2010-2011 MPA CAREER HANDBOOK

TABLE OF CONTENTS

Policies for MPA Students ........................................ Page 2-3
Suggested Career Timeline for Full-time MPA Students .... Page 4-5
Suggested Career Timeline for Part-time MPA Students .... Page 5
FAQs for MPA Students ........................................... Page 6
Policies for Certificate Students ................................ Page 7
What is a resume/CV? ............................................. Page 8
What to include on a resume/CV ................................ Page 9-10
General Resume/CV Guidelines .................................. Page 11
Action Verbs ....................................................... Page 12
Sample Resumes .................................................. Page 13-15
Sample CV ......................................................... Page 16-17
Sample Reference Page .......................................... Page 18
Cover Letters ...................................................... Page 19
Sample Cover Letter Format .................................... Page 20
Sample Cover Letters ............................................ Page 21-22
Sample Letter of Inquiry ......................................... Page 23
Thank You Letters/Emails & Networking Emails ........ Page 24

Rockefeller College Office of Career & Alumni Programs
135 Western Avenue, Milne 105
Albany, NY 12222
518.442.5253
Rockefeller.Careers@albany.edu
POLICIES FOR MPA STUDENTS

Career Experience Requirement

The career experience requirement may be satisfied by the following relevant experiences in the public or nonprofit sector: 1) concurrent full-time employment related to public affairs, 2) two years of prior full-time employment related to public affairs, or 3) 560 hours (two semesters) of service in an approved, supervised internship. The manner in which the career experience has been satisfied must be noted on the Completed Degree Program sheet and approved by the Director of Internships and Career Services, your faculty advisor, and the Department Chair. A copy of the Completed Degree Program sheet can be downloaded from the Graduate Gateway on the Rockefeller College website.

Most students are eligible to participate in the Internship Program as early as their second semester, though international students must wait until they finish their second semester due to visa restrictions. Prior to taking an internship, students are required to schedule an individual advisement appointment with the Director of Internships and Career Services. The Office of Career and Alumni Programs assists students in identifying internship opportunities. The Director of Internships and Career Services must approve all internships prior to a student starting his/her hours of service.

To be eligible for an internship, students must maintain a satisfactory grade point average. Students with a GPA below 2.85 will not be eligible to participate in an internship. Students with a GPA between 2.85 and 2.99 will be eligible for internships with the approval of the Committee on Academic Standing and Retention.

Completing the Internship Requirement

In order to fulfill the 560 hour internship requirement for the MPA program, students must submit an Internship Placement Contract to the Rockefeller College Office of Career & Alumni Programs at the beginning of their internship. The Director of Internships and Career Programs must approve the position prior to the start of the internship; failure to do so may lead to rejection of hours. Note: All graduate level internship positions posted on Symplicity are pre-approved. Students must submit a new Internship Placement Contract whenever there is a change in hours, job responsibility, supervisor, or internship site.

Students who do not fulfill the 560 hour requirement OR who do not have Internship Placement Contracts on file at the Rockefeller College Office of Career & Alumni Programs will not be eligible for graduation.

Tentative Degree Program Planning (TDPP)

A Tentative Degree Program Planning sheet is a planning document to be completed by the student and the advisor concerning how the MPA requirements will be met. It must be signed by the student, the advisor, the Director of Internships and Career Programs, and the Department Chair and becomes part of the permanent student record. A copy of the Tentative Degree Program Planning sheet can be downloaded from the Graduate Gateway on the Rockefeller College website.

In order to obtain the signature of the Director of Internships and Career Programs, students must do the following:

- Register on Symplicity, Rockefeller’s career management system: https://albanyrockefeller-csm.symplicity.com/students/ including filling out the personal and academic information sections
  - It is necessary to select at least 1 graduate concentration on Symplicity
- Schedule an hour-long appointment with the Director to discuss his/her plans to complete an internship or waive the career experience
  - If a student wishes to waive the internship requirement, s/he must submit a résumé and an Internship Waiver Form, available on the Rockefeller College Office of Career & Alumni Programs website
- Have a copy of his/her résumé reviewed by the Director and have it approved on Symplicity
Completed Degree Program (CDP)

The Completed Degree Program sheet is a final document outlining how the student has met the requirements of the MPA degree. It must be signed by the student, the advisor, the Director of Internships and Career Programs, and the Department Chair by the end of the fifth week of the student’s last semester in the MPA program. The Completed Degree Program sheet is used by the Office of Graduate Studies to review the student’s credentials for degree clearance. A copy of the Completed Degree Program sheet can be found online.

In order to obtain the signature of the Director of Internships and Career Programs, students must:

- Have on file at the Rockefeller College Office of Career & Alumni Programs either an approved Internship Waiver or an Internship Placement Contract for each internship completed (must total 560 hours of internship service)
- Meet with the Director to discuss his/her post-graduate plans
- Complete a Student Graduation Form, available from the Director at the time of the meeting

PAD 509 – Career Capstone Experience (1 credit)

This capstone project helps students connect their professional career experience and the academic components of the MPA program. A written paper connects a set of chosen readings, issues, and themes from the student’s coursework to their internship and/or career experience. This course is usually taken while the student is doing an internship or is involved in some other career experience, preferably in the last semester of the program.

The Rockefeller College Office of Career & Alumni Programs does not administer PAD 509. Students may select any faculty member (it may or may not be your advisor) to supervise the course. A permission number is required to register for the course and it should be obtained from the supervising faculty member.

BA/MPA STUDENTS

Students enrolled in the BA/MPA program at the University at Albany must complete all undergraduate requirements before starting the MPA internship requirement. Candidates should consult the Director of Internships and Career Programs for further information about when they will be eligible to start their MPA internship experience.
**Suggested Career Timeline for Full-time MPA Students**

**First Semester (in no specific order):**
- Begin the MPA core courses
- Discuss your academic plan for completion with your faculty advisor; have your TDP signed
- Meet with the Director of Internships & Career Programs to discuss your intention to complete an internship or waive the career experience; have your TDP signed
- Become a member of the Public Affairs Student Association (PASA)
- Register for Symplicity
- Draft a copy of your resume and have it approved by the Rockefeller College Office of Career & Alumni Programs
- Begin applying to internships for the spring and summer
- Research fellowships for the summer and post-graduation
- Join the American Society of Public Administrators (ASPA) or other professional associations related to your field
- Explore concentration area(s) of interest, and speak with faculty members from those areas; identify your interests, skills and values for your career
- Attend career seminars and workshops hosted by the Rockefeller College Office of Career & Alumni Programs and other on-campus organizations

**Second Semester (in no specific order):**
- Begin planning your summer internship, especially if you plan on going to DC, NYC, or a location outside of Albany; apply to internships via Symplicity and other sites
- Work with your faculty advisor to select your concentration(s) and to choose courses
- Research organizations and job titles that are of interest for full-time employment; determine the types of skills and experience desired
- Complete a mock interview with the Director or during Mock Interview Days
- Attend career seminars and workshops hosted by the Rockefeller College Office of Career & Alumni Programs and other on-campus organizations
- Update your resume and other internship search materials as needed
- Compile a list of contacts and begin conducting informational interviews to learn more about career options
- Become actively involved with the community and professional organizations on and off campus

**Third Semester (in no specific order):**
- Schedule a meeting with the Director of Internships & Career Programs to discuss your post-graduation plans
- Begin applying to jobs and post-graduate fellowships through Symplicity and other sources
- Ensure you are working in an internship to meet the 560 hour requirement
- Identify target organizations and jobs that you would like to actively pursue
- Attend career seminars and workshops hosted by the Rockefeller College Office of Career & Alumni Programs and other on-campus organizations
- Update your resume and other job search materials as needed
- Continue conducting informational interviews with professionals in your area of career interest

**Last Semester (in no specific order):**
- Apply for graduation via MyUAlbany
- Discuss your academic plan for completion with your faculty advisor; have your CDP signed
- Meet with the Director of Internships & Career Programs to fill out a Student Graduation Form; have your CDP signed
- Submit your Completed Degree Program (CDP) sheet to the Chair of the Public Administration Department
• Attend career seminars and workshops hosted by the Rockefeller College Office of Career & Alumni Programs and other on-campus organizations
• Update your resume and other job search materials as needed
• If you have not yet secured a job, continue applying for full-time post-graduate jobs and fellowships
• Continue conducting informational interviews with professionals in your area of career interest
• Accept a job offer and notify the Director of your plans after graduation
• Graduate!

**Suggested Career Timeline for Part-time MPA Students**

**First Semester** *(in no specific order)*:
• Begin the MPA core courses
• Discuss your academic plan for completion with your faculty advisor; have your TDP signed
• Meet with the Director of Internships & Career Programs to discuss your intention to complete an internship or waive the career experience; have your TDP signed
• Become a member of the Public Affairs Student Association (PASA)
• Register for Symplicity
• Draft a copy of your resume and have it approved by the Rockefeller College Office of Career & Alumni Programs
• Join the American Society of Public Administrators (ASPA) or other professional associations related to your field
• Explore concentration area(s) of interest, and speak with faculty members from those areas; identify your interests, skills and values for your career
• Attend career seminars and workshops hosted by the Rockefeller College Office of Career & Alumni Programs and other on-campus organizations

**Middle Semesters** *(in no specific order)*:
• Continue with/complete the MPA core courses
• Complete a mock interview with the Director or during Mock Interview Days
• Attend career seminars and workshops hosted by the Rockefeller College Office of Career & Alumni Programs and other on-campus organizations
• Update your resume and other internship/job search materials as needed
• Compile a list of contacts and begin conducting informational interviews to learn more about career options
• Become actively involved with the community and professional organizations on and off campus
• Identify target organizations and jobs that you would like to actively pursue

**Last Semester** *(in no specific order)*:
• Apply for graduation via MyUAlbany
• Discuss your academic plan for completion with your faculty advisor; have your CDP signed
• Meet with the Director of Internships & Career Programs to fill out a Student Graduation Form; have your CDP signed
• Submit your Completed Degree Program (CDP) sheet to the Chair of the Public Administration Department
• Attend career seminars and workshops hosted by the Rockefeller College Office of Career & Alumni Programs and other on-campus organizations
• Update your resume and other job search materials as needed
• If you have not yet secured a job, continue applying for full-time post-graduate jobs and fellowships
• Continue conducting informational interviews with professionals in your area of career interest
• Accept a job offer and notify the Director of your plans after graduation
• Graduate!
FAQS FOR MPA STUDENTS

Am I eligible for an Internship Waiver?
If you are working concurrently in a position related to public affairs, or if you have 2 years of previous work experience in public affairs, then you may be eligible for an internship waiver. Please visit the Director of Internships & Career Programs to determine if you are eligible. If so, you will need to submit an Internship Waiver Form and resume.

Do I have to complete all hours at one internship?
No, you can spread your hours over multiple internship sites, though most students complete their hours at 1-2 sites.

How many hours must I work at my internship?
Over the course your program, you must complete 560 hours of internship service. Most students work 20 hours a week for 2 semesters (14 weeks each semester); however, some students work more or less hours, depending upon their schedule. Each student will establish a schedule of hours at the onset of his/her internship. Some internship sites are more flexible than others, so be sure to ask about hours during the interview process, or at the time of the offer.

Will I be paid?
The majority of internships are paid, but each internship site is different. If an internship is unpaid, many students supplement their income by working at a part-time job.

Do I get to choose my internship location?
While the Director of Internships and Career Programs is available to assist with students’ internship searches, it is ultimately the responsibility of each student to secure an internship. Students should be proactive in their search and start the process as early as possible.

I’ve been offered an internship position – what do I do?
If you have been offered an internship, visit the Director of Internships & Career Programs to discuss the offer and to determine if you would like to accept. If you do accept the offer, you will need to fill out an Internship Placement Contract.

Where can I find the Internship Placement Contract?
All Internship Forms are available in the Rockefeller College Office of Career & Alumni Programs in Milne 105, and are also available online at http://www.albany.edu/rockefeller/career_internships.shtml#forms.
Policies regarding Certificate Students

Students enrolled in a certificate program are eligible for limited services, due to the short nature of the certificate programs. A certificate program offers a specialized alternative for those with degrees in other fields who seek to supplement their education with graduate training in public administration and policy. Typically, a certificate program should complement a graduate degree in Public Health, Social Welfare, Criminal Justice, Political Science, or Public Administration.

The Rockefeller College Office of Career & Alumni Programs provides limited career assistance to students and alumni of the certificate programs. The following rules apply:

- To be eligible for career assistance through the Office of Career & Alumni Programs, students and alumni must:
  - Successfully complete or will complete a graduate certificate program in Public Sector Management, Women & Public Policy, or Nonprofit Management & Leadership
  - Successfully enroll in and pass at least two RPAD or RPOS courses during their certificate program
- Certificate students are limited to 2 advising appointments – one at the beginning and one at the completion of the certificate program
- Certificate students who are not enrolled in a master’s program at Rockefeller College are not eligible for an internship provided by the Rockefeller College Office of Career & Alumni Programs*
- Students and alumni whose primary department is outside of Rockefeller College are not eligible for services via the Rockefeller College Office of Career & Alumni Programs and should seek career assistance through their primary department
- Certificate students who are not enrolled in a master’s program at Rockefeller College are not permitted access to the Rockefeller College Office of Career & Alumni Programs’ Symplicity Career Management System
- Alumni of the certificate program may receive additional services based on consultation with the Director of Career & Alumni Programs and the designated Certificate Program Director
- Career assistance is available through the UAlbany Career Services Office – [www.albany.edu/cdc](http://www.albany.edu/cdc) and through the designated Certificate Program Director

*Students who wish to pursue the MPA or other degrees at Rockefeller College upon completion of the certificate should speak with the Director of Internships & Career Programs.
Résumé, C.V, or both?

When reading through job descriptions, you notice that some jobs require a résumé, while others require a C.V. Often these two terms may be used interchangeably, but there is a distinct difference between the two documents.

Résumé

A résumé is a brief document that summarizes your education, experience, and qualifications. Typically, a résumé provides a snapshot of your experience and should be contained to one page, though in certain cases, two pages may be acceptable. A résumé is appropriate when you are applying for a job in the private, public, or nonprofit sector. Most students pursuing a master’s degree will need a résumé; Ph.D students who are pursuing an internship or job outside of academia should have a résumé.

Résumés come in 2 different formats: reverse chronological and functional.

Reverse Chronological: the most widely used, and in most cases, is the most appropriate version. A reverse chronological résumé lists your most recent experience first, and your oldest experience last. This type of résumé highlights the experience you have, which may include internships, jobs, or extracurricular activities. For most students, this will be the most appropriate format to choose.

Functional: this type of résumé is not as widely used as it highlights skill sets as opposed to experience. This format is best for career changers or individuals who have extensive experience outside of their desired career field. The functional résumé focuses on transferable skills, such as communication, leadership, or technical, that will be useful in a new career path.

C.V. – Curriculum Vitae

A curriculum vitae or C.V. is a type of résumé that is used mainly for academic or research based positions; many fellowships or grants may also require a C.V. A C.V. is a more detailed explanation of research, teaching, publications, presentations, and academic related materials. There is more flexibility on the length of a C.V., although you should try to be concise. Typically, a C.V. should be between 2-4 pages.

Both

At times it may be necessary to have both a résumé and a C.V. If you are applying for an internship or position within local, state, or the federal government, a résumé is appropriate. However, if you are applying for grants or fellowships where academics are emphasized, then a C.V. would be appropriate. If you are unsure about what format to use, consult the Rockefeller College Office of Career & Alumni Programs.

<table>
<thead>
<tr>
<th>Résumé</th>
<th>C.V.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Used to apply for internships or non-academic jobs</td>
<td>Used to apply for academic jobs or grants</td>
</tr>
<tr>
<td>Typically used by Master’s students</td>
<td>Typically used by Ph.D students</td>
</tr>
<tr>
<td>Limit length to 1 page, 2 maximum</td>
<td>No length limit, though typically between 2-4 pages</td>
</tr>
</tbody>
</table>
What to Include on a Résumé/C.V.

Heading
Include your current address, e-mail, and phone (home and/or cell); *be sure your voicemail and e-mail addresses are professional*

Objective (optional)
Objectives are usually recommended because they help define what you’re seeking. If appropriate, add special interests or skills that you offer, such as communication or technical abilities. Remember that “objective” is another word for goal, so you should briefly state what type of position you are seeking, reflecting what you have to offer, not what you want. Usually an objective is one line. Objectives are particularly helpful if you are attending a career fair or other networking event where recruiters might be speaking with numerous candidates.

Professional Profile (optional)
A profile highlighting specific qualifications and transferable skills can be effective for career changers or students with significant experience – it should not be used for entry level candidates.

Education
School, location, degree, expected date of graduation, major, minor, concentration
Overall GPA if higher than 3.0; include your major GPA if higher than overall GPA
Previous college, degree, dates of attendance or graduation, major, and GPA (if applicable)

Honors, Awards and Accomplishments
Any academic, extracurricular or job-related achievements (can also be listed under Experience)
For example: scholarships, Dean’s List, etc.

 Relevant Courses
List 4 to 8 courses related to your major and/or objective

Special/Related Academic Projects
Any significant projects (class or outside activities) that relate to your major and/or career objective

Computer Skills
Hardware, software, programs, languages, operating systems, and internet applications

Experience/Employment History
Full-time or part-time jobs, internships, consulting, self-employment, entrepreneurial ventures
Volunteer work (include in this section or list as separate category)

Extra Curricular Activities/Volunteer/Leadership Activities
Clubs (indicate role if other than member, e.g. Treasurer) where appropriate describe involvement
Professional Association memberships
Community organizations
Tutoring (include in this section or under “Experience” section)
Fraternity/Sorority or Athletic Groups

Interests (optional)
Any genuine interest, expertise, or unique hobby (do not include general areas such as “reading”)
Language(s)
Fluency, proficiency, or knowledge of a language(s) other than English

Military Experience
Military service or ROTC or Reserves

Certification(s)/Licensure(s)/Trainings & Workshops
An entry that could substantiate your professional development.

Presentations*
If you have presented at a conference, you should include the name of your presentation, the conference, location, and date.

Publications*
If you have been published in a professional journal or magazine (electronic or print), include the details here, in the appropriate MLA or APA format.

Teaching Experience*
Most doctoral students have experience teaching as a graduate teaching assistant or as an adjunct faculty member for the department or other institutions. Include the name of the class, the terms you taught, and a brief synopsis of your teaching responsibilities.

Research Interests*
If you are interested in going into a research organization, think tank, or academia, include some areas of research interest. In this case, a list will suffice.

Research Experience*
Similar to your work experience, you should write a brief summary of any research experience you possess.

Grants*
If you have received grants, list the title, amount, term, role, lead institution, funder, and any additional information that might be pertinent.

Academic Appointments*
If you have served on an academic committee, or had a graduate assistantship, this might be the appropriate place to list those activities.

*Indicates information that is appropriate for a C.V. only.
General Résumé/C.V. Guidelines

- Font should be in a readable, professional format between 10-12 point size, the heading may be larger
- Margins should be between 0.5-1.0 inches all around
- Use **bold**, *italics*, *underlining*, and **CAPITALS** to highlight important information
- Be consistent!
- Avoid abbreviations, unless it is a universally known abbreviation, such as the NAACP. If an abbreviation is necessary, write out the phrase once, and the abbreviation in parentheses after. For example: New York State (NYS)
- Do not include references on your résumé or C.V.; they should be included on a separate page
- Sell yourself by highlighting the skills/experiences most relevant to the job you are seeking
- Every sentence should start with an action verb; do not use “responsible for” or “duties included”
- Verbs should be in the correct tense according to when you performed the work – if you are still working for the company, your verbs should be in the present tense; if you finished the job, your verbs should be in the past tense
- Use the question words: who, what, where, when, why, how, and how many to expand upon your job descriptions – emphasize your accomplishments and actions
- Do not use any personal pronouns, such as I, me, or my
- Do not include any personal information, such as age, race, marital status, religion, etc.
- Do NOT lie or exaggerate
- Use jargon and language appropriate for the job to which you are applying
- Avoid too much white space on your résumé – fill up the spaces, but don’t overcrowd your résumé
- Proofread your document for errors, typos, and grammatical mistakes. All documents MUST be approved before students can start to apply for internships and jobs
- References should be included on a separate page. Ask potential recommenders that they will provide you with a positive reference before listing them
You should always begin your bullet points with action verbs, never with “I.” Below is a list of verbs that may be useful in describing the duties, skills and special projects of previous jobs.

<table>
<thead>
<tr>
<th>Action Verbs</th>
<th>Action Verbs</th>
<th>Action Verbs</th>
<th>Action Verbs</th>
<th>Action Verbs</th>
<th>Action Verbs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acted</td>
<td>Classified</td>
<td>Drafted</td>
<td>Improved</td>
<td>Operated</td>
<td>Repaired</td>
</tr>
<tr>
<td>Adapted</td>
<td>Coached</td>
<td>Edited</td>
<td>Increased</td>
<td>Organized</td>
<td>Represented</td>
</tr>
<tr>
<td>Addressed</td>
<td>Collaborated</td>
<td>Educated</td>
<td>Influenced</td>
<td>Originated</td>
<td>Researched</td>
</tr>
<tr>
<td>Administered</td>
<td>Collected</td>
<td>Enabled</td>
<td>Informed</td>
<td>Overhauled</td>
<td>Retrieved</td>
</tr>
<tr>
<td>Advised</td>
<td>Communicated</td>
<td>Encouraged</td>
<td>Initiated</td>
<td>Oversaw</td>
<td>Reviewed</td>
</tr>
<tr>
<td>Allocated</td>
<td>Compiled</td>
<td>Engineered</td>
<td>Inspected</td>
<td>Performed</td>
<td>Revitalized</td>
</tr>
<tr>
<td>Analyzed</td>
<td>Computed</td>
<td>Enlisted</td>
<td>Instituted</td>
<td>Persuaded</td>
<td>Scheduled</td>
</tr>
<tr>
<td>Appraised</td>
<td>Conceptualized</td>
<td>Established</td>
<td>Instructed</td>
<td>Planned</td>
<td>Screened</td>
</tr>
<tr>
<td>Approved</td>
<td>Consolidated</td>
<td>Evaluated</td>
<td>Integrated</td>
<td>Prepared</td>
<td>Shaped</td>
</tr>
<tr>
<td>Arbitrated</td>
<td>Contracted</td>
<td>Examined</td>
<td>Interpreted</td>
<td>Prioritized</td>
<td>Solved</td>
</tr>
<tr>
<td>Arranged</td>
<td>Coordinated</td>
<td>Executed</td>
<td>Interviewed</td>
<td>Processed</td>
<td>Specified</td>
</tr>
<tr>
<td>Assembled</td>
<td>Corresponded</td>
<td>Expedited</td>
<td>Introduced</td>
<td>Produced</td>
<td>Spoke</td>
</tr>
<tr>
<td>Assessed</td>
<td>Counseled</td>
<td>Explained</td>
<td>Invented</td>
<td>Programmed</td>
<td>Stimulated</td>
</tr>
<tr>
<td>Assigned</td>
<td>Created</td>
<td>Extracted</td>
<td>Investigated</td>
<td>Projected</td>
<td>Strengthened</td>
</tr>
<tr>
<td>Attained</td>
<td>Critiqued</td>
<td>Facilitated</td>
<td>Lectured</td>
<td>Promoted</td>
<td>Summarized</td>
</tr>
<tr>
<td>Audited</td>
<td>Customized</td>
<td>Fashioned</td>
<td>Maintained</td>
<td>Publicized</td>
<td>Supervised</td>
</tr>
<tr>
<td>Authored</td>
<td>Delegated</td>
<td>Forecasted</td>
<td>Managed</td>
<td>Purchased</td>
<td>Surveyed</td>
</tr>
<tr>
<td>Balanced</td>
<td>Demonstrated</td>
<td>Formulated</td>
<td>Marketed</td>
<td>Recommended</td>
<td>Systematized</td>
</tr>
<tr>
<td>Budgeted</td>
<td>Designed</td>
<td>Founded</td>
<td>Mediated</td>
<td>Reconciled</td>
<td>Tabulated</td>
</tr>
<tr>
<td>Built</td>
<td>Developed</td>
<td>Generated</td>
<td>Moderated</td>
<td>Recorded</td>
<td>Trained</td>
</tr>
<tr>
<td>Calculated</td>
<td>Devised</td>
<td>Guided</td>
<td>Monitored</td>
<td>Recruited</td>
<td>Translated</td>
</tr>
<tr>
<td>Catalogued</td>
<td>Diagnosed</td>
<td>Identified</td>
<td>Motivated</td>
<td>Referred</td>
<td>Upgraded</td>
</tr>
<tr>
<td>Chaired</td>
<td>Directed</td>
<td>Illustrated</td>
<td>Negotiated</td>
<td>Rehabilitated</td>
<td>Validated</td>
</tr>
<tr>
<td>Clarified</td>
<td>Dispatched</td>
<td>Implemented</td>
<td>Operated</td>
<td>Remodeled</td>
<td>Wrote</td>
</tr>
</tbody>
</table>
Sara Smith  
135 Western Avenue • Albany, NY 12203 • (518) 442-5253 • SaraSmith@albany.edu

Education
Rockefeller College of Public Affairs and Policy, University at Albany, Albany, NY  
Master of Public Administration, expected May 20xx  
Concentration: Local Government  
GPA: 3.94 • Honors: Received partial tuition scholarship

Pace University, New York, NY  
Bachelor of Arts in Communication, June 2010  
GPA: 3.46 • Honors: Member of Pforzheimer Honors College, Dean’s List

Experience
Office of Mayor Michael Bloomberg, New York, NY  
Intern for Mayor Michael Bloomberg, September 20xx-December 20xx  
• Promoted special events, such as town hall meetings, as part of the public relations team  
• Facilitated communication by translating for Spanish speaking constituents  
• Oversaw office operations in absence of head secretary

Greg Seabury, State Representative Campaign, Danbury, CT  
Assistant to Campaign Manager, September 20xx-November 20xx  
• Aided with creation of campaign slogan and publicity materials  
• Translated campaign messages into Portuguese and Spanish  
• Assisted in production and made guest appearance on local TV show, “Celebrating Danbury”

Additional Experience
Banana Republic Inc., Albany, NY  
Sales Representative, February 20xx-Present  
• Assist customers with clothing selection and merchandise returns  
• Perform as one of the top merchandise sellers with sales reaching $2000 per day

Skills
Computers: MS (Word, Excel and PowerPoint); completed course in Information Systems  
Languages: Fluent in Portuguese, proficient in Spanish and French, knowledge of Italian

Activities
University at Albany Public Affairs Student Association (PASA), Albany, NY  
Vice President, January 20xx-Present  
• Coordinate activities for graduate students in the Public Administration program  
• Invite guest speakers to meetings to discuss issues relevant to state and local government, nonprofit management, and the private sector  
• Organized members to participate in community service in celebration of Earth Day
DANE ROCKEFELLER  
1400 Washington Avenue, Albany, NY 12203  
Cell: (518) 442-5253 • Home: (518) 123-4567 • Email: Dane@albany.edu

OBJECTIVE
To obtain an internship in governmental finance utilizing demonstrated budgeting and computer skills

EDUCATION
Rockefeller College of Public Affairs and Policy, University at Albany  
Master of Public Administration  
Concentrations: Public Economics & Finance  
GPA: 3.61

Manhattan College  
Bachelor of Arts in Economics  
Dean’s List Fall 20xx

Albany, NY
Riverdale, NY
May 20xx
May 20xx

HONORS, AWARDS, & ACCOMPLISHMENTS
Dean’s List, Manhattan College, Fall 20xx-Spring 20xx  
Elizabeth Moniz Memorial Scholarship for Outstanding Academic Achievement  
Selected as the Student Graduation Speaker at Manhattan College

COURSEWORK
Public Budgeting  
Nonprofit Financial Management  
Cost Management for Government & Nonprofit Organizations  
Principles of Public Economics

PROJECTS
Institutional Foundations of Public Administration  
- Participated as member of 6 person team to evaluate institutional foundations of public service  
- Conducted extensive research to examine characteristics of institutional settings, history of field, environmental context, and functions, roles, behaviors, and structures  
- Presented results to a class of 35 using PowerPoint

WORK EXPERIENCE
Transcontinental Trading Corporation  
Trading Assistant Intern  
May 20xx – July 20xx

- Worked with team of brokers who manage over $150M in assets  
- Prepared asset-allocation models which were used to review portfolio performance and determined whether different mixes would be appropriate  
- Conducted research on companies not widely covered in the portfolio

St. Sebastian Softball League  
Little League Umpire  
June 20xx – August 20xx

- Umpired two games per week for teams varying in ages from 6-12  
- Attended training in order to be updated regularly on all rules and regulations

COMPUTER SKILLS
Proficient in MS Office (Word, Excel, Access, PowerPoint), knowledge of HTML.
Laura McCarthy
1400 Washington Avenue, Albany, NY 12222
518.555.5555 • LM@albany.edu

Professional Profile

- Highly motivated and analytical MPA candidate with over three years of successful lobbying experience
- Excellent knowledge of New York State government and policy writing
- Strong work ethic along with outstanding research, interpersonal, and communication skills
- Trained in the use of Microsoft office programs, including Microsoft Word, PowerPoint, Access and Excel

Education

Rockefeller College of Public Affairs & Policy, University at Albany, Albany, NY
Master of Public Administration, expected May 20xx
Concentration: Environmental Policy; Public Economics

Smith College, Northampton, MA
Bachelor of Arts, May 2008
Major: Government; Major: Italian Studies

Università di Firenze, Florence, Italy
Study abroad 2007-2008

Experience

United University Professions (UUP), Latham, NY
John M. Reilly Legislative Intern, (February 20xx – Present)
- Assist in organizing regional and statewide legislative meetings on union issues.
- Organize UUP Outreach Committee events in cooperation with the UUP Research & Legislation Department.
- Aid in the preparation of legislative newsletters and bulletins distributed monthly to 5000 constituents.
- Conduct quantitative and qualitative research on related union issues for the Research Department.

New York Public Interest Research Group (NYPIRG), Albany, NY
Environmental Analyst, (June 2008 – September 2011)
- Researched the administration of the Pesticide Neighbor Notification Law.
- Performed Freedom of Information Law requests.
- Compiled scientific information regarding the expected effects of climate change.
- Wrote public hearing testimony for presentation by NYPIRG’s Senior Environmental Associate regarding support of the New York State Department of Environmental Conservation’s proposed Burn Barrel Ban.

Legislative Intern, (May 2007 – September 2007)
- Organized a press conference commemorating the 25th anniversary of the New York State Recyclable Container Act and promoting the passage of the Bigger Better Bottle Bill.
- Designed visual aids for press conferences and events advocating for the Bigger Better Bottle Bill.
- Conducted two independent research projects regarding the cost-benefit of recycling bins in hotel rooms and health safety standards for public water fountains, respectively.

Smith College Facilities Management, Northampton, MA
- Conducted a sustainability project in coordination with the Smith College Sustainability Director.
- Researched potential sustainable practices for the College, including the reduction of electricity use in academic buildings and the development of an integrated pest management program.
- Conducted recycling awareness workshops in coordination with the Smith College Facilities Management Director.
SAMPLE C.V.

PETER PHILLIPS

Department of Political Science, Rockefeller College of Public Affairs & Policy
University at Albany – State University of New York
Milne Hall 106 • 135 Western Avenue • Albany, New York 12222
Phone: (518) 442-3112 • Fax: (518) 442-5298 • peterp@albany.edu

EDUCATION

University at Albany, Rockefeller College of Public Affairs & Policy, Albany, New York
Ph.D. in Political Science, Expected May 2016
Dissertation: Popular Vote vs. Electoral College: An Inquiry into the 2000 Presidential Election
Dissertation Committee: David Rousseau (Chair), Bruce Miroff, Sally Friedman
Honors: Outstanding Teaching Assistant

Rutgers, The State University of New Jersey, New Brunswick, New Jersey
M.A. in Political Science, May 2010
Concentration: American Politics
Thesis: Implications of Early Resignation in Congress
Honors: Honorable Mention for Outstanding Thesis, Student Leadership Award for Class of 2010
Coursework: Comparative Politics; Theories in Political Economy; Political Thought; Research Design in Political Science; Emerging Trends in Political Science; Foundations of Capitalism

Emerson College, Boston, Massachusetts
B.S. in Political Communication, May 2008
Concentration: Leadership, Politics, and Social Advocacy
Coursework: The Public Affairs Matrix: Media, Politics, & Advocacy; Leadership; American Government & Politics; Politics, Advertising, and Society

RESEARCH INTERESTS

Legislative Processes
Congressional Health Care Policy
Legislative Studies
Race and Politics
Contemporary Issues in Law and Society

TEACHING EXPERIENCE

University at Albany, State University of New York, Albany, New York
Lecturer, Rockefeller College of Public Affairs & Policy
RPOS 204: Current Controversies in American Politics (Undergraduate), January 20xx-present
Developed a syllabus and planned course content addressing current controversial issues in American government; alter course every semester to accommodate the topics relevant to the political environment. Researched relevant political theorists for student assignments and readings. Evaluated student performance and encouraged students to engage in class discussions and extracurricular activities associated with class content.

RPOS 101: Introduction to American Politics (Undergraduate), September 20xx-present
Taught undergraduate students about the study of politics, focusing on American national government. Developed a syllabus and planned course content using Blackboard and PowerPoint slides. Integrated lectures, group assignments, videos, and guest speakers.
RESEARCH EXPERIENCE

University at Albany, State University of New York, Albany, New York
Graduate Research Assistant to Dr. Meredith Weiss, August 20xx-present
- Conducted research on comparative politics and international political emergence
- Analyzed and coded information regarding processes and patterns of political development and mobilization
- Reviewed and edited material for Dr. Weiss’ book chapter on student activism and suppression in Malaysian universities

Rutgers, The State University of New Jersey, New Brunswick, New Jersey
Graduate Research Assistant to Dr. Millicent Ryan, August 2008-May 2010
- Performed qualitative research on voting behavior of males between the ages of 19-35, including researching using LexisNexis, and compiling the results into an Excel spreadsheet
- Conducted public opinion polls regarding political party affiliations and voting habits over the phone, completing a total of 319 in a 21 day period
- Recorded and transcribed the content of all polls using Microsoft Word

ACADEMIC APPOINTMENTS

University at Albany, State University of New York, Albany, New York
- Elected as Rockefeller College Representative to UAlbany Graduate Student Senate, January 2011-present
- Tutored 8 master’s students for the Empirical Data Analysis class, September 20xx-December 20xx
- Served as the graduate student representative on a search committee for a visiting scholar, March 20xx

Rutgers, The State University of New Jersey, New Brunswick, New Jersey
- Represented the master’s students on the Political Science Advisory Board, consisting of alumni and community counterparts, aimed at furthering the mission of the school; resulted in the creation of a graduate student lounge, September 2009-May 2010
- Mentored a first year student in the MA in Political Science program, encouraging her to become involved with the school, and answering questions about coursework and graduate school in general

Emerson College, Boston, Massachusetts
- Served as an orientation leader to incoming freshmen and transfer students

GRANTS

Title: Gerald R. Ford Library Research Travel Grant
Amount: $2,000
Role: Fellow (grant author)
Term: June 1, 2011 – May 31, 2012
Lead Institution: University at Albany
Funder: Gerald R. Ford Foundation, in support of research conducted at the National Archives and Records Administration

PUBLICATIONS & PRESENTATIONS


Sara Smith
135 Western Avenue • Albany, NY 12203 • (518) 442-5253 • SaraSmith@albany.edu

Dr. Bob Purcell
Assistant Professor, Department of Public Administration & Policy
Rockefeller College of Public Affairs & Policy
University at Albany
135 Western Avenue, Milne 210
Albany, NY 12222
518-442-5276
RPurcell@albany.edu

Dr. Karl Rethemeyer
Associate Professor & Chair, Department of Public Administration & Policy
Rockefeller College of Public Affairs & Policy
University at Albany
135 Western Avenue, Milne 101A
Albany, NY 12222
518-442-5283
KRetheme@albany.edu

Josh Bauer
Trading Manager
Transcontinental Trading Corporation
89 Route 345
Albany, NY 12222
518-598-7569
JBauer@ttc.com
Cover Letters

What is a cover letter?
A cover letter is a letter that accompanies your résumé that serves as an introduction of your skills and qualifications. The most important thing about a cover letter is that it matches your experience and skills to the position criteria. Therefore, it’s necessary to write a specific cover letter for each position to which you apply. **DO NOT WRITE A GENERIC COVER LETTER.** Review the position, and determine the most important elements of the job, and try to match the skills and experience you possess to that specific job. You want to cite specific instances when you have used that experience on the job, rather than just providing a laundry list of your accomplishments. If you can prove your experience, rather than just state your experience, you will stand out to potential employers.

A cover letter should always be sent if you are applying to a full-time job, regardless of if the job announcement cites the need for a cover letter; for an internship, a cover letter may not always be necessary, so check the posting. If you are applying through Symplicity, all cover letters need to be approved by the Rockefeller College Office of Career & Alumni Programs.

In certain cases, you may not be applying to a specific position, but instead, inquiring if there are any available positions. If that is the situation, then you should focus on the organization’s mission or services and how you could contribute to their goals.

**Cover Letter Guidelines**

- Limit your cover letter to 1 page, single spaced.
- Always personalize your cover letter for a specific job – **DO NOT WRITE A GENERIC COVER LETTER.**
- Proofread your cover letter before sending it out! Any mistake or grammatical error can result in rejection.
- If you are emailing your cover letter, attach your cover letter and résumé to the email. Do not use the cover letter as the body of your email. Instead, write a brief message stating that your cover letter and résumé are attached.
- If you are mailing or printing your cover letter, use résumé paper.
- Address your cover letter to a specific person, whenever possible. Contact the organization and request the name of the appropriate contact person. If you absolutely cannot identify a person, use “Dear Hiring Manager” or “Dear Internship Coordinator”.
- Do not focus on what you would like to gain out of the internship, instead focus on what you have to offer to the organization and position.
- Use the active, not the passive tense.
- Do not staple your resume to your cover letter.
- Demonstrate your skills and qualifications through concrete examples. Use the STAR method (Situation, Task, Action, Result) to discuss specific times when you have used that skill.
- Vary your sentence structure – avoid starting too many sentences with “I”.
- Sign your letters in blue or black ink if sending via postal mail.
- Keep copies of your letters for future reference.
- Include information about why you would want to work for that specific organization or in that specific position.
- Highlight the fit between your skills and the position requirements.
- Format your cover letter so that it matches your résumé – use the same font, headings, margins, etc.
- **Proofread your document and have the Rockefeller College Office of Career & Alumni Programs approve a copy before sending it out to employers.**
Sample Cover Letter Format

Street Address
City, State ZIP
Phone Number
Email Address
Date

Employer’s Name (include Mr./Ms.)
Title
Organization
Street Address
City, State ZIP

Dear Mr./Ms. Last Name (try your best to find the name of a specific person):

The first sentence should address why you are writing to them – in other words, that you are applying to a specific position. Next, address how you found the position (if you were referred by someone, mention that here) and your interest and enthusiasm in that specific position and the organization as a whole. Indicate your degree and expected graduation date – explicitly mentioning that you are a student at Rockefeller College of Public Affairs & Policy at the University at Albany. The last sentence of your cover letter should be your thesis statement. In other words, what you are going to address in the rest of your letter. Remember that you need to focus on what you have to offer to the organization, not what you hope to gain out of the organization or position.

The body paragraphs (one or two paragraphs) should focus on the qualifications that you possess that match the specific position requirements or the mission of the organization. How can your background and experiences contribute to the organization’s goals and objectives? Read through the job description carefully to pinpoint the skill sets that the employer consistently mentions (i.e. analyzing data, lobbying, policy writing, researching, etc.). Select the skills you feel most confident of and match your skills and qualifications to those qualities. Do not laundry list the skills (I have good communication, analytical, writing, and researching skills), instead, pick one or two skills and describe them in depth.

When describing your specific skill sets, do not just reiterate what is on your résumé – give more in-depth detail. Target what they are seeking in a candidate and back it up with specific examples of times when you have used those skills. If you can prove your experience that is much more convincing than just stating that you have those skills. To give specific examples, use the STAR technique (Situation, Task, Action, Result) to describe the context of the example. The Situation and Task should give background information on the circumstances, the Action is what you did to complete the task, and the Result is the outcome of your effort.

The closing paragraph should again summarize your strengths in the position. You should also discuss some actions towards moving forward in the application process, such as your interest in interviewing with them, or you will be in DC over the summer, or that you would like to hear from them soon, or you will contact them in 2 weeks to follow up. You should thank the employer for their time and consideration.

Sincerely, (you can also use Best Regards, Sincere Regards, or some other closing)

Your full name, signed
(if you are sending your letter electronically, type in a script font)
Your full name, typed

Résumé Attached (if you are sending via postal mail, include Résumé Enclosed)
Dear Ms. McCarty:

I am writing to express my interest in the New York State Assembly Graduate Intern program. I learned about the position through Dr. Helen Desfosses and also through a posting on Rockefeller College’s online Symplicity site. Currently, I am pursuing my Master of Public Administration with a concentration in Local Government Management and will graduate in May 20xx. Growing up in New York, I have a strong interest in state politics, and have followed the Assembly’s legislation for quite some time. I believe I would be a good candidate for the Graduate Intern program, as I have substantial research and policy experience.

Recently, I earned my bachelor’s degree in public policy from Binghamton University. As part of my degree, I took several classes in policy writing, development, and analysis. In my “introduction to Policy Analysis” course, I completed a group project on higher education policy from 1960-2000. To accomplish the task, the group divided up the project, and each group member selected a decade. For my part of the project, I researched higher education policy from 1980-1990, including conducting research using Lexis-Nexis on Pell Grant initiatives. I found 10 articles on Pell Grants, and compiled a summary of the rulings and the implications on higher education loan assistance. As a team, we created a PowerPoint presentation comparing and contrasting the legislation in each of the decades; we presented it to a class of approximately 40 students. As a result, I feel confident that I could utilize my research skills in the Assembly Internship.

In addition to my research skills, I believe that I could contribute my experience in policy. During the spring semester, I completed a policy internship with the National Alliance on Mental Illness (NAMI) in Albany. In this role, I prepared legislative alerts, action alerts, updates, and communications with other local mental health service provider staff. Specifically, I researched and wrote documents about the recent health care bill passed by President Obama, and sent letters to local Congress and Senate representatives to voice NAMI’s support of the bills.

Thank you very much for your consideration for the Graduate Intern position with the New York State Assembly. I can be reached at the contact information listed above, and would welcome the opportunity to discuss the position in more depth in an interview.

Sincerely,

Nelson Rockefeller

Nelson Rockefeller
Résumé Attached
Ms. Lisa Tovar  
Attn: Research Fellow, Energy and Policy Analysis  
Pew Center on Global Climate Change  
2101 Wilson Blvd., Suite 550  
Arlington, VA 22201

Dear Ms. Tovar:

Please accept this letter and résumé in application for the Research Fellowship in Energy and Policy Analysis. I believe Pew serves the critical function of helping maintain the credibility of expertise and empiricism in civic discourses and the making of public policy. Given the urgency of taking steps to respond to climate change, the dual role of Pew as objective researcher and facilitator is an indispensable one. I have a deep academic and personal commitment to innovative environmental governance and the mitigation of climate change, and feel I am uniquely prepared to make the needed contributions at the Pew Center on Global Climate Change. I believe I would be an asset to your organization because of my ability to research and evaluate data and manage programs.

Currently, I am preparing my doctoral literature review, which addresses the theoretical and empirical dimensions of climate change mitigation and adaptation policies in the United States. For this review, I have critically examined and synthesized the scholarly literatures on U.S. environmental policy history, environmental federalism, rational choice theory and environmental policy, and future directions for environmental governance. This knowledge is readily applicable to the Research Fellow position, as I can synthesize and evaluate the data necessary to write legislation.

I will also bring to Pew the administrative and evaluative skills sets needed for a high level of job performance. I am currently the Research Associate for the Center for Change in Government (CCG) at the University at Albany – a promotion from the CCG’s doctoral student assistantship I previously held. My roles and responsibilities have grown accordingly, and I am now intimately involved in all phases of our projects and workshops. At CCG, I manage research logistics and support staff, build and manage data sets, coordinate seminars for state employees, liaise to a network of diverse stakeholders and partners, collect extensive qualitative and quantitative data, present at practitioner conferences, and write proposals, professional correspondence, and reports for public sector clients. My extensive training in analytic and evaluative methods – policy and cost-benefit analysis, program evaluation, statistical and econometric analysis, and qualitative research – have enabled me to bring a high level of rigor and precision to my various job tasks.

Thank you very much for your consideration, and for the work of your organization. I hope to have an opportunity to discuss this position in more depth in an interview, as I believe my core values and experience meet the position requirements. Please feel free to contact me to further discuss my qualifications. Additionally, I will be in Washington, DC area in mid-April, and would be available for an interview at that time. I look forward to hearing from you.

Sincere Regards,

Barney Nelson

Barney Nelson
Enclosure: Résumé
Dear Human Resources Director:

Please consider this letter of inquiry an expression of my interest in exploring employment opportunities with the New York Public Interest Research Group (NYPIRG). Dr. Anne Hildreth suggested I contact you, citing your organization's excellent reputation as an advocate for the citizens of New York.

I am particularly interested in the combination of political initiatives and community education in which your organization specializes. As a political science major at Rockefeller College of Public Affairs & Policy at the University at Albany, I have focused my studies on American Politics. In my *Current Controversies in American Politics*, which I took last semester with Professor Friedman, we examined a myriad of issues plaguing the current political environment, such as healthcare, financial bailouts, reproductive ethics, and Second Amendment rights. Specifically, I prepared a debate on campaign financing, where I took the position that corporations should not be able to sponsor candidates. To prepare my arguments, I researched the recent legislation via online sources, such as *The New York Times* and *The Washington Post*. Additionally, I contacted a local Congressman's office to get his position on the topic. The debate was successful, and I won the award for best debater, as voted by the class. I believe this experience meshes seamlessly with NYPIRG's stand on good government, especially in regards to campaign finance reform, research, and advocacy.

In addition, I believe that I would be an asset to NYPIRG, as I have extensive experience in organizing college students, which fits in with your mission as a student-directed consumer, environmental, and government reform organization. As Vice President of the College Democrats, I organized weekly meetings for a group of 40 students. During the meetings, we organized events, such as a voter registration table, to educate college students on their rights as a voter and encourage more college students to vote. Lastly, we recruited new members through tabling during the semi-annual activities fair.

Thank you very much for your time and consideration. I would be interested in learning more about your organization and determining how I could contribute to the mission of NYPIRG in a full-time position. If I meet the values and qualifications of the organization, please feel free to contact me to schedule an interview.

Sincerely,

**Polly Lyman**

Polly Lyman  
Résumé Attached
Thank You Letters/Emails

Why do I need a thank you email?

• Expresses appreciation for the interview.
• Reiterates your interest in the position, department, and company.
• Reminds the employer of your relevant skills and qualifications.
• Provides additional information that did not get covered in the interview.
• Failure to provide a thank you letter can be regarded as lack of interest in the position.

Guidelines:

• A thank you email should be sent after every interview.
• Everyone who interviews you or helps you in any way should get a thank-you letter.
• Personalize the thank you letter/email, do not write the same email to multiple people.
• Emphasize additional information that didn't get covered in the interview, such as a project you worked on or a relevant experience that relates to the job. You can also use the email to clarify or expand upon something discussed in the interview.
• Send an email within 24 hours OR a letter within 48 hours; in most cases an email is acceptable, and should be written in the body of the email (not as an attachment).
• PROOFREAD!

Sample Thank You Email

Dear Ms. McCarty:

Thank you for meeting with me on Thursday, May 29th to discuss the Graduate Internship program at the New York State Assembly. I enjoyed talking with you and Bob Jones about the direction and goals of the program.

As you described, the New York State Assembly is looking for individuals to conduct research and develop policies. I am confident that my experience working with Congressman Tonko’s campaign assisting in writing and revising policy will enable me to fulfill the requirements of the Assembly internship. At the same time, I was happy to learn that there are ample opportunities for me to continue to grow professionally.

Once again, it was a pleasure meeting with you. I look forward to hearing from you soon. If there is additional information you need from me, please do not hesitate to call me at (555) 555-5555.

Sincerely,
John Doe

Sample Networking Email

Dear Ms. Smith,

I was referred to you through Professor Bob McEvoy from Rockefeller College of Public Affairs & Policy at the University at Albany. I am writing to introduce myself and request a possible meeting or phone call with you regarding my interest in the field of local government.

Presently I am in my first year of the MPA program at Rockefeller College, with a concentration in local government management. In the past, I participated in various internships and volunteer experiences surrounding politics, such as campaign work for Senator Schumer. Having completed one semester in the MPA program, I am now considering what my options are in pursuing full-time positions after graduation. If possible, I would appreciate the opportunity to meet with you for an informational interview so that I can learn more about your career path, find out about opportunities in the field, and get some advice from you as to how I can best achieve my goals.

I know you are very busy and truly appreciate whatever time you can give me. I look forward to hearing from you and hope that we can set up a meeting. Thank you in advance for considering this request.

Sincerely,
John Doe