



# Resumes & Cover Letters for Master's Students

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# *Resumes and Cover Letters*

## **For Master's Students**

### **What is the purpose of a resume?**

A resume is a brief, informative summary of your abilities, education, and experience. It should highlight your strongest assets and skills, and differentiate you from other candidates seeking similar positions. Although it alone will not get you a job or internship, a good resume is an important step toward obtaining an interview. Be sure to tailor your resume to the type of position you are seeking. This does not mean that all of your work history must relate directly, but your resume should reflect the kind of skills the employer values.

### **I'm planning on applying to several different types of jobs. Will I be expected to write different resumes for each one?**

As always, it is important to think about your reader. Let's say you are receiving a master's degree in data science and are applying for quantitative positions in investment banks and generalist positions in big consulting firms. You will want to target each resume to the specific employer. For example, investment banks will be interested in your quantitative analysis skills, so you will want to be clear how you developed those skills in the course of your degree or internship experiences. Consulting firms will be concerned with how you've developed leadership and teamwork skills; in that case, you might want to include more information about your involvement with student groups, volunteer work, or internships that may have allowed you to develop these skills.

### **A friend of mine, who is in business school, told me I need to have a one page resume. Is that true?**

For most master's degree candidates, it is typical to have a one page resume. Having a two page resume may send a signal that you're "overqualified" or otherwise not fitting the mold of a typical candidate for entry to mid-level jobs. Normally two-page resumes are acceptable if you are advanced in your career, have years of experience, or have a PhD. For BA/BS, MA/MS, and MBA candidates, a one-page resume is the norm. When in doubt, ask one of the GSAS advisers.

### **Are there formatting guidelines I should keep in mind?**

Stick to a common font like Times New Roman or Ariel, and avoid text boxes, underlining, or shading. Font size should be between 10 and 12 point, and kept consistent throughout the document. Margins should be equal all the way around the page, and should be at least three quarters of an inch in size.

### **Can someone at OCS review my resume?**

Yes. Each semester the GSAS advisers hold weekly drop-in hours for students interested in having their resumes critiqued. Students may also have their resumes reviewed as part of an advising appointment with a GSAS staff member (to schedule an appointment, visit the OCS website and follow the directions on [Crimson Careers](#)).

### **Am I eligible for the Campus Interview Program at Harvard? How does it work?**

Master's candidates in the Graduate School of Arts & Sciences are able to search for and apply to many campus interview program jobs and internships. However, students should be aware that the Campus Interview Program is primarily for entry-level hiring of undergraduates. Employers will indicate in their job description and requirements section whether or not they are willing to receive applications from GSAS master's students. In order to participate, all students must complete an [orientation session](#) on an annual basis to become familiar with the software used to handle the logistics of the program. These sessions can be found on the OCS website under the "Events" tab. Remember 80% of jobs are found through networking, so be sure to check out our [Building Professional Connections](#) handout for more tips.

## *Consider describing your experiences with these action verbs:*

### **Achievement**

accelerated  
 accomplished  
 achieved  
 activated  
 attained  
 competed  
 earned  
 effected  
 elicited  
 executed  
 exercised  
 expanded  
 expedited  
 generated  
 improved  
 increased  
 insured  
 marketed  
 mastered  
 obtained  
 produced  
 reduced  
 reorganized  
 reproduced  
 restructured  
 simplified  
 sold  
 solicited  
 streamlined  
 succeeded  
 upgraded

### **Help/Teach**

advised  
 clarified  
 coached  
 collaborated  
 consulted  
 counseled  
 educated  
 explained  
 facilitated  
 guided  
 helped  
 instructed  
 modeled  
 participated  
 taught  
 trained  
 tutored

### **Administrative**

arranged  
 channeled  
 charted  
 collated  
 collected  
 coordinated  
 dispensed  
 distributed  
 established  
 executed  
 implemented  
 installed  
 maintained  
 offered  
 ordered  
 outlined  
 performed  
 prepared  
 processed  
 provided  
 purchased  
 recorded  
 rendered  
 served  
 serviced  
 sourced  
 supported

### **Lead/Manage**

acquired  
 administered  
 approved  
 assigned  
 chaired  
 contracted  
 controlled  
 decided  
 delegated  
 directed  
 enlisted  
 governed  
 handled  
 initiated  
 instilled  
 instituted  
 managed  
 motivated  
 presided  
 recruited  
 retained  
 reviewed  
 selected  
 shaped  
 supervised

### **Communication**

addressed  
 arbitrated  
 articulated  
 briefed  
 communicated  
 conducted  
 contacted  
 conveyed  
 corresponded  
 delivered  
 demonstrated  
 edited  
 entertained  
 interviewed  
 informed  
 lectured  
 mediated  
 negotiated  
 persuaded  
 presented  
 promoted  
 proposed  
 publicized  
 reported  
 represented  
 responded  
 suggested  
 translated  
 wrote

### **Plan/Organize**

allocated  
 anticipated  
 arranged  
 catalogued  
 categorized  
 classified  
 collected  
 consolidated  
 convened  
 edited  
 eliminated  
 employed  
 gathered  
 grouped  
 monitored  
 organized  
 planned  
 regulated  
 scheduled  
 structured  
 summarized  
 targeted

### **Creative**

authored  
 changed  
 conceived  
 constructed  
 created  
 developed  
 devised  
 drafted  
 established  
 formulated  
 founded  
 illustrated  
 influenced  
 introduced  
 invented  
 launched  
 originated  
 revamped  
 revised  
 staged  
 updated  
 visualized

### **Research/Analytical**

assessed  
 compared  
 critiqued  
 defined  
 derived  
 detected  
 determined  
 discovered  
 evaluated  
 examined  
 explored  
 found  
 inspected  
 interpreted  
 investigated  
 located  
 measured  
 observed  
 predicted  
 rated  
 recommended  
 researched  
 reviewed  
 searched  
 studied  
 surveyed  
 verified

### **Financial**

allocated  
 analyzed  
 appraised  
 audited  
 balanced  
 budgeted  
 calculated  
 compiled  
 computed  
 controlled  
 disbursed  
 estimated  
 figured  
 financed  
 forecasted  
 projected  
 reconciled  
 tabulated

### **Technical**

adapted  
 adjusted  
 applied  
 built  
 computed  
 constructed  
 designed  
 diagnosed  
 engineered  
 experimented  
 maintained  
 modified  
 operated  
 prescribed  
 programmed  
 proved  
 reinforced  
 repaired  
 resolved  
 restored  
 solved  
 specified  
 systematized  
 tested

**RESUME #1:** Tobin is seeking a position in fundraising and program coordination at a non-profit organization. You will notice he focuses on fundraising, strategic thinking, research and grant management.

## **Tobin Fatin**

54 Dunster Street • Cambridge, MA 02138 • 801-555-5555  
xxxx@harvard.edu

### **EDUCATION**

**Harvard University** Cambridge, MA  
MA, Middle Eastern Studies May 2019  
MA Thesis: “Dancing Through the House of Many Mansions: *Dabkeh* in Contemporary Lebanon”  
Center for Middle Eastern Studies (CMES) Foreign Language & Area Studies recipient, CMES Summer Grant recipient

**University of Nevada** Las Vegas, NV  
BA, Middle Eastern Studies, History, International Studies; Minor in Arabic May 2015  
*Magna cum laude*, Golden Key Scholar, Winner of Memorial Paper Competition

### **EXPERIENCE**

**The ADC Discrimination Committee** Washington, DC  
*Development & Special Projects Coordinator* February 2018 - Present

- Established fundraising goals, planned and administered quarterly fundraising campaigns, identified potential sponsors and managed terms of support.
- Developed organization’s strategic plan and annual objectives with president. Executed entire plan.
- Facilitated outreach efforts with 30+ high school, college, government and non-profit groups; developed and oversaw ADC’s monthly educational lecture series.
- Solicited donations by drafting proposals/appeals, maintained correspondence and negotiated terms of support.
- Managed and reviewed grant phases, and directed grant writer by communicating organizational needs.
- Oversaw Internship Program by reviewing applications, interviewing and selecting applicants, managing intern tasks/complaints, and arranging intern orientation/field trips/brown bags.

**The Washington Institute for Near East Policy (WINEP)** Washington, DC  
*Research Intern for the Program on Arab Politics* June - September 2017

- Drafted research memoranda for interviews and publications on subjects including human rights abuses in Syria, rise of opposition groups in Syria, and parliamentary elections in Egypt and Tunisia.
- Monitored key regional political developments such as the rise of the Ennahda Party and ISIS.

**Foundation for the Defense of Democracies (FDD)** Washington, DC  
*Intern for the Center for the Study of Terrorist Radicalization (CSTR)* May - August 2017

- Performed research for appearances and publications on subjects including: NGOs in Somalia, economic and political instability in North and East Africa, radicalization in the Horn of Africa, and domestic counter-terrorism efforts.
- Reviewed and edited materials for Daveed Gartenstein-Ross’ publication *Bin Laden’s Legacy*.

**Harvard University, Lecturer in Departments of Government & Economics** Cambridge, MA  
*Research Assistant* July 2016 - July 2017

- Revised articles on topics including: identity formation, sectarianism, resource sharing groups and secularism.
- Reviewed and edited manuscript entitled: The Unmaking of Nation-States: Case Studies from the Middle East.

### **SKILLS**

*Language:* Levantine Arabic, *Fluent*; Modern Standard Arabic, *Advanced*; Persian, *Intermediate*  
*Computer:* Raiser’s Edge, WordPress

RESUME #2: Jose is applying for a data science position at a top tech firm. Since Jose's most relevant experience comes from his coursework, he includes details on his projects in his experience section. The specific and detailed descriptions are appropriate given the technical nature of the jobs he is applying to.

# JOSE ROBERTS

54 Dunster Street Cambridge, MA 02138  
(773) 999-4103 | [joseroberts@harvard.edu](mailto:joseroberts@harvard.edu)

## EDUCATION

### Harvard University

*Master of Science in Data Science*

Cumulative GPA: 3.83 /4.00

Cambridge, MA

Expected May 2020

- Honors: 2018 Recipient of Harper Educational Foundation Scholarship
- Relevant Coursework: Stochastic Optimization, Data Science I, Systems Development for Computational Science

### University of Notre Dame

*Bachelor of Science in Mathematics*

Cumulative GPA: 3.90 /4.00

Notre Dame, IN

Spring 2017

- Honors: The GE Prize for Excellence in Mathematics (2017), University of Notre Dame Mathematics Scholar (2015)
- Relevant Coursework: Probability Theory, Stochastic Modeling, Real Analysis, Numerical Analysis, Data Mining, Abstract Algebra, Differential Equations, Mathematical Statistics

## PROJECT & RESEARCH EXPERIENCE

### Harvard University

*Spotify Song Recommendation Project*

- Trained random forest model to impute missing genre labels in Spotify's song database (119,064 songs)
- Built recommendation system using cosine similarity to choose similar songs added to a given playlist

Cambridge, MA

Fall 2019

### Harvard University, Data Science Capstone Project

*Sentiment Analysis of Radiology Reports*

- Built NLP tool for detection of presence/absence of medical conditions in ~20M free-text medical reports deployed via LSTMs in Keras.
- Achieved precision and recall levels of current industry standard of rule-based negations detections approaches.

Cambridge, MA

Fall 2019

### University of Notre Dame

*Applications of Brownian Motion in Finance*

- Applied Markov chains and random walks in Black-Scholes formula and geometric Brownian motion in Finance
- Presented results to audience of 20 at annual mathematics meeting.

Notre Dame, IN

Summer 2016 - Spring 2017

### University of Notre Dame, Department of Mathematics

*Course Participant, Analysis on NBA Real Plus-Minus for 2014-2015 Regular Seasons*

- Applied multiple regression to examine relationship between players' performances and numerical variables.
- Built Python package implementing automatic differentiation.

Notre Dame, IN

Spring 2016

## LEADERSHIP

### Harvard Square Homeless Shelter

*Volunteer*

- Serve food to 50+ homeless on a monthly basis. Prepare food, set up tables and greet attendees

Cambridge, MA

April 2018-present

### Peking University Chapter, Forum for American/Chinese Exchange at Notre Dame

*Co-officer*

- Organized 2012 China Conference at Peking University, attended by 40 representatives from U.S. and China

Beijing, China

December 2016 - December 2017

## SKILLS & INTERESTS

- Programming: Python (numpy, pandas, scikit-learn, pytorch), SQL, R, Bloomberg Terminal, MATLAB, Latex
- Language: Fluent in Korean and Chinese

**RESUME #3:** Hitomi is an alumna who sought a position in international business. You will notice she highlighted her research skills as well as her project management skills and experience working with diverse audiences.

## HITOMI LEE

54 Dunster Street Cambridge, MA 02138

(617) 555-5555

[xxxx@harvard.edu](mailto:xxxx@harvard.edu)

### EDUCATION

#### Harvard University

Cambridge, MA

MA, Regional Studies East Asia: Business and Economics Concentration

May 2018

- Awards: Harvard Foreign Language and Area Studies Scholarship recipient, Summer Research Grant
- MA Thesis: The Failure of Regulatory Reform after the 2006 Beijing Stock Exchange Correction
- Relevant coursework: Econometrics, Upper-Level M.S. Mandarin, Economic History of the Far East, Energy Business and Geopolitics

#### Smith College

Northampton, MA

BA, East Asian Studies

May 2016

### WORK EXPERIENCE

#### The Corporate Executive Board

Arlington, VA

*Senior Analyst*

Aug 2018-present

- Managed over 20 projects across geographically dispersed team
- Analyze business problems for clients at Fortune 500 companies using root cause analysis, hypothesis generation, and surveys. Conduct secondary research to supplement analyses
- Conduct interviews with and present research findings to senior executives and industry experts
- Create project deliverables including white papers, case studies, presentations, implementation tools, e-learning modules, and website pages
- Supervise junior colleagues' projects and development

#### Harvard University, Department of Economics

Cambridge, MA

*Teaching Assistant*

Spring 2017

- Taught section of 30 students for the course: The Economics of Financial Markets
- 90% of students rated over 4.4/5.0 in course evaluations

#### Maguire Associates

Concord, MA

*Research Assistant, Market Research Division*

Oct 2015-Apr 2016

- Implemented and analyzed customized surveys probing strategic pricing, messaging, and branding for a higher education consulting firm
- Collected, processed, and analyzed data; performed secondary research to inform results
- Prepared, data checked, and edited tables, reports, online surveys, and client presentations
- Provided focus group coordination and management for over 10 projects

#### Office of Institutional Research, Smith College

Northampton, MA

*Research Assistant*

Mar 2013 - May 2015

- Collaborated with senior research team to administer and interpret surveys
- Assisted with data processing and coding/interpreting survey responses
- Created, proofread, and edited reports and presentations for Senior Staff of the College

### SKILLS

**Computer:** SPSS, STATA, Microsoft Access

**Language:** Five years studying Mandarin

**RESUME #4:** Michelle is seeking a position as a quantitative analyst in an investment bank. As such, she begins with her business experience and financial analysis skills. She also makes her research understandable to the layperson while emphasizing her analytical and communication skills. In addition, she is careful to highlight her student group involvement in the Leadership section and identifies her programming experience in a separate Skills section.

## MICHELLE LU

54 Dunster Street, Cambridge, MA 02138 • xxxx@fas.harvard.edu • (919) 555-6666

### EDUCATION

**Harvard University** Cambridge, MA  
Candidate for Master of Science in Computational Science and Engineering, GPA: 4.00/4.00 May, 2020

**Cornell University** Ithaca, NY  
Bachelor of Science in Mathematics (Distinction) and Economics (High Distinction) with  
Concentration in Financial Economics, Minor in Statistical Science, GPA: 3.90/4.00  
May 2018  
*Phi Beta Kappa, magna cum laude, Dean's List with Distinction & Dean's List*

### BUSINESS EXPERIENCE

**XXXX Seoul Office** Seoul, Korea  
*Summer Intern, Banking & Finance I Division* June-July 2019

- Collected articles on Woori bank and subsidiaries, presented research summary to team members and translated 200 pages of Samsung Fire Insurance Accounting Manual from Korean to English

**Asset Management Co., Ltd.** Ithaca, NY  
*Summer Intern, Fixed Income Strategy Team* May-June 2017

- Analyzed effects of macroeconomic news on global financial markets, designed tentative portfolios and assisted traders in executing market transactions

### RESEARCH EXPERIENCE

**Cornell University, Mathematics and Economics Department** Ithaca, NY  
*Financial Economics Researcher, Fellow PRUV (Program for Research for Undergraduates)* Jan 2017-May 2018

- Analyzed 13-years of minute-by-minute price data of 8 individual stocks and examined correlation between stocks and S&P 500 as proxy for overall market by developing method for measuring common jumps
- Delivered 20-min talk to math audience and published result in Journal of Economics, 2018

**Cornell University, Mathematics Department** Ithaca, NY  
*Research Assistant* Aug-Dec 2016

- Investigated carbon assets trades in current carbon credit markets and applied Black-Scholes Pricing Model on carbon credit options

### LEADERSHIP EXPERIENCE

**Cornell Math Union (CMU)** Ithaca, NY  
*Guest Lecture Coordinator (2018), Math Meet Proctor (2017), Member (2016)* Jan 2015-May 2018

- Organized 10 guest lectures and proctored high school students during annual Math Meet

**Cornell University, Peer Tutoring Program** Ithaca, NY  
*Intermediate Microeconomics Tutor (Spring 2016) and Intermediate Calculus Tutor (Fall 2016)* Jan-Dec 2016

**Cornell University, Mathematics Department** Ithaca, NY  
*Intermediate Calculus Help Room Tutor (Spring 2015), Grader* Jan 2014-May 2016

- Clarified calculus questions to students during 3-hour session held twice a week and graded weekly problem set

### SKILLS

**Language:** Fluent in English and Korean, Reading knowledge in French  
**Computer:** Python, Matlab, R, SAS, Stata, JMP, Java, Latex

## Cover Letter Template:

Note that in an e-mail message, you would omit both your and the addressee's contact information, as well as the date. Simply start with the salutation.

Your Name  
Street Address  
City, State Zip Code  
Your Email

Month Day, Year

Contact Name  
Title (if known)  
Organization Name  
Street Address  
City, State Zip Code

Dear Mr./Ms./Dr. Last Name:

**Opening paragraph:** Clearly state why you are writing. If applying for a job, indicate the position title and where you saw it advertised. If you were referred to the position from someone within the organization, or by someone the addressee knows, mention that as well. You may want to add a sentence on why you feel you are a good fit for the position.

**Middle paragraph(s):** You should have one or two paragraphs that elaborate on how you have developed the relevant skills required for the job, and any relevant experiences or education you have acquired. Providing an example can help you emphasize your point. Of equal importance is your argument for how your interest in both the *job* and the *organization* developed. You will want to ensure that you include why it would be a logical decision on their part to hire you.

**Closing paragraph:** Express interest in speaking with the addressee further in a personal interview, and indicate that you will follow up within an appropriate time frame. Thank them for their time and consideration of your application.

Sincerely,

Name (typed)

## Sample Cover Letter #1:

Yasmine is applying to paralegal positions to help her gain experience in the field of law. You will notice she provides clear examples and references for how she can contribute to the organization.

**Yasmine Young**

54 Dunster Street, Cambridge, MA 02138 • (617) 555-5555 • yasy@post.harvard.edu

June 21, 2019

Children's Rights  
330 Seventh Ave  
New York, NY 10001

Dear Ms. Maeder,

I am writing to apply for the position of paralegal at Children's Rights. I learned of the position through a posting at Harvard's Office of Career Services. I received an M.A. from Harvard in May 2019 in East Asian Regional Studies, with a concentration on modern Korean history and Japanese sociology, and received a B.A. with a *magna cum laude* distinction from Smith College in 2017 in East Asian Studies and American Studies. I believe working for Children's Rights would provide an excellent opportunity for me to become tangibly involved in the world of law, where I would be able to apply my knowledge and skill sets into concrete practice.

Throughout my years of study at prominent educational institutions in the U.S. and Japan, I have demonstrated an outstanding level of academic achievement and have shown a particular strength in social science research that requires analytical and speculative approaches. I have been consistently engaged in conducting long-term and short-term research projects, most of which involved meticulous investigation and qualitative research - the experience that I believe would transfer well to the position of paralegal. My salient past research experience includes a year spent in Tokyo, where I conducted extensive research and a series of interviews in English and Japanese to examine the issues regarding gender roles and equality in Japan. Based on the interviews and research findings, I successfully produced a paper that was selected for presentation at a renowned academic conference at Smith College. For my master's thesis, I researched heavily in English and Korean to examine today's pressing immigration issues in South Korea. My thesis, according to a prominent professor from Harvard, carries "the most extensive state-of-the-field analysis of multiculturalism in South Korea [to date]."

In addition to my strong academic background, I have experience working for various not-for-profit organizations where I have acquired skills in planning events, developing and managing organizational programs, communicating with a diverse group of people, and administering logistics. For example, at United Nations University Press (UNUP) in Tokyo, I worked closely with the Editor and Sales Coordinator to organize the UNUP online publications database and communicated with various scholars and authors regarding book recommendations. More recently at the Asian University for Women Support Foundation, I assisted in coordinating large-scale fundraising events and writing grant proposals to help young women from South and Southeast Asia receive quality education at the Asian University for Women in Bangladesh.

With these qualifications, I am convinced I have the capability to provide the best assistance to your attorneys in their practice of litigation. Thank you for considering my application and please let me know if you would like further information regarding my candidacy. Please feel free to contact me at (617) 555-5555 or via email at yasy@post.harvard.edu. I look forward to hearing from you soon.

Sincerely,

Yasmine Young

## Sample Cover Letter #2:

Ginnie is applying online to a global consulting firm that recruits Harvard students but expects cover letters and resumes to be uploaded to its website. As such, she uses a formal business letter format, and indicates her preferred offices.

For companies that recruit Harvard students, including those who use Crimson Careers to take resumes, it is not necessary for her to say she will follow up with the recruiter the way she might with companies she finds on her own. However, she does indicate that she has spoken to a consultant and expresses interest in continuing the conversation about opportunities within the firm.

**GINNIE LEE**

ginnielee@fas.harvard.edu

1212 Palm Blvd., #34  
Los Angeles, CA 90669  
(111) 222-3333

54 Dunster Street  
Cambridge, MA 02138  
(222) 333-4444

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September 21, 2018

Seth Kassenberg  
Management Consulting, Inc.  
123 Boylston Street  
Boston, MA 00000

Dear Mr. Kassenberg:

Kamina Jackson suggested I apply for the associate position with Management Consulting, Inc. when I recently spoke with her at your information session for Harvard University students at the Charles Hotel. Please accept this letter as an application for the position of associate consultant with Management Consulting, Inc. Based on my research of your firm and my qualifications, I am confident you will agree that I am a good match for your organization. I will complete my master's in Computational Science and Engineering in May 2019 from Harvard University and look forward to the possibility of joining Management Consulting, Inc.

My interest in a business career is long standing and is coupled with strong research, analytical, communication, leadership, and teamwork skills. While exploring my passion for statistics during my master's degree, I have kept up my interest and knowledge of the industry through the business press. I also have taken part in various business classes at Harvard. In one project, while working in teams of four, we analyzed a case and presented recommendations to consultants. I received positive feedback on my analytical abilities and teamwork skills, and I am confident I can make a significant contribution to your firm and its clients.

I look forward to speaking to you about the possibility of my joining your team at Management Consulting, Inc. I am most interested in working in your offices in Boston or Los Angeles as, through my research, I have discovered that many of the firms these offices serve fit best with my area of expertise. Thank you for your time and consideration.

Sincerely,

Ginnie Lee

## **Sample Request for Informational Interview:**

This e-mail message is not designed to accompany a resume as a job application, but rather to request an informational interview to learn more about the field of not-for-profit consulting. As such, Suzanne is careful to avoid asking for a job, or for anything other than the chance to listen and ask questions about the alumna's experience making the transition from academe to non-profit consulting.

Dear Ms. Ramos:

I found your name through Firsthand Advisers and saw that you completed your master's in East Asian Studies before beginning your work as a non-profit consultant. I will be completing my master's in East Asian Regional Studies at Harvard next summer and am interested in learning more about how I might use my background in non-profit consulting.

Working in the field of non-profit consulting is a career option that I have been reading and thinking about for some time. I have had the opportunity to intern at two large non-profit organizations in the Boston area and have spoken to a few former members of my department about their own decisions to leave academe and use their skill sets in the private sector. Working in non-profit consulting appeals to me because I feel it would allow me to continue to use and develop my strategic thinking, analytical and research abilities while helping others on a broad scale.

I will be available by video chat or phone the week of October 9 and would greatly appreciate the chance to speak with you about your experience at Care for Kids. If this time frame is not convenient for you, I am happy to arrange another time.

Thank you very much for your time and consideration.

Sincerely,

Suzanne Lilly

**Sample Thank You Letter:**

Having completed a formal interview with this organization, Charles sends out a thank you note within 24 hours. He sends it via e-mail, as the interviewer has indicated that the organization intends to make a decision about his candidacy within a few days.

Dear Ms. Funahashi:

Thank you very much for taking the time to meet with me yesterday morning about employment opportunities with Global Education Associates. I am even more enthusiastic about the work you do now that I have had the chance to learn more about it.

As we discussed, my experience at WorldTeach and my extensive international travel have instilled in me the desire to foster educational opportunities worldwide, and to promote cross-cultural understanding of educational methods and adapt them, as appropriate, in developing countries. I am particularly interested in the Educating for Global Citizenship Program due to its commitment to meeting the educational needs of the emerging global community by offering teachers, youth leaders, and community organizers ways to comprehend and respond to the critical and creative task of educating the world in the 21st century.

Thank you once again for your time and consideration. I look forward to speaking with you further about the contribution I could make to your organization and its constituents.

Sincerely,

Charles Cestari