide

*Writing Mentor, College Access Center*, Chester, PA

January 2019 – May 2019

- ❖ Coordinated with fellow writing associates and the staff of the CAC to design lesson plans and lead after-school classes for high school students on writing for the SAT and college applications
- ❖ Instructed students on writing techniques, from grammar to brainstorming to drafting to revising
- ❖ Developed the individual skills and interests of students during one-on-one discussions in class; encouraged students to write creatively and from their own experiences and feelings

## MANAGEMENT EXPERIENCE

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*Researcher & Program Manager, Early Novels Database*, Philadelphia, PA

June 2018 – August 2018

- ❖ Managed the collection and organization of large sets of bibliographic metadata from collection at UPenn library; inputted data into research database; created and updated electronic tracking sheet
- ❖ Coordinated and directed the day-to-day activities and progress of fellow student researchers across two libraries in Philadelphia using electronic media such as Skype and Gchat; checked in daily with program director to discuss and troubleshoot progress
- ❖ Conceptualized and implemented platforms for internally and publicly sharing END's progress and content; created Google account to generate and maintain shared content among team members; created and edited content for END's WordPress, Tumblr, and Twitter accounts
- ❖ Assisted program director and library staff in training of new researchers

# Maria McCabe

Permanent Address • 5256 Smithbridge Road • Minneapolis, MN 55410 • mmccabe1@swarthmore.edu • (555) 555-5555

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## Education

**Swarthmore College**, Swarthmore, PA

- BA, May 2020. Major: Honors Political Science, Minor: Honors Chinese. GPA: 3.63/4.0.

**CET: China's Globalization** Shanghai, People's Republic of China

- Semester abroad, Fall 2018. GPA: 4.0/4.0
- Coursework in Chinese language, contemporary Chinese politics, and the history of Shanghai.

## Internships

**Policy Intern, National Security Network**, Washington, DC

June–August 2019

*Communications and advocacy organization that works with experts to develop progressive national security solutions*

- Researched quotes and background info on foreign policy topics for inclusion in NSN Daily Update, a daily policy brief sent to over 800 scholars and policymakers.
- Prepared digests of quotes from commentators, politicians and news sources on current affairs.
- Participated in Congressional conference call briefings on Russia, Africa and North Korea.
- Researched, wrote blog posts on Bagram detention facility, Iraqi Palestinian refugees and the Congo.
- Copy-edited NSN Daily Update, posted it to mailing lists, NSN website and NSN blog.
- Created intern guide, with step-by-step illustrated instructions for intern tasks. Trained new interns.

**Intern, Shanghai Academy of Social Sciences**, Shanghai, People's Republic of China

September–  
December 2018

*Second-ranked think tank in the People's Republic of China*

- Researched and wrote a paper on scenarios for succession in the Democratic People's Republic of Korea, and implications for peninsular stability and the six-party talks.
- Worked closely with the Vice President of the SASS Institute of Asia Pacific Studies, Dr. Liu Ming.
- Attended the 3<sup>rd</sup> World Forum on China Studies, hosted by SASS and welcoming over 400 scholars.
- Provided editing services for SASS staff, checking for grammar, spelling and usage in English-language materials, including Dr. Liu's latest paper on a China-South Korea Free Trade Agreement.

**Intern, Office of United States Senator Amy Klobuchar**, Minneapolis, MN

June–August 2018

- Worked with constituent advocacy staff to manage over 175 cases in Medicare, Social Security, OWCP and the postal service. Helped lower caseload in those areas by 1/3.
- Made calls to constituents and agencies, and wrote letters to go out under the Senator's signature. Independently worked several cases from start to finish.
- Coordinated a service project for the office with Feed My Starving Children, preparing enough food aid to feed 17 children in the Philippines for a year.
- Answered phones, assisted constituents with requests and helped handle administrative duties.

## Activities

**Reporter, Darfur Radio Project**, Swarthmore, PA

*Student-run monthly radio broadcast that seeks to give listeners a balanced, in-depth analysis of the violence in Sudan, 2017-2018*

- Researched the political, social and economic conditions in Sudan. Conducted telephone and in-person interviews with experts on the issues to include in radio pieces. Topics included: life in refugee camps, Sudanese weddings, arrest of UN journalist Lubna Hussein, female combatants.
- Used ProTools to prepare short radio pieces on topics related to Sudan or Darfur.
- Helped prepare 2018-2019 budget, drafted 2018 yearly report and request for future funding.
- Program has received national attention through a Reuters PRNewswire Press release, my appearance on Air America's *The Lionel Show*, and guest posts on the Enough Project's blog.

**Swarthmore College Advisory Council to the Dean**, Swarthmore, PA

*Appointed as student representative to this committee, Fall 2016-Spring 2017*

- Acted as a sounding board, providing advice to deans of the college on various student life issues including alcohol use on campus and diversity.

# Julia Ariana Carrera

E: jcarerr1@swarthmore.edu C: +1 610 328 8352 LinkedIn: [www.linkedin.com/in/jcarerra](http://www.linkedin.com/in/jcarerra)

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## EDUCATION

**Swarthmore College**, BA in Linguistics and Art History, *Swarthmore, PA*, GPA: 3.15 May 2020  
Philip Evans Scholarship; 1 of 6 scholars selected based on superior achievements and leadership.

## MARKETING EXPERIENCE

**Search Engine Optimization and Market Analyst**, ((305)) Fitness, *New York, NY* Summer 2019

- Project managed SEO initiatives using Google Analytics; collected dimension and metrics data to create strategies to promote web traffic by analyzing CTRs and audience demographics; created blog; updated web content
- Generated KPI reports based on service types, class capacities, time slots, and average revenue
- Created scheduling models for two new locations using client behavior data

**Merchandising and Styling Intern**, Albright Downstairs, *New York, NY* Spring 2019

- Devised sales plans on case to case basis according to client's needs, sales history, budget, and current trends

**Buying and Marketing Intern**, Center for Traditional Textiles of Cusco, *Cusco, Peru* Summer 2018

- Volunteered in the buying office for organization which worked with 10 weaving communities to provide skill building, market development, and financial support for weavers
- Assisted in managing 3 gift shops, sought opportunities for possible markets, and maintained inventories

**Fashion Marketing and Sales Intern**, G-Lish Fashions, *New York, NY* Summer & Winter 2017

- Executed sales and negotiated with regional and international buyers, editors, and distributors; maintained a showroom; shipped samples to factories; approved samples; and worked tradeshow
- Analyzed sales history, retailers in target market, and regional fashion trends to forecast sales

## PROJECT MANAGEMENT EXPERIENCE

**Production Assistant**, Barkley Kalpak Agency, *New York, NY* Spring 2019

- Created corporate events and meetings with team from drawing board to execution; brainstormed event ideas; created PowerPoint presentations for event proposals; sourced event furniture and supplies; researched corporation branding
- Updated event schedules and learned Excel for accounting purposes in order to track event budgets and expenses

**Coordinator**, Trash 2 Treasures, *Swarthmore, PA* Spring 2018

- Organized end-of-year sale of student-donated clothing, electronics, and office supplies with student team; managed and recruited volunteers; advertised sale; maintained inventory of donations; raised a record \$28,000 for United Way

**Assistant Editor and Columnist**, The Phoenix, *Swarthmore, PA* 2017 - 2018

- Edited articles, managed, and advised 13 writers, and designed page layouts while serving on the editors' board for Swarthmore College's newspaper; simultaneously wrote three columns

**Co-Director**, Fashion Forward, Benefit Fashion Show and Auction, *Swarthmore, PA* 2016 - 2017

- Led team to contact over 500 retailers for donations, gathered volunteers, and supervised the event's execution

## CAMPUS LEADERSHIP

**Finance Director**, The Crumb Cafe, Student-Run Cafe Fall 2018 – Present

- Built and maintained a \$40,000 budget; adjusted menu in order to create a greater profit; analyzed and projected expenses

**Founder and Instructor**, RAGE Fitness 2017 - Present

- Organized, publicized, and instructed bi-weekly cardio dance workout classes for students

## LANGUAGE AND COMPUTER SKILLS

- Fluent in Spanish
- Intermediate Japanese
- ArcGIS
- Microsoft Excel
- Adobe Photoshop, InDesign, Illustrator
- Google Analytics

# Kandice Kohlberg

500 College Avenue Swarthmore PA 19081  
(610) 328-8352 | kkohlbe1@swarthmore.edu

## EDUCATION

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### Swarthmore College

Swarthmore, PA

*Bachelor of Arts in Honors Economics and Educational Studies with minor in Statistics*

May 2022

- **GPA:** 3.46 / 4.00; **SAT:** 2290
- **Relevant Coursework:** Financial Economics (in progress), Financial Accounting (in progress), Intermediate Macroeconomics, Intermediate Microeconomics (currently a Teaching Assistant), Emerging Market Economies: the BRICS 1900-2020, Probability and Mathematical Statistics, Multivariable Calculus, Linear Algebra

## PROFESSIONAL EXPERIENCE

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### Sword, Rowe & Company

Princeton, NJ

*Investment Banking Intern*

Jun 2019 – Aug 2019

- Supported boutique investment banking team during due diligence phase of buy-side M&A advisory engagement and contributed to several capital raising projects ranging from \$50-200 million
- Compiled financial data and industry research and conducted trading comparables valuation analysis used in investment memo for Virgo Investment Group's purchase of Millennium Entertainment
- Conducted extensive research on competitive landscape and trends in investment banking; presented data and strategic recommendations to CEO and Managing Directors
- Populated internal databases with financial information for Sword Rowe's recent investment banking deals and lists of potential investors; drafted presentations for potential investors in private equity and hedge funds

### University of Chicago Booth School of Business

Chicago, IL

*Research Assistant for Dr. Eric Zwick, Assistant Professor of Finance*

Jun 2018 – Aug 2018

- Conducted research for two studies:
  - a) Analysis of how student loans affect homeownership rates for people between the ages of 25-35; used data and Excel to calculate the homeownership rates for people between the ages of 25-35 in every US zip code
  - b) Analysis of how land speculation affects housing prices in China

## LEADERSHIP EXPERIENCE

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### Swarthmore College

Swarthmore, PA

*Writing Associate*

Sep 2019 – Present

- Selected from pool of over 80 candidates to be one of 24 writing associates, helping students to develop as writers
- Helped senior political science thesis writer improve the argument, structure, organization and style of her thesis through weekly one-on-one conferences

### Swarthmore College

Swarthmore, PA

*Student Academic Mentor*

Aug 2019 – Present

- Serve as orientation leader; assist freshmen with transition to academic and social environment in college
- Act as residential hall leader and liaison with faculty and deans; help residents develop time management and organizational skills, study strategies and other key academic skills

### Let's Get Ready

Swarthmore, PA

*Math Head Coach*

Feb 2017 – Present

- Act as mentor and leader for other math coaches within organization that provides free SAT tutoring and college counseling to low-income students in the local area
- Identified opportunity to improve curriculum; then developed and implemented changes to curriculum that deemphasized lecturing and incorporated more creative approaches to engaging students, leading to dramatic increases in students' scores

## SKILLS, ACTIVITIES & INTERESTS

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**Languages:** Conversational Proficiency in Mandarin Chinese

**Technical Skills:** Python, C++, LaTeX, R

# Michael Matchbox

38 Jones Road • Basking Ridge, NJ 07920  
Swarthmore College • 500 College Ave. • Swarthmore, PA 19081  
610-328-8352 • [mmatchb1@swarthmore.edu](mailto:mmatchb1@swarthmore.edu)

## Education

### Swarthmore College

Class of 2021

Candidate for Bachelor of Arts in Political Science and Statistics. GPA: 3.45/4.0

*Relevant Courses:* Stochastic Modeling, Honors Several Variable Calculus, Statistical Methods

## Experience

### Swarthmore College Student Budget Committee, Manager

2019-Current

- Evaluated funding requests, determined allocations, and managed administration of the Student Activities Budget, a \$540,000 account for 120 campus organizations
- Introduced mid year budget review and negotiated reduction in reserves with administration, together freeing up \$25,000 to fund supplemental requests
- Launched program of consulting with student groups to develop and refine funding requests pre-submission to increase likelihood of approval and to streamline budgeting process
- Communicated the role of SBC and improved transparency through newspaper articles, updating our website and social media presence, and all-campus presentations
- Hired, trained, and oversaw three assistant managers

### Professor Ayse Kaya, Swarthmore College Political Science Dept, Research Assistant

2018-Current

- Developed and implemented research plan for collaborative paper for publication focused on the relationship between environmental aid and geostrategic concerns
- Supported the professor's research through multivariate regression analysis, topic modeling, and graphical presentation of data using RStudio and Excel

### Congressman Albio Sires, Congressional Intern, Washington, DC

Summer 2019

- Developed an Excel database to track incoming constituent mail and e-mail by town and issue in order to optimize relevance of targeted responses to concerns in the district
- Authored a reference manual for updating this Excel database of constituent inquiries to serve future staffers and interns
- Analyzed briefings and composed memos assessing relevant information for the staff to be utilized in policy recommendations for the Congressman

### World Information Transfer, Communications Intern

Summer 2018

- Authored comprehensive reports on weekly United Nations policy meetings for the Vice Chair of the organization, summarizing delegate and expert testimony
- Utilized data from each report, composed articles for the monthly newsletter, *World Ecology Report*, circulated to environmental experts worldwide

## Leadership

### Model UN, Head Delegate

2017-Current

- Lead Swarthmore College Model UN team at nationwide conferences
- Doubled club membership to 20 students by creating monthly crisis simulation

### BCA-mart, Co-founder and Chief Marketing Officer

2015-2017

- Founded and operated school store with five student team
- Quadrupled year two profit via social marketing, promotions, and streamlined operations
- Demonstrated critical thinking and troubleshooting when supplier went out of business, quickly implementing contingencies to maintain day-to-day operations
- Recruited and trained successor to ensure continuity of leadership

# Carter Eldridge

College Address: Swarthmore College · 500 College Avenue · Swarthmore, PA · 19081 · (610) 328-8352

Permanent Address: 123 Anapamu Street · Santa Barbara, CA · 90832 · celdrid1@swarthmore.edu

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## EDUCATION

**Swarthmore College** - Swarthmore, PA

B.S. in Engineering (ME/EE focus) and Biology Minor, May 2020 (GPA: 3.43)

- Tau Beta Pi National Engineering Honor Society member
- Recipient of Martin S. Kapp Award, Society of Military Engineers (2017-2018)

## RESEARCH AND DESIGN PROJECTS

**Sensor Design (Fall 2019)** - Swarthmore, PA

- Currently developing an interferometric sensor capable of measuring self bending and torsion of a four-core optical fiber; upon completion of implementing the sensor system it will be evaluated for potential applications in atomic force microscopy

**Materials Testing (Spring 2019)** - Swarthmore, PA

- Developed test procedures for determining the Young's Modulus for fused silica optical fibers
- Explored the effects of fiber coating and speed of load application
- Designed and fabricated test fixtures for tension tests

**Biomechanics (Fall 2018)** – Swarthmore, PA

- Investigated the relative strengths of cactus joints, areole-spine junctions, and gripping forces induced by spine surfaces as they relate to primary reproductive strategies
- Developed test procedures for testing joint and tensile strength

## EXPERIENCE

**Signal Processing Analyst - OptaDesign Inc** (June-August, 2019) - Cambridge, MA

- Developed and presented algorithms and testing procedures for sensor calibration on a fiber optic based distributed acoustic sensing system
- Reported weekly on project updates and submitted two final manuscripts describing high-level functionality and implementation of calibration algorithms
- Performed field testing on calibration algorithms and managed field experiments
- Supervised GPS surveys for ground truth data

**iOS Application Developer - engIN Inc.** (May-August, 2018) – San Francisco, CA

- Collaborated with development team on application development
- Redesigned and shipped “Big Words” application to Apple’s App Store

## ACTIVITIES and LEADERSHIP

**Captain, Swarthmore College Varsity Baseball - Swarthmore College** (2017-2019) - Swarthmore, PA

- Assisted coaches in managing the pitching staff; developed younger players by studying mechanics and game planning against opposing teams

**Chief Financial Officer, 180 Degrees Consulting - Swarthmore College** (2018-2019) - Swarthmore, PA

- Managed the organization’s annual budget and ran the fall fundraising campaign
- Raised the highest level of fundraising in the organization’s history through corporate sponsorships and a local advertising campaign

## SKILLS AND INTERESTS

- **Biology and Chemistry:** Genotyping/PCR, microscope dissection, titrations
- **Computer:** Extensive Matlab experience, C/C++, Cocoa (iOS), Python, Solidworks, MS Office, Unix
- **Engineering:** Milling machine and lathe operation, solder, strain gage installation, multimeter use

# Eric Ashton

500 College Avenue, Swarthmore PA 19081 [eamshon1@swarthmore.edu](mailto:eamshon1@swarthmore.edu) (610) 328-8352

## Education

Swarthmore College, Swarthmore PA  
Bachelor of Arts, Special Major in Chemistry and Education, May 2020 GPA: 3.0

Relevant Coursework: Urban Education; Special Education; Educational Psychology; Adolescence  
Honors and Awards: Richard Rubin Scholar, 2018-present; Swarthmore College Chemistry and Biochemistry Department Service Award, 2019; National Merit Scholar, 2016

## Teaching Experience

Tutor, Dare 2 Soar Program, Chester, PA (January 2019 — present)

*Dare 2 Soar is an academic support program that was founded by Swarthmore College students seeking to help students in the under-resourced Chester-Upland school district.*

Tutor elementary and middle school students in subjects including literacy, algebra, and science at the local YWCA. Collaborate with teachers to reinforce lesson plans and help the teachers and students achieve classroom objectives. Administer placement exams to assess student grade level and then develop learning goals to bolster achievement.

Science for Kids Helper, Swarthmore College, Swarthmore, PA (June 2019-July 2019)

Mentored two ten year old girls in a science summer camp run by the college chemistry department. Helped them perform experiments, discovered creative ways to explain scientific concepts, and designed new experiments for them when they were curious about a particular topic.

Science Instructor, Stetser Elementary, Chester, PA (Spring 2019)

*Stetser is part of the Chester-Upland school district, a school district of greatest need in Pennsylvania.*

Developed curriculum to introduce 6th grade students to the investigative properties of science. As member of a three person team, went into the classroom twice a week to provide demonstrations of science projects and review science vocabulary, literature and knowledge with students. Developed lessons to address curricular deficiencies and to engage students who were curious about the natural world and were eager to learn but lacked the resources.

## Leadership

Resident Assistant, Swarthmore College, Swarthmore, PA (August 2018-present)

Serve as a residential advisor and counselor for a hall of thirty six students. Provide conflict resolution and educational programming for residents. Intervene in crisis situations; ensure the dorm is secure and that residents follow safety precautions. Honed effective communication skills and an ability to work on multiple projects while managing residential issues.

Student Academic Mentor, Swarthmore College, Swarthmore, PA (August 2019-present)

Serve as a residential academic mentor for a dorm with eighty students. Help students with course and major selection and organize study break activities. Support students who are having trouble adjusting to college or are struggling academically, encourage students to take advantage of college resources, and collaborate with administrators to help students. Developed an ability to manage time effectively, making helping people and finishing work a priority.

**JAKE GOODWELL**

Permanent Address: 1616 Lowley Court, Goodtown, MT 17003 • Cell: (555) 000-2900

College Address: 500 College Ave., Swarthmore, PA 19081 • Email: [jgood@gmail.net](mailto:jgood@gmail.net)

**EDUCATION**

**Swarthmore College** – Swarthmore, PA

B.A. with a major in Biology and Pre-med curriculum, May 2021

GPA: 3.2; SAT: 790 Math, 680 Verbal

**RESEARCH EXPERIENCE**

**Biomechanics**, *Independent Researcher, Swarthmore College*

1/2019 - Present

Investigating the mechanical properties of sea urchins and how specific predators exploit their defenses. Currently examining the forces necessary for an urchin spine or test to fail using an Instron tensometer. Research will provide evolutionary insights into how structural characteristics have developed to provide locomotion.

**Evolutionary Biology**, *Dr. Colin Purrington, Swarthmore College*

9/2019 - 12/2019

Conducted research on the collective interactions of twining plants, receiving funding from Sigma Xi Scientific Research Society. Data suggested that plants in a group environment offer advantageous support to their overall growth. Candidate for Sigma Xi induction in Spring 2020 and will present research at Sigma Xi Student Research Symposium in April.

**Physiology**, *Dr. Anca Dobrain, Eastern Virginia Medical School, Norfolk, VA*

6/2019 – 8/2019

Conducted research on the cellular and molecular mechanisms involved in atherosclerosis using diet-induced and genetically-induced mouse model. Investigated the role of t-cell function in adipose fat tissue and stained for adipocyte presence and size in mouse spleens. Current findings are still under investigation. The ultimate goal of our studies is to better understand the key mechanisms associated with obesity hypertension and find new molecular targets for an efficient treatment.

**Perceptual Psychology**, *Dr. Frank Durgin, Swarthmore College*

6/2018 - 8/2018

Conducted research on space perception in the real world and in virtual-reality, including a variety of egocentric and exocentric distances judgments, simulated and actual walking distance task, and enhanced scale perception tasks. Led to the publication of two journal articles. Ultimately, this will lead to a better understanding of how people perceive and think about space. Received funding from Sigma Xi Scientific Research Society.

**LAB EXPERIENCE****Developmental Biology**

- Immunohistochemistry, confocal microscopy, chick embryo isolation and monitoring chick embryo development.

**Organic Chemistry**

- Synthesis, purification, and analysis of simple organic compounds. Instrumentation involved FTIR spectroscopy, NMR spectroscopy, refractometry.
- Used computer modeling of molecular orbitals in conjugated polymers.

**Genetics**

- PCR, tetrad analysis in the Fungus *Sordaria fimicola*, 3 point mapping in *Drosophila melanogaster*, an analysis of human chromosome abnormalities and in-depth study of primary literature.

**Neurobiology**

- Immunocytochemistry, confocal microscopy, electrophysiology training (intracellular and extracellular recordings). Instrumentation includes components of electrophysiology rig, such as digital storage oscilloscope, stimulator, neuroprobe amplifier, differential AC amplifier, and digital oscilloscope.

**Biochemistry**

- Assessed the stability, purity, total protein concentration and molecular mass of myoglobin.
- Separated unknown protein mixtures into basic components using Ion Exchange and Size exclusion Chromatography.
- Explored the effects of temperature, pH, and other inhibitors on the enzymes kinetics in Beta-Galactosidase.
- Investigated the effects of various chloride salts on the rate and quality of crystallization.

**LAB TECHNIQUES**

Chromatography: Ion Exchange, Size Exclusion, Thin Layer, Column, Gas  
 Extraction NMR/IR Spectroscopy  
 SDS-PAGE Distillation  
 Crystallization SEM  
 Western Blot Filtration  
 Bradford Assay Melting/Boiling Point Identification

**AWARDS AND HONORS**

- **Massey Scholar Fellowship** (2019) – \$10,000 in financial aid awarded to current student who exhibits a passion for Biology
- **Science Excellence award** (2018) – 1 of 3 students selected as recipient by faculty within the Biology Department.

**EXTRA-CURRICULAR ACTIVITIES AND COMMUNITY SERVICE**

**Hospital Exposure, Pre-medical Volunteer** – Philadelphia area, PA **1/2017 – 1/2019**

- Witnessed various surgical procedures in the operating room at Taylor Hospital
- Assisted physicians with post operative patients in the neurosurgery unit at UPenn Hospital
- Externed with pediatrician in office setting, free clinic and maternity ward at Delaware Memorial Hospital
- Observed physicians and nurses in emergency room at Montgomery Hospital

**Swarthmore Varsity Soccer, Player and Captain** – Swarthmore College **8/2017 – Present**

- Captain team: organize practices, coordinate team meetings, liaison between coaches and players
- Received First team All-America honor during junior year: first Swarthmore player since 1957
- Garnered All Conference honors sophomore and junior years and selected to the All-Sportsmanship team
- Led team to conference championship, NCAA Sweet 16, and most wins in a season during junior year

**Alumni Relations Representative, Member** – Swarthmore College **9/2018 – Present**

- Pioneered new program to reconnect Swarthmore alumni with the current college community
- Shared personal college experiences at local retirement homes
- Increased alumni association membership by 33% through marketing and outreach efforts to fellow alumni

**Student Athletic Advisory Committee, Member** – Swarthmore College **9/2018 – Present**

- Led discussions about student-athlete issues and concerns on campus
- Generated increased community involvement in Swarthmore athletics through newsletters and advertising
- Organized canned food drive for Bernardine Center to assist low income Chester residents

**Coach and Personal Soccer trainer** – Swarthmore College **11/2018 – 5/2019**

- Coordinated youth soccer clinic to raise funds for the Genocide Intervention Network
- Developed weekly practices and specific workout regiments for under-13 boys club team
- Personally trained middle school soccer players during weekly individualized sessions on soccer fundamentals

**Baseball Camp Counselor, Group leader** – Methacton High School **8/2014 – 6/2017**

- Supervised intra-squad baseball games for 12-13 year old age group
- Provided batting, fielding, and base-running instruction to entire camp

Permanent Address: 123 James Street, Apt. 52E, New York, NY 10003  
College Address: 500 College Ave., Swarthmore, PA 19081

Phone: (610) 328-8352  
Email: kkemp1@swarthmore.edu

**EDUCATION**

**Swarthmore College**, Swarthmore, PA

B.A. with a major in Biology and minor in Psychology, May 2020    GPA: 3.4

**HONORS and AWARDS**

- NSF REU / Blinks / BEACON Internship at Friday Harbor Laboratories, University of Washington, **Summer 2019**
- Swarthmore Meinkoth Field Funds for summer research in marine biology and biomechanics, **Summer 2019**
- Induction in Sigma Xi Honors Research Society, **Spring 2019**
- Howard Hughes Medical Institute Grant to support summer research, **Summer 2018**
- National Merit Scholarship, **Spring 2016**

**PUBLICATIONS and PRESENTATIONS**

*Poster*

**Winter 2020**

Kemp, K.A. & Hardy, E.R. Sediment properties and the burrowing abilities of two species of lugworm in False Bay, WA. The Society for Integrative and Comparative Biology, San Francisco, CA. (Also published in Friday Harbor Laboratories Library, University of Washington, 2019, presented at Friday Harbor Laboratories, 2019, and presented as a poster at the Sigma Xi Poster Session, Swarthmore College, 2019)

*Poster*

**Summer 2018**

Srinivasan, U. & Kemp, K. The role of executive function in children's language comprehension and production. 42<sup>nd</sup> Annual Meeting of the Jean Piaget Society, Toronto, Canada. (Also presented as a poster at the Sigma Xi Poster Session, Swarthmore College, 2018)

**RESEARCH EXPERIENCE****Burrowing and Sediment Mechanics**

**5/2019 – 8/2019**

**Friday Harbor Laboratories, University of Washington, Friday Harbor, WA**

**REU conducted with Dr. Ellen Hardy**

- Applied new laboratory findings about burrowing techniques to understand animal distribution in the field
- Examined relationships between material properties and grain size composition of sediment, distribution of *Abarenicola*, and worm burrowing success
- Collaboratively designed experiment, collected data in the field and laboratory, and carried out data analysis
- Designed new research technique to test material properties of sediment in the field
- Findings suggest each species lives in sediment with distinct material properties and grain size distributions, and burrowing abilities may limit the distribution of one species

**Biomechanics Project on Effect of Light on *Cassiopea* Behavior**

**3/2019 – 5/2019**

**Department of Biology, Swarthmore College, Swarthmore, PA**

**Independent Research, advised by Dr. Ellen Hardy**

- Measured changes in pulsating rate of the upside-down jellyfish *Cassiopea* at different lights and temperatures to examine the function of bell movement, incorporating published models of fluid movement around *Cassiopea*
- Worked collaboratively with an engineering student to design experiment, carry out research, and analyze and interpret results
- Findings suggest that pulsating increases with higher light and temperature, possibly removing toxic byproducts of photosynthesis, and that flow patterns produced at different pulsating rates may correspond to distinct functions
- Research for double-credit honors seminar in biomechanics that culminated in a paper and presentation for the class

**Executive Function and Language Acquisition in Children**

**6/2018 – 8/2018**

**Department of Psychology, Swarthmore College, Swarthmore, PA**

**Conducted with Dr. Udit Srinivasan**

- Investigated language acquisition, comparing the role of executive function in production and comprehension
- Collaboratively designed testing procedure and computer program for testing; tested adult and child participants

**RELEVANT COURSE and LAB EXPERIENCE****Biomechanics** – Swarthmore College

Spring 2019

- Learned engineering basics and application to biological questions
- Became familiar with relevant instrumentation including tensometer, flow tank, and methods of measuring flow

**Evolution** – Swarthmore College

Fall 2018

- Designed three experiments expanding on class exercises: Examining evolution in bacterial strains through antibacterial resistance, creating molecular and morphological phylogenies, and examining speciation through pre- and postzygotic isolation using behavioral measures

**Developmental Biology** – Swarthmore College

Spring 2018

- Dissected chick embryos throughout development, which required precise motor control and an understanding of developmental stages; examined and manipulated development of sea urchin and zebra fish embryos

**Invertebrate Biology** – Swarthmore College

Spring 2017

- Focused on examinations of functional morphology in fossils and living organisms
- Supplemented morphological examinations in the laboratory with field observations of species

**Cell Biology** – Swarthmore College

Spring 2017

- Learned a variety of lab techniques, including:
  - SDS-PAGE and Western blot
  - PCR
  - Agarose gel electrophoresis
  - Staining and confocal analysis

**Organic Chemistry and General Chemistry** – Swarthmore College

Spring 2017, 2018

- Learned a variety of lab techniques, including:
  - NMR/IR Spectroscopy
  - Chromatography: Column, Thin Layer, Gas
  - UV Spectrophotometry
  - Crystallization
  - Extraction
  - Melting/Boiling Point Identification

**Relevant Coursework in Math and Physics**

- Earned through AP classes: 1 semester Physics (mechanical), 1.5 semesters calculus (AB), 1 semester statistics
- **Data Analysis and Visualization, Spring 2019**, statistical modeling of relationships and structure in data

**LEADERSHIP and ADDITIONAL EXPERIENCE****Writing Associates Program, *Writing Associate (peer writing tutor)*** – Swarthmore College

9/2018 – Present

- Worked with peers in conferences to improve writing, crafting constructive written and oral feedback
- Critically examined aspects of ethical and effective peer tutoring in full credit, semester-long training course
- Developed listening skills to personalize conferences and help peers organize and articulate their thoughts
- Helped students with clarity of writing from argumentation to grammar
- During weekly 2.5 or 5 hour shifts, held half-hour conferences with students from across the disciplines
- Conferenced with 6-12 students from a single course repeatedly throughout each semester, communicating and coordinating with faculty to scaffold student learning

**Outreach Coordinator** – Swarthmore College

9/2019 – Present

- Oversaw Writing Center operation, helped make policy decisions, and trained and supported Writing Associates
- Organized service projects through a program for high school students; worked individually and in a classroom on writing and college preparation
- Acted as liaison between the leadership team and both the Writing Associates and the campus community
- Collaborated with the leadership team to organize events for the campus including workshops, speakers, and panels

**Marine Biology, *Teaching Assistant*** – Swarthmore College

9/2018 – 12/2018

- Mediated weekly small group discussions of published papers, aided the professor as needed, and attended lecture

**Carolina Waterfowl Rescue, *Volunteer*** – Charlotte, NC

6/2017 – 8/2017

- Assisted in treating injured birds; cared for birds throughout rehabilitation, including cleaning and feeding

# Shania Tarble

500 College Ave, Swarthmore PA, 19081  
[starble1@swarthmore.edu](mailto:starble1@swarthmore.edu) (610) 328-8352  
[www.sccs.swarthmore.edu/users/15/starble](http://www.sccs.swarthmore.edu/users/15/starble)

## EDUCATION

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Swarthmore College, Swarthmore, PA  
Bachelor of Arts expected May, 2021. Pursuing Honors Major in Computer Science, Course Major in Behavioral Economics, Honors Minor in Psychology.  
GPA: 3.45; Computer Science GPA: 3.56

## HONORS

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First Place Winner, SPLASH Conference ACM Undergraduate Student Research Competition  
Runner-Up, 2019 CRA Outstanding Undergraduate Researcher Award  
Recipient of the William Randolph Hearst Scholarship

## PUBLICATIONS AND CONFERENCES

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- Author, Presenter: Shania Tarble, "Efficient Implementation of the Plaid Language," Proceedings of Systems Programming Languages and Applications: Software for Humanity (SPLASH), Portland, OR, October 2019.
- Presenter, Shania Tarble and Anne Marcus, North East Music Informatics Special Interest Group (NEMISIG), Philadelphia, PA, January 2019.
- Coauthor, Cary Smith, Shania Tarble, Jared Jones, Jonah Michaels and Seth McGregor, "An Integrated Monitoring System for Mobile Phones," Proceedings of the 1<sup>st</sup> International Workshop on Sensing for App Phones (Phone-Sense), Zurich, Switzerland, November 2018.

## PROFESSIONAL EXPERIENCE

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**Carnegie Mellon University Summer Researcher** Summer 2019  
Carnegie Mellon University, Institute for Software Research, Pittsburgh, PA

- Wrote code generator and runtime for compilation from CMU's Plaid language to JavaScript
- Developed novel representation for state at runtime, optimized state change
- My work on this project won first place in the undergraduate division of the ACM Student Research Competition at the SPLASH Conference

**University of Notre Dame REU Participant** Summer 2018  
University of Notre Dame, South Bend, IN

- Research in ambient sensing, including smartphone app design and implementation
- Developed algorithm to analyze pace and count strides with accelerometer data
- Included research paper, presentation components; second place in poster competition

**Computer Science Teaching Assistant, Head Teaching Assistant** Fall 2019-Present  
Swarthmore College, Swarthmore, PA

- Selected as Head TA when department's Director of Student Services found a new job; took on responsibility for training new TAs, some coordination duties, and biweekly review lectures
- Classes: Introduction to Computer Science (taught twice), Data Structures and Algorithms (taught twice), Computer Organization (taught once)
- Assist students during lessons, lead outside lab and study sessions
- Quickly identify problem spots and logical flaws in student programs, encourage appropriate solutions

**Games and Strategies Teaching Assistant**

Fall 2018-Present

Swarthmore College Department of Economics, Swarthmore, PA

- Hold office hours, guide students in Game Theory/Strategic problem solving process
- Write answer keys and evaluate student work

**LEADERSHIP EXPERIENCE**

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Computer Science Hiring Committee Member, Swarthmore College, Spring 2020

- Selected as the only student member of the search committee to hire a new professor

Founding Member of Women in CS Organization, Swarthmore College, Spring 2018-present

- With three others, planned and created a group to support female entrants into CS Department

Student Philanthropy Council, Swarthmore College, Fall 2018-present

- Nominated for and eventually selected for volunteer position on Student Philanthropy Council

Drama Board Co-Coordinator and Web Master, Swarthmore College, Spring 2019-present

- Manage the \$15,000 Drama Board budget, allocate to student-run productions; designed DB website

Spanish Immersion Counselor, Concordia Language Villages, MN, Summer 2017

- Initiated lesson and activity ideas, managed schedules; motivated students; individual teaching and presentation duties

**SKILLS**

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**Operating Systems:** Linux, UNIX, Mac OSX, Windows, Android, iOS**Programming Languages:** Python, C++, C, Objective C, Racket, Java, HTML, CSS, PHP, JavaScript, MATLAB**Miscellaneous:** MySQL, PostgreSQL, OpenGL, CUDA**Languages:** English, Spanish

# Anika Bep

Mobile: +1 610-328-8352 · Email: [abep1@swarthmore.edu](mailto:abep1@swarthmore.edu) · 500 College Ave, Swarthmore, PA 19081

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## Education

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### **Swarthmore College · Swarthmore, PA**

**August 2016 – May 2020**

Bachelor of Arts in Environmental Studies & Political Science. Overall GPA: 3.62.

*Relevant Coursework:* Statistical Methods II; US Environmental Policy; Globalization; Water Policy in China & the US; Poverty Alleviation; Organismal & Population Biology; Climate Change & Global Warming; Sustainability Research Methods.

### **Masaryk University · Brno, Czech Republic**

**September 2018 – December 2018**

Studied environmental studies, mathematics and political science during a semester abroad. GPA: 3.83.

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## Relevant Experience

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### **Founder · Nagar Mitra's E-waste Initiative · Kathmandu, Nepal**

**September 2017 – present**

- Established an e-waste advocacy, education, and collection campaign with three local partners: the Himalayan Climate Initiative (HCI), Doko Recyclers, and Karkhana.
- Created a network of 50+ stakeholders from the private, government, non-profit and informal sectors.
- Designed enriching e-waste extra-curricular programs for students at Karkhana, an education company.
- Led workshops on e-waste management principles such as Extended Producer Responsibility, a policy approach for producers to be held accountable for the end-of-life of their products.

### **Arctic Council Research Assistant · Swarthmore, PA**

**May 2019 – present**

- Researching China's informal diplomacy in the Arctic Council, the leading intergovernmental organization in the Arctic region, and developing a theoretical framework for informal environmental governance with political science Professor Ayşe Kaya.

### **President's Sustainability Research Fellowship · Swarthmore, PA**

**September 2019 – present**

- Organizing bi-annual campus-wide waste characterization studies for a campus with 1700+ students.
- Documenting and benchmarking the campus e-waste system for greater centralization and improvement.
- Monitoring and piloting strategies to achieve an 80% diversion rate in one administrative building by May 2020.

### **Co-editor · Climate and Society Journal · Swarthmore, PA**

**September 2018 – December 2018**

- Edited four papers for publishing in an intercollegiate, undergraduate student-run journal focusing on the intersection of climate change and international politics

### **Research Intern · Sandec, Eawag · Dübendorf, Switzerland**

**May 2018 – September 2018**

- Assessed Kathmandu's solid waste management system using Wasteaware, a benchmark set of indicators on the governance framework and physical value chain of solid waste, for its database.
- Published major findings of unsustainable financial infrastructure, previously reported inaccurate data, and a total municipal solid waste generation rate for Kathmandu in Sandec News (2018), an annual publication on its research activities in affordable water treatment and solid waste management in developing countries.

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## Conferences & Publications

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### **Conference Highlights:**

- Paper Presentation, Taiwan's Foreign Aid Contribution and Autonomy, Student Research Conference on Vassar and the Environment, Vassar College, April 2019.
- Speaker, Anika Bep, The Future of the Youth Movement Against Climate Change, Breakout session on SDG 13, UN ECOSOC Youth Forum, New York, NY, April 2019.
- Observer, UN High Level Political Forum on SDG 13, New York, NY, March 2019.
- Observer, United Nations' Framework Convention on Climate Change's Conference of the Parties 24, Katowice, Poland, December 2019.
- Presenter, Anika Bep and Mark Lewis, Swarthmore's Zero Waste Effort, Annual Conference for the Advancement of Sustainability in Higher Education, Pittsburgh, PA, October 2019.

**Publications:**

- Zabaleta, Imanol, Anika Bep, and Christian Zurbrügg. 2019. "Monitoring Waste SDGs in Kathmandu: A Need for Standardised Methods." In *Sandec News*, 14, Dübendorf: Sandec: Department of Sanitation, Water and Solid Waste for Development, 20.
- Bep, Anika. 2018. "The Missing Men." *The Kathmandu Post*. (January 28, 2018).
- Bep, Anika. 2018. "The Unspoken Migration." *Insight*. (March 11, 2017).

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**Research Interests**


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**Resource scarcity and interstate cooperation**

Presented a paper comparing transboundary cooperation and scarcity in the Mekong River Basin and between the United States and Mexico in front of Swarthmore College's Political Science Department.

Relevant course work: Water Issues in China and the US; Environmental Policy; International Politics; Comparative Politics.

**Climate change and human displacement**

Wrote a paper on defining climate migrants and establishing an international mechanism to address this growing issue.

Wrote another paper on loss and damage as reparations paid to least developed countries and funding a finance mechanism to disburse funds for climate-induced humanitarian disasters by a "climate damages tax" on fossil fuels.

Relevant course work: Globalization – Economy, Health, Security, Environment, Migration; Earth's Climate and Global Warming; Approaches to Migration in European Visegrad Countries.

**Waste Electrical and Electronic Equipment (WEEE or E-waste)**

Conducted site visits of waste management facilities in Linz, Austria; Pennsylvania, USA; and Kathmandu, Nepal.

Presented and wrote about potential e-waste management solutions in developing countries.

Relevant course work: President's Sustainability Research Methods; Social Entrepreneurship; Environmental Ethics.

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**Honors & Awards**


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**Lang Opportunity Scholar (2018-2020):** Selected into a highly competitive scholarship program that provides two-year support for a community engagement project and a total \$17,000 grant for skill-building and seed funding to launch a pilot program.

**Richard Rubin Summer Grant (2019):** Received \$2,250 as stipend for my research on China and the Arctic.

**Li-Chiang Chu Scholarship (2018):** Received a merit scholarship of \$7,000 based on academic performance, community service, leadership and demonstrated financial need to pay for college tuition.

**James H. Scheuer Environmental Studies Grant (2017):** Sole recipient of this \$4,500 scholarship to support my internship assessing Kathmandu's solid waste management system.

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**Skills & Interests**


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**Volunteer experience:** Taught English to recently resettled refugees in Philadelphia, USA; assisted with food distributions in migrant reception centers in Lesbos, Greece; and conducted a sanitary facilities assessment in Al Za'atari Syrian Refugee Camp in Mafraq, Jordan.

**Languages:** Proficient in reading, writing and speaking English, Nepali and Hindi, conversational in Spanish and Newari.

**Computer skills:** Microsoft Office, Adobe Illustrator, R and Stan.

# VALENTINA SHARPLES

Psychology CV

• [vsharpl1@gmail.com](mailto:vsharpl1@gmail.com) • Cell: 610-328-8352 • 500 College Ave, Swarthmore, PA 19081

## EDUCATION

**Swarthmore College** Swarthmore, PA *Fall 2016 – Present*  
B.A. with anticipated Major in Psychology and Minor in Art History, May 2020 GPA: 3.65

**Danish Institute for Study Abroad** Stockholm, Sweden *Spring 2019*  
Relevant Coursework: Forensic Psychology; Human Trafficking and the Sex Trade

## RELEVANT EXPERIENCE

**Practicum in Clinical Psychology, Swarthmore College** *Spring 2020*  
Will observe group therapy of adolescent and adult patients with obsessive compulsive and related disorders; case consults with mental health professionals; and participate in a support group for families of children with severe early onset OCD. Will conduct an extensive literature review of OCD and anxiety-related disorders.

**Seminar in Advanced Cognitive Behavioral Therapy, Swarthmore College** *Fall 2019*  
Examined a wide range of mental illnesses with a specific focus on experiment-based treatments including CBT. Analyzed the Beckian model of CBT and its efficacy in treatment of phobias and panic disorder, generalized anxiety disorder, posttraumatic stress disorder, social anxiety disorder, OC spectrum disorders, eating disorders and depression. Researching innovative approaches to parent management training for oppositional, aggressive and antisocial behavior in children and adolescents.

**Senior Resident Assistant, Johns Hopkins Center for Talented Youth, Santa Cruz** *Summer 2019*  
Collaborated with program psychologist to ensure the academic and social success of students with autism spectrum disorder, ADHD, and severe diabetes. Developed daily health protocol and accommodations for these students. Designed and implemented emotional support training for the counseling staff in their work with students who experienced homesickness, social isolation and academic withdrawal. Advised counselors with mandatory reporting of abuse and suicidal ideation among students. Supervised and mentored 17 staff members and provided support to 500 students.

**Forensic Psychology, Danish Institute for Study Abroad** *Spring 2019*  
Accompanied forensic psychologist on site visits to psychiatric evaluation centers, shelters for women and children, and the Kibble Education Centre, a rehabilitation and education facility for at-risk youth who have committed violent crimes. Met with professionals and experts across the field of forensic psychology with a specific focus on rehabilitation and recovery. Conducted a critical analysis of psychological effects of coercive interrogation techniques in the “Central Park Five” murder case of 1989.

**Human Trafficking and the Sex Trade, Danish Institute for Study Abroad** *Spring 2019*  
Analyzed policies promoting emotional and psychological support of trafficked persons and designed to combat human trafficking in the EU. Researched human trafficking rates and policies in Arizona and developed recommendations for more effective victim protection and support.

## LEADERSHIP EXPERIENCE

**Orientation Director, Swarthmore College** *November 2018 — Present*  
Developed and executed First-Year orientation programming through management of an Orientation Committee. Budgeted approximately ten thousand dollars across week-long programming; worked closely with small businesses

in Delaware County to coordinate events and develop lasting relationships with the College. Managed 8-person committee in implementation of all Orientation programming for 450 incoming First-Years.

**Editor In Chief, Daily Gazette**

*August 2017—October 2017*

Completed all final edits and copy edits on a daily basis to ensure daily publication. Facilitated growth among editors as well as writers through individual weekly meetings and training sessions surrounding ethics, interview strategies, and fact-checking. Mediated between college student groups and the publication, particularly during times of student body unrest. Managed finances, planned events, and worked with administrators and alumni to continue a consistent journalistic education process.

**Managing Editor, Daily Gazette**

*January 2017—August 2017*

Reached out to section editors and delegated responsibilities, edited alongside co-Editors in Chief, engaged with writers to set clear goals and means of achieving them, worked as a source of information and guidance for members of the publication. Acted as treasurer.

**Head News Editor, Daily Gazette**

*August 2016—January 2017*

Oversaw a team of 15 staff writers and an assistant. Assigned articles, guided new writers in meetings and phone calls, edited several articles daily. Worked with multimedia.

**Resident Assistant at the Johns Hopkins Center for Talented Youth, Santa Cruz**

*June 2018—August 2018*

Oversaw the care of two groups of young CTY students, organized programming in the form of daily and weekend activities, maintained the safety of all students under my supervision. Engaged actively with students' academic work and facilitated social engagement and personal well-being.

**House Manager, Lang Performing Arts Center and Lang Concert Hall**

*January 2018—Present*

Supervising and training student ushers, whose responsibilities include customer service as well as representation of the College. Communicating regularly with Performing arts and Music building staff members to ensure appropriate scheduling and fluid performances

**Substitute Instructor, Brio Music Learning Studio**

*May 2014—August 2016*

Worked with students from ages 5 to 18 to practice piano and music-reading skills. Assessed learning styles as well as current mastery in order to determine difficulty level of future assignments; supported students by establishing learning plans that best fit their needs and interests as developing musicians.

## EXTRACURRICULARS

**WSRN FM**

*January 2019—Present*

Running a prime time radio show devoted to the history and appreciation of disco and funk music.

**Swarthmore Student Comedy Club**

*August 2019—Present*

Performing live comedy through collaborative writing and editing exercises in addition to public speaking. Working with fellow comedians to refine content and maximize laughs.

**Kitao Board Member**

*August 2017—May 2018*

Worked as the Public Relations and Marketing head of the Swarthmore Kitao student-run art gallery. Designed posters, ads, and ran all social media platforms. Organized publicity events and frequently contributed individual artwork, including sketches as oil paintings.

## SKILLS

- Critical Thinking
- Problem-Solving
- Microsoft Office
- Graphic Design
- Russian Fluency
- IPA Transcription
- Some Spanish
- Some Swedish
- Photoshop
- Scanning
- CPR certification
- Wood work

# Janice Kohlberg

500 College Avenue, Swarthmore, PA 19081

jkohl1@swarthmore.edu • (610) 328-8352

## EDUCATION

Swarthmore College - Swarthmore, United States

Expected May 2020

B.A. Candidate: Honors Major in Neuroscience

GPA: 3.90 / 4.00

- GRE: Quant 169/170, Verbal 166/170, Analytical Writing 5.0/6.0

## RESEARCH

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PSYCHOLINGUISTICS LAB - *Dr. Daniel Grodner* - Swarthmore, United States

Jul 2019- present

- Conducting a thesis comparing the performance of long short-term memory (LSTM) and probabilistic context-free grammar (PCFG) models against human reading times on items from psycholinguistic experiments
- Used machine learning library Torch to implement language models and train them on corpora such as WikiText2 and Natural Stories Corpus

LANGUAGE, ACTION, & BRAIN LAB - *Dr. Jeremy I Skipper* - London

Jan 2018 - Aug 2018

- Designed and conducted an fMRI research project investigating brain networks involved in the processing of linguistic ambiguities to test the hypothesis of predictive coding in the brain at UCL
- Collected fMRI data and processed data using Analysis of Functional Neuroimaging (AFNI) and Python
- Created a transcript of all the speech in a movie using the Google Speech-to-Text API
- Labeled each word in the movie as high and low ambiguity based on polysemy scores calculated using NLTK Toolkit on Python
- Experimented with word similarity and semantic disambiguation models such as WordNet::Similarity, GloVe and Word2Vec

SOCIAL NEUROSCIENCE LAB - *Dr. Catherine Norris* - Swarthmore, United States

Jan 2017 - Aug 2017

- Led a research project on probability game outcomes and ambivalence in collaboration with Dr Jeff Larsen at the University of Tennessee
- Collected ERP data on subjects, attended an ERP workshop by Dr Steve Luck, processed ERP data using ERPLAB Toolkit on MATLAB

## PUBLICATIONS & PRESENTATIONS

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Poster

Fall 2019

- Kohlberg, J., Skipper J. I.; Brain network interactions to polysemy during the viewing of naturalistic stimuli. *Sigma Xi*, Swarthmore, PA

Poster

Summer 2019

- Norris, C. J., Larsen, J. T., & Kohberg, J. Feeling good and bad about nothing at all: Mixed emotional responses to \$0 gamble outcomes. *Society for Affective Science*, Los Angeles, CA

Poster

Fall 2018

- Kohlberg, J., Sheth, A.; Yatsunyk, L. A. Characterization and crystallization of G-Quadruplex forming SRC DNA. *Philadelphia Inorganic Colloquium (PIC-4)*, Villanova, PA

## RESEARCH SKILLS

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Event-related potential (ERP)

- Trained to collect ERP data from subjects using a 128-electrode cap in sophomore year
- Helped to collect data from over 30 participants for the theses of senior students in labs
- Attended a week-long worked on ERPs by Steven J. Luck, PhD
- Pre-processed data using ERPLAB Toolkit on MATLAB

**Functional magnetic resonance imaging (fMRI)**

- Collected data from 9 participants for my project at UCL
- Pre-processed data using Bash scripting and Analysis of Functional Neuroimages (AFNI)

**Electrophysiology**

- Patch-clamp recording, Instrumentation including electrophysiology rig, such as digital storage oscilloscope, stimulator, neuroprobe amplifier, differential AC amplifier, and digital oscilloscope

**Coding**

- Proficient in Python
- Knowledge of Javascript, R, SPSS, Unix
- Knowledge of machine learning libraries such as Torch, Tensorflow and Keras
- Completed online courses including:
  - EdX.org MIT: Introduction to computer science and programming in Python
  - EdX.org Microsoft: Learn to program in Java
  - Coursera John Hopkins: The Unix workbench
  - Coursera Deeplearning.ai: Neural networks and deep learning
  - Coursera Deeplearning.ai: Improving deep neural networks: hyperparameter tuning, regularization and optimization

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**HONORS & AWARDS****Hong Kong Scholarship for Excellence**

- Academic scholarship from the Hong Kong Government for overseas study

**Lotte Lazarsfeld Bailyn '51 Research Endowment**

- Summer research fellowship for female STEM majors intending on pursuing graduate studies

**Sigma Xi Honors Research Society**

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**SKILLS****STAGIAIRE - A Wong - London, United Kingdom****Mar 2018 - May 2018**

- Line cook at a 1 Michelin-starred modern Chinese restaurant, under Eater London's Chef of the Year

**Languages**

- Native English, fluent in Mandarin and Cantonese

**Abraham Lincoln**

111 President Drive / Washington DC 20005

Evening Phone: 202 200 2222 / Email: [alincolin@pastpresidents.com](mailto:alincolin@pastpresidents.com)

Country of citizenship: United States of America  
 Veterans' Preference: No  
 Highest Grade: GS-02-07, 06/20XX-08/20XX

**AVAILABILITY**

Job Type: Permanent  
 Temporary Promotion  
 Federal Career Intern  
 Work Schedule: Full Time

**DESIRED LOCATIONS**

US-DC-Washington/Metro  
 US-VA-Northern

**WORK EXPERIENCE**

ABC Afterschool Program 9/20XX-4/20XX  
 Philadelphia PA US Salary: 15 USD Per Hour  
 Hours per week: 40

## Program Coordinator

- Oversee three mentoring programs in limited resource communities
- Recruit, train, and manage 25 adult mentors and 20 youth
- Develop marketing and training materials for use in programs and mentoring initiatives
- Write and manage program grants, hire outside contractors for grant implementation
- Communicate in Spanish with program participants and their families (Contact Supervisor: Yes, Supervisor's Name: Clyde Jackson, Supervisor's Phone: 215-555-1212)

U.S. Consulate (Department of State) 6/20XX – 8/20XX  
 Madrid, Spain Grade Level: NA  
 Hours per week: 45

## Political and Economic Section Intern, NA

- Researched and wrote regional economic and political briefs for US Ambassador's Madrid consulate district visits
- Worked with professionals in regional chambers of commerce, banks NGOs, and government offices to compile briefs
- Utilized Spanish language skills and political and cultural knowledge in a variety of settings (Contact Supervisor: Yes, Supervisor's Name: Lisa Mil, Supervisor's Phone: State Dept of Wash. DC)

Department of State (Educational and Cultural Affairs) 9/20XX – 8/20XX  
 Washington, DC US Grade Level: 02  
 Hours per week: 20

## Intern then Public Affairs Assistant, GS

- Wrote articles in Bureau newsletter & press releases
- Drafted memoranda for the Undersecretary of State
- Supervised contractors on communications project
- Contacted and pitched media for program publicity
- Assembled financial and budget information for use in ECA material (Contact Supervisor: Yes, Supervisor's Name: Nina Bishop, Supervisor's Phone: 202-203-7024)

**EDUCATION**

Swarthmore College  
 Swarthmore, PA US  
 Bachelor's Degree – 5/20XX  
 35 Semester Hours

Major: Economics, Spanish Language (double major)  
GPA: 3.50 out of 4.0

## LANGUAGES

Spanish  
Spoken: Advanced  
Written: Advanced  
Read: Advanced  
Spanish  
Spoken: Advanced  
Written: Advanced  
Read: Advanced

## AFFILIATIONS

National Spanish American Foundation Member

## REFERENCES

George Washington Swarthmore College Professor, Spanish Language  
Phone Number: 610-328-8000  
Email Address: [g washington@pastpresidents.org](mailto:g washington@pastpresidents.org)  
Reference Type: Personal

## ADDITIONAL INFORMATION

Skills:  
-Strong written and oral communication skills  
-Strong analytical abilities and problem solving capabilities  
-Grant writing experience (awarded "Dream Catchers Award" by Community and Recreation Services, Delaware County Government, Dec. 20XX)  
-Regional expertise in Balkan, Post-Soviet, and Western European political issues (including extensive regional travel )  
-Proficient in Microsoft Office programs

### Leadership and Service Roles:

Tri-College Winter Institute: Diversity Workshop Facilitator Sep. 'XX-May 'XX  
-Developed forums for dialogue between diverse student groups  
-Built partnerships between student groups through cultural programming

Swarthmore Business Society, President Sep. 'XX-May 'XX  
-Recruited executive committee members, planned meetings  
-Managed a membership base of 40+ students  
-Organized club involvement in business related workshops/events

### Other Roles at Swarthmore College:

War News Radio  
Spanish Department Representative Sep. 'XX-May 'XX

**Kayley Clothier**

500 Oak Avenue, Rockville MD 29808  
 (610) 328-8352 [kclothier@gmail.com](mailto:kclothier@gmail.com)

**SUMMARY OF QUALIFICATIONS**

- Adept in data analysis, using both primary and secondary data, software applications including: *Microsoft Word* ♦ *Microsoft Excel* ♦ *Microsoft PowerPoint* ♦ *Microsoft Access* ♦ *Stata* ♦ *Python*
- Effective communicator, skilled in presenting complex concepts in straightforward ways
- Bilingual, English and Spanish: speak fluently, as well as write and translate in both languages
- Proficient in Mandarin Chinese: four semesters of language study at Swarthmore College
- Experienced in time management, establishing priorities, and complying with deadlines
- Proven leadership and team-building abilities
- Thorough understanding of government regulations through work with agencies such as BOEM, EPA, FDA, & OSHA

**PROFESSIONAL EXPERIENCE****Research Analyst, Eastern Research Group**

Lexington MA, September 2018- Present

- Conduct primary and secondary research on scientific, technical and policy topics in environmental science and occupational safety.
- Effectively present and map data for economic models; collect and synthesize data using Microsoft Excel and Access.
- Perform quality assurance processes for data sets involving over 50K points obtained from separate databases.
- Collected, translated and synthesized information on food imports processes in Chile and Mexico; summarized findings into reports to inform potential changes in FDA's food import policies.
- Managed and updated data set containing financial data for over 150 airports and performed quality assurance for EPA aircraft-deicing.
- Mapped model data for 40K+ products for FDA foods imports regulations project.
- Navigated through government published data sets to obtain industry specific information for FDA small business regulations model, including time series capital investment data. Extrapolated missing data points.
- Developed an outline of the user interface for a model to measure risk of small business decline due to new regulation.
- Compared current OSHA regulations to a proposed rule to extrapolate the net cost of implementing the new regulation.
- Performed market research on forecasts of energy savings and costs for companies in Europe, USA and Japan that produce green technologies for buildings.

**EDUCATION****Swarthmore College**, Swarthmore PA

Bachelor of Arts in Economics, Mathematics Minor, May 2018

**Honors:** Awarded the Joel Dean Summer Research grant for environmental economics research, 2017. Awarded the John H. Nixon Scholarship based on financial need and academic achievement, 2014-2018.

**ADDITIONAL EXPERIENCE AND COMMUNITY SERVICE****Governor, Area 32 District 31 Toastmasters International**

Cambridge MA, Sept. 2018- Present

- Oversee four Toastmasters International clubs, making improvements in the quality of the education and experience for members.

**Research Assistant, Stockholm Environment Institute**

Somerville MA, Summer 2018

- Collected data primarily for the Climate and the Regional Economics of Development (CRED) model
- Synthesized large data sets in reader-friendly format, emphasizing key points

**Research Assistant, Behavioral economics study on decision-making**

Chester PA, Tax season 2018

- Ensured compliance with survey distribution procedures at the volunteer income tax assistance (VITA) site.

**Co-President, Student Wellness Advisory Team**

Swarthmore PA, Feb. 2016 – Dec. 2017

- In a team with four other students, utilized strong leadership skills to delegate tasks to a group of 20 people; worked with faculty and staff, and emphasized goal setting and teamwork to accomplish our objectives.

May 13, 2020

Ms. Lauren Herskovic, Director of Operations  
Admissionado  
2039 N Albany  
Chicago, IL 60647

Dear Ms. Herskovic:

*I am writing to apply...* So begins nearly every sample cover letter in Swarthmore's "Guide to Writing Resumes, CVs and Cover Letters," which sprawls before me with all the promise and terror of 'real life.' I find that this phrase isn't just a job-snagging platitude; it speaks to my experience of writing as a process of self-application, of leaving my unique mark using the written word. Admissionado seems to value the same outlook on writing to apply for college. So here goes: I am writing to apply for the Senior Editor position!

When I saw Admissionado's posting on Swarthmore's Handshake website, the shiny job title of Senior Editor caught my eye. *Hey, I'm qualified for that!* I thought. I've spent the past four years editing the zany yet brilliant written creations of Swatties, the raw but passionate essays of high-schoolers, and the technical reports of Naval test flight personnel. But what really got my attention was the posting's welcoming, enthusiastic tone and emphasis on *storycrafting* as an essential feature of this position. After exploring Admissionado's website, I got an even better sense of your company's commitment to creativity and excellence. I see this as an exciting opportunity for me to aid clients in crafting their collegiate journeys as I grow into my graduate boots and reflect on my own collegiate journey.

As an Honors student and Writing Associate at Swarthmore, I did not simply read, write, and edit; instead, I was constantly challenged to creatively (re)envision the writing process as a cooperative creative endeavor. In Honors seminars, my classmates and I shared sometimes crazy but always creative seminar papers with each other each week, learning not just how to write, say, a lyrical narrative about Blues poetry, but how to tell and react to our experiences *in writing*. As a Writing Associate, I learned that editing is a dynamic process that changes according to the unique needs of each writer and each piece. I developed the skills to accommodate this and to empower students to 'write to apply' themselves, or to tell their own story even as they write about history or politics.

While working as a researcher and student program manager for the Early Novels Database, I honed the telecommunication and time management skills required by this position. I managed researchers across two and sometimes three different locations using a shared Google account that I created as END expanded in its third year of development. On END's two blogs and fledgling Twitter account, I whetted my social networking skills and began to write and edit for a totally new audience: the Web. Using these tools in collaboration with my fellow researchers, we began to tell a virtual multimedia story of END and its content.

I've had a lot of fun preparing this application — or *writing to apply*, so to speak — and am excited to share the same experience with your clients. Thank you for reading and I look forward to hearing from you!

Sincerely,

**Alice Paul**

Alice Paul

January 5, 2020

Jamie Massey  
Director of Human Resources  
RAND Corporation  
58 Pennsylvania Street  
Washington, DC 20006

Dear Jamie Massey:

I am currently a senior at Swarthmore College and I will be graduating this May with a degree in Psychology and a strong research background. After RAND was recommended to me by two professors who are familiar with my career aspirations, I investigated the organization further and discovered that I share RAND's commitment to improving policy through rigorous, nonpartisan research. I perused the reports listed on RAND's education and health division webpages and was very impressed that all the research is geared toward promoting social welfare. Furthermore, I have spoken with several alumni of my college who work at RAND and they have been unanimous in their praise of the organization. In particular, RAND's flat organizational structure and opportunities to pursue diverse and interdisciplinary research areas make RAND extremely appealing to me given my interests and career goals.

I have significant experience in both quantitative and qualitative research. This past summer, I served as the principal investigator on a research project analyzing Medicaid claims data of enrollees diagnosed with Major Depression. The project was largely quantitative and relied heavily on statistical analyses, compelling me to become expertly familiar with Excel, SPSS, and the art of making data tables and graphs. My project was selected for an Outstanding Research Award by an independent panel of faculty reviewers, and I am the first author on the resulting manuscript, which has since been submitted for publication.

I also have extensive experience utilizing qualitative methods, including conducting an action-research project for an Educational Studies Honors seminar that involved interviewing teachers and students, transcribing the interviews, and analyzing the data to produce practical recommendations for how a college preparation program could be improved. This spring, I will build on these quantitative and qualitative skills during a paid internship at the Office of Evaluation and Inspections in Philadelphia. As a Research Analyst, I will be working with a research team to design studies, conduct evaluations, and produce recommendations geared toward eliminating fraud, waste, and abuse from programs funded by the Department of Health and Human Services.

I am enthusiastic about bringing my energy and skills to RAND. I am enclosing my resume in case you anticipate any openings for a research assistant with significant research experience. While most of my experience is in the fields of education and health, I am interested in all areas of social policy that RAND studies. If you would like to know more about my credentials, please contact me and I will provide you with any necessary information. I am available at any time for an interview in Washington, DC.

Sincerely,

Anita Ville  
Swarthmore College Class of 2020  
[aville1@swarthmore.edu](mailto:aville1@swarthmore.edu)

February 1, 2020

Dr. Jorge Martinez, Principal Investigator  
Monterey Bay Aquarium Research Institute  
7700 Sandholdt Road  
Moss Landing, CA 95039

Dear Dr. Martinez:

I am a junior at Swarthmore College working towards a BS in engineering with a minor in biology. I am writing to apply for the MBARI summer internship program for the summer of 2020. I discovered this program while searching for employment opportunities in fields related to ocean physics or AUV design and I was delighted to see a number of MBARI programs that perfectly match my interests.

One of the benefits of studying engineering at a liberal arts college is that I have been able to maintain a balance between technical skills and a well-grounded understanding of the theoretical concepts that drive engineering. In the course of pursuing this balance I've often been drawn to the intersections of different disciplines. As the coursework on my cv indicates, I have developed expertise in topics spanning both mechanical and electrical engineering while also following my interest in biology. In the early stages as a student of engineering, I planned on working primarily in the field of sensor design. Many of the courses that I have elected to take have been with this specific vision in mind. I didn't anticipate how strong the courses I took in biology would resonate with my interests, however, and I see working at MBARI as an ideal way to explore how my interest in sensors could integrate with my love of biology.

I am particularly drawn to working on the two projects suggested by Jim Bellingham based around the LRAUV missions. While I would primarily be interested in exploring novel sensing approaches or evaluating other sensors to be added to the system, I believe I could also find developing LRAUV diagnostic procedures to be an equally stimulating experience. I also see the project proposal by Gene Massion on the profiling float as an interesting opportunity. I see this project not only as a chance to work with sensors, but also to get some experience dealing with the product lifecycle, reusability of equipment and potentially fatigue and failure analysis, all of which are topics I would like to continue to work with.

As the courses I have studied suggest, I am well equipped to address many of the challenges that might arise from one of these projects such as stress and strain analysis, rigid body dynamics, circuit design and modeling and controlling linear systems. I also have extensive programming experience with Matlab and am familiar with many other programs including Solidworks, ANSYS, and Microsoft Office. Prior internships demonstrate my experience in project management, working both individually and in a team, working with sensor interfaces and calibration, and most importantly that I am capable of familiarizing myself with a new environment and producing useful and meaningful results in a short time span. Through my work and studies I have picked up many practical skills such as working in a machine shop, familiarity with common equipment such as oscilloscopes and multimeters, and even some experience working as deckhand on a research vessel, all of which I see being useful in this internship.

My desire to work alongside biologists resonates strongly with the goals of MBARI, and I am particularly looking forward to the opportunity to interact with and learn from individuals who share interests similar to my own. Please let me know if you require any additional materials, and I look forward to hearing from you soon.

Sincerely,

**Cameron Clothier**

Cameron Clothier

## Elise Ashton

Swarthmore College • 500 College Avenue • Swarthmore PA 19081

Phone: (610) 328-8352 • [eashton1@gmail.com](mailto:eashton1@gmail.com)

September 5, 2019

Ms. Meredith Martin, Recruiter  
McKinsey & Company  
100 McKinsey Way  
Chapel Hill, NC 10094

Dear Ms. Martin:

In my conversations with Swarthmore alumna and McKinsey BA Susan Smith, I was excited to learn more about the opportunities at McKinsey and confirm my interest in the BA role. I am currently an Honors Major at Swarthmore College, concentrating in English Literature with a minor in Art History.

I am extremely interested in pursuing a career at McKinsey. I strongly value the defining principles of McKinsey's collegial atmosphere and would thrive with colleagues who continually challenge me to succeed and achieve to my highest potential. Particularly attractive to me is the prospect of being able to meet and work with different clients and people from around the world through a shared experience. McKinsey's dedication to working directly with their clients for lasting and effective change is singularly conducive to my personal and professional growth. I am certain that I would be an invaluable and eager contributor to this initiative.

My coursework at Swarthmore has prepared me to write clearly using argumentation techniques to persuade, and demonstrating analytical reasoning to draw conclusions. Being a part of the Honors program at Swarthmore, I participate in small group seminars in which I must rapidly gain an in-depth understanding of complex and varied subject matter, analyze and synthesize the information, and then defend my position to my colleagues. The Honors experience has left me confident in my skill to question convention and assumption as well as accept and implement constructive criticism from my professors and peers.

I believe that my Swarthmore experience has prepared me for the demands of a challenging environment. I have balanced a rigorous, full-time workload while serving as Captain of two varsity sports. As a student-athlete at Swarthmore, I have become accustomed to working under pressure and multi-tasking, while honing my interpersonal and communication skills. I enjoy being part of a team and am capable of functioning as both a contributing member, as well as an effective leader.

I am enthusiastic about bringing my energy and abilities to McKinsey. Thank you for your consideration and I look forward to hearing from you.

Sincerely,

*Elise Ashton*

Elise Ashton

June 5, 2020

Ms. Christina Santos  
Director of College Retention and Success  
Philadelphia Futures  
230 South Broad Street, 7<sup>th</sup> Floor  
Philadelphia, PA 19102

Dear Ms. Santos:

I am writing to apply for the Associate Director of College Retention position listed on the Philadelphia Futures website. As a recent graduate of Swarthmore College, I am eager to translate my passion for education into a meaningful contribution to the improvement of college graduation rates.

Beginning in my junior year, I worked as a coach for Swarthmore College's Women's Volleyball team. Serving as a mentor to my peers strengthened my ability to motivate students by building relationships in which they saw themselves as partners in pursuit of their personal growth and development. My younger players sought me out as a mentor because I understand the pressures that a college environment can exert on students from different backgrounds and how to navigate them. I worked with students from a broad spectrum of races, religions, sexual identities, and socioeconomic backgrounds because I used my strong presentation skills to recruit actively from the entire community and cultivate a welcoming environment. A thorough appreciation for the particular challenges that my first generation students faced was crucial in order to support them effectively. I accomplished this through direct guidance and by facilitating their access to campus resources such as deans and administrators with whom I maintained relationships.

The organizational, interpersonal, written, and verbal communication skills which I developed through my liberal arts studies at Swarthmore are my strongest areas. Through extensive work with the campus' writing center and disability services office, I gained firsthand experience with different writing strategies and learning styles. I recently used my writing ability and familiarity with the admissions process to help a transfer student successfully apply to Occidental College by editing application essays and guiding him through the financial aid process. Because I am familiar with different learning styles, I am adept at evaluating how a student's individual strengths and needs will function in a college environment.

Philadelphia Futures' Sponsor-A-Scholarship and College Connection Programs resonate deeply with my personal values and opinions about the state of higher education. Because my family has little direct experience with higher education, I benefited from the support of various administrators and staff who acted as mentors. I am determined to have the same constructive impact on future students from similar low income backgrounds. I want to serve students in need as an Associate Director of College Retention and Success with Philadelphia Futures because I firmly believe that every student is capable of rising to the formidable challenge of graduating when they are given proper support. Thank you very much for your time and consideration.

Sincerely,

**Janelle Kohlberg**

Janelle Kohlberg

## Kendra Kemp

Permanent Address: 123 James Street, Apt. 52E, New York, NY 10003

College Address: 500 College Ave., Swarthmore, PA 19081

Phone: (610) 328-8352

Email: [kkemp1@swarthmore.edu](mailto:kkemp1@swarthmore.edu)

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April 9, 2020

Dr. Grace Jones  
Department of Biology  
University of California at Berkeley

Dear Dr. Jones:

I write to apply for the Laboratory Technician position in your lab at the University of California at Berkeley. I am particularly interested in your research on spiny lobsters and the mechanics of their movement. I have learned and implemented a broad range of biomechanical principles through courses at Swarthmore with Professor Ellen Hardy. Working with her, I have also conducted biomechanics research exploring fluid movement around the upside-down jellyfish *Cassiopea* and examining burrowing mechanics of two species of lugworm. These projects provided me with training in data organization and analysis, which I am extending this semester in a statistics course that uses R and focuses on data visualization and modeling. I want to continue looking at biological systems through a biomechanical lens, incorporating perspectives and methods from engineering and physics with an understanding of the behavior, evolution, and needs of the organism.

Furthermore, I am curious about your work with acoustics and crustaceans, especially focusing on the mechanics of the communication and its evolutionary history. This work presents new and exciting perspectives for me that I would love to learn more about. I like learning about mathematical questions and theories through biology. I am taking a directed reading this semester on evolution and social networks, which requires understanding and evaluating complicated statistical and mathematical analyses. I am equipped and excited to work through new quantitative methods.

Looking further ahead, I hope to be a professor. I enjoy biology research; I like the questions that biologists ask and the process by which they try to answer them. I also love teaching. I want to share my love of biology, and I like working with students to help them grapple with new concepts and learn to articulate their questions and ideas. In order to prepare myself for this path, I want more lab experience. I hope to broaden my understanding of the intellectual and conceptual framework of a variety of biological questions and to further develop the skills to answer those questions. Additionally, I hope to narrow my focus for graduate school. I am lucky enough at the moment to have dipped a toe (or sometimes two) into a range of fields of biology, and I want begin to break down this world of infinite questions to identify what I am most interested in.

Thank you for your consideration, and I look forward to hearing from you.

Sincerely,

**Kendra Kemp**

Kendra Kemp

## Jonathan Ashton

College Address: 500 College Avenue · Swarthmore, PA 19081 · (610) 654-3210 · [jashton1@swarthmore.edu](mailto:jashton1@swarthmore.edu)  
Permanent Address: 1100 Petal Way · Kenton, Harrow · United Kingdom · Cell phone: (333) 546-9087

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December 27, 2019

Vikram Urumapthy  
Fixed Income, Currency & Commodities  
Goldman Sachs  
85 Broad Street  
New York, NY 10004

Dear Mr. Urumapthy:

I am currently a sophomore at Swarthmore College and am applying for the Summer Analyst position with the Fixed Income, Currency & Commodities Division at Goldman Sachs. Last May, I visited the Goldman Sachs office in New York. Having the opportunity to network with Swarthmore alumni working at your firm, I was delighted to learn about the supportive, collegial work environment at Goldman Sachs. I am convinced that the culture at Goldman is truly unique and conducive to one's personal and professional growth. A culture emphasizing the value of a team, Goldman encourages its employees to receive constant feedback and support from one's peers, supervisors and mentors. I have every confidence that the opportunity to work within FICC as a summer intern will provide the best training on the Street and significant exposure to what drives the Fixed Income Capital Markets.

My background in economics and mathematics has cultivated my interest in understanding how the Fixed Income Capital Markets operate and has also greatly strengthened my quantitative and analytical skills. My coursework at Swarthmore has exposed me to some of the key concepts and tools used in the industry ranging from theoretical securities valuation to economic factors affecting currency and rates markets. Similarly, I am confident that my experiences at Swarthmore will help prepare me for the demands of a challenging environment at Goldman Sachs. I have grown very accustomed to working under pressure and multitasking having successfully balanced 3 campus jobs (almost 20 hours per week) with extra-curricular activities while maintaining a rigorous, full-time course load.

The Goldman Sachs' *Business Principles* greatly resonate with me -- especially the first principle of placing the clients' interests as paramount. My experience working in the hotel industry and in several service-oriented positions at Swarthmore has truly made me attuned to best serving a client's needs. I have worked in an environment where providing the best quality service possible to retain existing clients and attract new clients is of utmost importance. Having the opportunity to interact with clients has also substantially honed my interpersonal and communication skills.

I consider myself to be a driven and energetic team player, capable of functioning as both a contributing member as well as a leader. I am very enthusiastic about bringing my energy and my eagerness to learn to Goldman Sachs.

Thank you for your consideration. Should you require any additional information, please do not hesitate to contact me at [jashton1@swarthmore.edu](mailto:jashton1@swarthmore.edu). I look forward to hearing from you in the near future.

Sincerely,  
**Jonathan Ashton**  
Jonathan Ashton

College Address: 500 College Avenue, Swarthmore, PA 19081  
Permanent Address: 10 Joel Street, Maple, NJ 08006  
Email/Phone: mm@gmail.net / 555-000-2461

February 24, 2020

Ms. Patricia Feller  
Vice President for Finance & Administration  
The Philadelphia Foundation  
1234 Market Street, Suite 1800  
Philadelphia, PA 19107

Dear Ms. Feller:

I am writing to apply for the position of Development Assistant at the Philadelphia Foundation. I learned of this opportunity while looking for development-related positions through idealist.org. This position excites me because it would provide me with the opportunity to build on my experience working in development and fundraising positions at organizations focusing on social change.

I am currently a graduating senior at Swarthmore College, and I believe that my experience here at Swarthmore has prepared me well for the demands of the Development Assistant position. Swarthmore's rigorous academic program requires strong organizational as well as analytical skills. Along with fulfilling a broad array of academic requirements, I have also taken the Swarthmore ideal of ethical intelligence to heart. I am a research assistant to well-known peace activist Professor George Lakey, and have involved myself in many activist groups including Students for a Democratic Society and Student Health Action in which I now hold lead organizing positions. The Philadelphia Foundation, which empowers both funders and organizations to make positive changes in the Philadelphia area, would be an excellent place for me to continue living up to my ideals of ethical intelligence.

Moreover, I have relevant experience within the field of development and fundraising. Throughout my time at Swarthmore I have been the lead fundraiser in the college's Phonathon program which raises \$500,000 annually. As an intern in the Phonathon program I am also responsible for training and overseeing other callers. This position, while clearly strengthening my firm fundraising skills, has also strengthened my leadership and communication skills. In addition to the college's program, I also intern at the development office of the American Civil Liberties Union in Philadelphia. In this position I am gaining experience in donor research for a large foundation, as well as a better familiarity with the Philadelphia non-profit sector.

Ever since I decided to go into foundation work, the Philadelphia Foundation has struck me as an ideal place to work. Few organizations have a reputation for and commitment to funding powerful projects as much as the Philadelphia Foundation. My work experience up until this point has provided me with a strong combination of fundraising skills, organizing and activism that I am confident can make my contribution to the Philadelphia foundation worthwhile.

Thank you for your consideration. Should you require any additional information, please do not hesitate to contact me. I look forward to hearing from you.

Sincerely,

**Miller O'Connor**

Miller O'Connor

# Omari Eldridge

500 College Avenue, Swarthmore, PA 19081  
Mobile: (610) 328-8352 | career@swarthmore.edu

March 17, 2020

The Tobin Project  
Attn: Kristin Ouellette  
One Mifflin Place – Suite 240  
Cambridge, MA 02138

Dear Ms. Ouellette:

I am a sophomore majoring in economics at Swarthmore College writing to apply for the Research Analyst internship at the Tobin Project.

My experience so far has been framed by three themes: adapting to change; working in new environments; and building relationships with people from different cultures. I have been able to make academic and social adjustments successfully after having lived and been to school in India, Hong Kong, Japan, Singapore and the United States all in the space of seven years. I believe the skills I have developed in response to these challenges will help me quickly integrate into the entrepreneurial work culture of the team at the Tobin Project.

I developed my interest in the social sciences by seeking to understand the historical and sociopolitical factors that have led to the different narratives of the Asian cities I grew up in. With the financial crisis and its aftereffects also becoming the defining event of my generation, I elected to study economics at the undergraduate level in order to make sense of the important trends that continue to shape the world I live in today. At Swarthmore, I have complemented my economics major by taking psychology and political science courses to help me think critically about interactions between groups and individuals, while also taking computer science and mathematics courses to hone my quantitative abilities. In addition to being selected as a Writing Associate on campus, I am currently coauthoring a research paper for the UN in order to further sharpen my writing.

After I graduate, I intend to do work that aligns with my interests while adding value to the academic and professional training I have already received. I am applying to the Tobin Project because I think it will help meet these post-college objectives. I thoroughly enjoyed the research and data analysis-heavy projects I did during my internships with PricewaterhouseCoopers and the Planning Commission of India and I hope to continue to test my critical thinking skills in exciting research areas at the Tobin Project. The scale of resources available for research analysts at the institution - with multiple possibilities to learn from some of the brightest scholars and policymakers in the country - makes this opportunity a very valuable one for me.

Thank you for your consideration and I look forward to hearing from you.

Sincerely,

Omari Eldridge

# Oscar Clothier

610-328-8352 • ocloth1@swarthmore.edu • linkedin.com/in/oscarclothier

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January 5, 2020

Shelia Forester, Director of College Recruiting  
The Urban Institute

Dear Ms. Forester:

I enthusiastically submit this application for your full-time Research Assistant position. As a math major and public policy minor at Swarthmore College, I am pursuing a career in urban policy, with a particular interest in affordable housing, economic development, and public transit. I believe my strong interest in these topics, my analytical and quantitative capabilities, and my skill as a writer make me a strong Research Assistant candidate.

As a co-founder of the student group *Swat Cities* at Swarthmore, I have arranged on-campus lectures by academics like Dr. Edward Glaeser and Dr. Aseem Inam who have helped solidify my belief that fostering sustainable, vibrant, and affordable urban communities is a global imperative. During my semester abroad in four global cities, I engaged in conversations with policy leaders from housing developers to transit planners and produced a self-guided field research paper about the necessity of inclusive development planning around transit stations. A week-long internship at The Neighborhood Developers, a Massachusetts community development corporation, inspired me to look towards affordable housing as a means of creating prosperous communities in my career.

In my studies at Swarthmore, I consistently scored highly, achieving a 3.86 GPA, and sought out new challenges in a rigorous curriculum that emphasized both quantitative reasoning and writing. As a reporter and later Editor-in-Chief at *The Phoenix*, Swarthmore's college newspaper, my thorough story research and daily deadline management raised the paper's reputation as a trusted source of news. As editor, I led our team to increase page views 22% and ad revenue 41%.

As a summer press intern on an Illinois gubernatorial campaign, I quickly and resourcefully produced thorough research for internal memos and surrogate talking points while monitoring social media for breaking news. Several memos I wrote, on topics ranging from field operations to tax policy, directly influenced senior staff's responses to issues driving the campaign. Working in the internal consulting unit of the Chicago Transit Authority, I used data analysis skills to deliver meaningful metrics for C-level meetings and support implementation of data-based workflow processes. Working at the transport consulting firm Cambridge Systematics, I applied my quantitative skills to complex data analysis, including one price model I helped construct which drove a public client's 10% fare revenue increase.

In these experiences, I've grown as a thorough researcher and effective communicator while performing under pressure. I am convinced that the Urban Institute is the ideal place to apply my skills alongside an incredibly talented team, while supporting research into issues that I am passionate about.

Thank you for your consideration, and I look forward to hearing from you.

Sincerely,  
Oscar Clothier

**Valeria Singer | (610) 328-8352 | vsinger3@swarthmore.edu**

Ms. Sharmaine Smith, Technical Recruiter

ABC Company

123 Oak Street

Brooklyn, NY 11203

Dear Ms. Smith:

As a prominent national employer, with contacts and contracts throughout the engineering industry, a position with ABC Company would present unparalleled opportunities for professional growth. The position of Systems Engineer with the Radar Systems Special Test Equipment team is an excellent combination of my interests and experience, which have prepared me to work and excel.

Pursuing engineering at Swarthmore College, a rigorous liberal arts institution, provided a unique educational opportunity. I attained a broad foundation in engineering disciplines while concentrating in electrical and computer engineering, obtaining the background to tackle the multidisciplinary challenges which will arise throughout complex projects in systems engineering, navigating sensors, controls, electromechanical systems, and the multitude of other intersecting variables. Swarthmore fostered a collaborative community, inviting close interaction through hands-on projects, with both professors and students which prepared me for a professional environment. I developed an ability both to work in teams as well as learn from others through classes and a variety of professional positions, working as a help desk associate and lab manager for the college IT department, and as a TA for the Computer Vision class.

This past summer, I conducted research at the University of Nebraska seeking to improve autonomous indoor quadcopter flight. Working under Professor Ronald Potter, of the Institute for Systems Research, I developed a system to improve lateral control of the vehicle, from initial project design, research of existing quadcopter control and propulsion control methods, to the construction, testing and documentation of the project through multiple iterations and 3D printed designs. My project used ultrasonic sensors to determine distance from obstacles and adjust the thrust direction of a small additional motor on the quadcopter to provide precise lateral control, performing small-scale thrust vectoring.

As a senior, my skills were further put to the test in my senior comprehensive project, where I implemented and tested an affordable fitness tracker for runners, using reprogrammable and easily obtainable hardware costing only \$30, and through an embedded systems course, in which we designed and constructed circuits, and coded embedded projects to perform tasks such as heart rate sensing, movement detection, and motor control on an MSP430. Such experiences provided insight into the inner workings of engineering projects, preparing me to engage with complex, collaborative environments.

In obtaining a dual major in Political Science and Engineering, I elected to combine the rigorous analytical thinking required of engineers with the precise synthesis of ideas found in political science writing, honing an array of useful skills for an engineering environment. Having recently graduated, I look forward to refining my engineering and professional skills, continuing my formal education as well as working with and learning from my colleagues. I know that I am well suited to be a Systems Engineer with the Radar Systems Special Test Equipment team. Thank you for your time and consideration and I look forward to hearing from you soon.

Sincerely,

Valeria Singer

**Ms. Parker Wharton**

Swarthmore College  
500 College Avenue  
Swarthmore, PA 19081

Cell phone: 111-222-3333  
pwharto1@swarthmore.edu

September 27, 2019

Jim Jacobs, Manager of Human Resources  
McMaster-Carr  
333 Dawn Industrial Parkway  
Lancaster, PA 44202

Dear Mr. Jacobs:

I am writing to apply for the General Management position at McMaster-Carr, having learned of this position through the Fall Recruiting Consortium at Swarthmore College. I am particularly interested in McMaster-Carr because the multifaceted nature of your company’s management positions requires a familiar versatility and resourcefulness which I find invigorating in my current management position. I am excited to explore the fields of management at a supply-oriented company, from distribution to sales, and all related domains.

As the Co-Director of a student-run enterprise, I am responsible for overseeing the operations and managing the abilities of 42 student employees. By its nature, the Co-Directorship has further developed my ability to take a team-oriented approach to problem solving and management. Successfully balancing my student responsibilities necessitates that I work closely with my Co-Director and recognize employee strengths for the effective delegation of tasks which can be completed well by others.

My organizational skills and ability to identify problems have proven to be professional assets. In my first year as Co-Director (2017-18), I reduced our yearly operational cost by almost 20% by restructuring operational requirements, establishing effective communication between different employees and clarifying our role on campus. Based on the many improvements and positive feedback from college administrators and student employees, I was selected to continue in this position for a second year, 2018-19. Despite college-wide budget cuts and an increased minimum campus wage, I was able to increase the efficiency and appeal of our business by reorganizing and redefining basic operational tasks, resulting in a noticeable increase of patronage and the “street credit” of offering the most sought-after campus job available.

In Spring of 2019, I was selected for a third consecutive year as Co-Director, recognizing the previously unrealized potential of our business, made apparent under my stewardship. In my third year and final year as Co-Director, I am making necessary arrangements for the continuation of our enterprise by building its institutional memory and training competent staff for its future safekeeping. I feel that this step is crucial to the management process—ensuring that one’s charge will continue to prosper despite a parting of ways.

Thank you for your consideration. I am enthusiastic about this opportunity to work with McMaster-Carr and look forward to hearing from you.

Sincerely,

Parker Wharton

Parker Wharton

October 4, 2019

**Sample thank you  
letters/emails**

Ms. Sarah Brightman, Recruiter  
CRA International  
1201 F Street, N.W. Suite 700  
Washington, DC 20004-1204

Dear Ms. Brightman:

Thank you for taking the time to speak with me during your recruiting visit to Swarthmore College on October 3. The consulting analyst position you outlined sounds both challenging and rewarding and I look forward to your decision concerning an on-site visit.

As mentioned during the interview, I will be graduating in May with a Bachelor's degree in Economics. Through my education and experience I have gained many skills, as well as an understanding of sophisticated economic and mathematical quantitative concepts. After speaking with you, I believe that I would be a strong candidate for your firm, offering the quick learning and adaptability that is needed for a position in consulting. In addition to my enthusiasm to contribute to your firm, I would bring the technical and analytical skills necessary to get the job done.

Thank you again for the opportunity to interview with CRA International. The interview served to reinforce my strong interest in becoming a member of your team. I can be reached at (610) 328-8352 or by email at [bfrank11@swarthmore.edu](mailto:bfrank11@swarthmore.edu) should you need additional information.

Sincerely,

*Benjamin Franklin*

Benjamin Franklin  
Swarthmore College  
(610) 328-8352  
[bfrank11@swarthmore.edu](mailto:bfrank11@swarthmore.edu)

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Dear Ms. Martinez,

Thank you for taking the time to meet with me yesterday. It was a pleasure to learn more about the Antitrust Division, and our conversation made me even more excited about the possibility of joining the Department of Justice as a paralegal. I would love to contribute to the organization's mission, and I believe that my background in policy and legal research would help me succeed in the role.

I look forward to hearing from you in the next few weeks, and please do not hesitate to contact me if I can provide additional information.

Sincerely,  
Deborah Read  
610.328.8352

## Carl Crum

500 College Avenue, Swarthmore • PA 19081 • 610-444-6868 • 234-980-5768 (cell) • [ccrum1@swarthmore.edu](mailto:ccrum1@swarthmore.edu)

### Reference

### Relationship

#### **Katie Wood**

Campaign Coordinator  
Amnesty International Australia  
29 Shepherd Street  
Chippendale, NSW 2008  
Australia  
Office: (+612) 9217 7626  
[kwood@amnesty.org.au](mailto:kwood@amnesty.org.au)

#### **Supervisor**

Ms. Wood supervised my work in Amnesty's submission to the Australia-Senate Select Committee. It was through subsequent conversations with her that I created the position of Research Assistant in 2018.

#### **Brett Solomon**

Refugee Campaign Coordinator  
Amnesty International Australia  
29 Shepherd Street  
Chippendale, NSW 2008  
Australia  
Office: (+612) 9217 7642  
[bsolomon@amnesty.org.au](mailto:bsolomon@amnesty.org.au)

#### **Supervisor**

Mr. Solomon was my supervisor when I held the position of Research Assistant at Amnesty. He is familiar with my work on the military commission process at Guantanamo Bay.

#### **Keith W. Reeves, Ph.D.**

Associate Professor of Political  
Science and Public Policy  
Swarthmore College  
500 College Avenue  
Swarthmore, PA 19081  
Office: (610) 690 6862  
[kreeves1@swarthmore.edu](mailto:kreeves1@swarthmore.edu)

#### **Professor**

I completed a political science honors seminar entitled *The Urban Underclass and Public Policy* taught by Dr. Reeves. As director of the Center for Social and Policy Studies, Dr. Reeves chose a research paper I wrote for his seminar to be the flagship article for a journal on urban policy.

Due to various commitments, Dr. Reeves occasionally travels during the semester. In the event that he cannot be reached, please contact Dr. Jeffrey S. Murer, a political science professor at Swarthmore College.

#### **Jeffrey S. Murer, Ph.D.**

Assistant Professor of Political  
Science  
Swarthmore College  
500 College Avenue  
Swarthmore, PA 19081  
Office: (610) 690 6866  
[jmurer1@swarthmore.edu](mailto:jmurer1@swarthmore.edu)

#### **Professor**

Professor Murer has instructed me in two political science classes. He is well acquainted with my work in an academic setting.