



# RESUMES | CVs

# COVER LETTERS

## IMPACT OF COVID-19 ON YOUR RESUME

Many of you had your summer plans abruptly cancelled – and everyone had their plans changed – due to COVID-19. Here are a few ways to describe your summer on your resume:

### Independent Study & Projects – Summer 2020 Completed in place of rescinded offer

#### Specialized Training

- Completed Java Basics and HTML intermediate courses through LinkedIn Learning
- Developed website to compile sample work here: [samplewebsite.com](http://samplewebsite.com)

#### Career Development

- Conducted 5 informational interviews with media industry experts to learn more about SEO, Google Ad words and topics relevant to the field
- Practiced case studies with a small group of peers and had findings evaluated by a current expert; received positive feedback on solutions shared

#### Projects & Research

- Contributed to Professor \_\_\_\_'s research focused on media accuracy, fact-checking and misinformation basics by identifying news sources to investigate for common themes
- Compiled an article and submitted to *AdAge* for review *sample posted on the NACE Community*

### AESOP Academy & Advisory, Data Analytics Program

- Successfully completed intensive learning program focused on the end-to-end data analytics skills of MySQL extractions, Excel strategic data analysis, Tableau dashboard development, and interpreting client requirements.
- Conducted analyses on a variety of real-world client scenarios utilizing advanced data managements methods to resolve client challenges related to budget prioritization, customer traction & trends, supply/demand gap analysis, and product portfolio performance. Identified root cause risks and proposed resolution strategies for clients.

### Intern, Florida Health Justice Project – Summer 2020 remote (*SwatWorks micro-internship*)

- Completed a micro-internship focused on healthcare policy in the face of COVID-19, responding to the twin healthcare and economic crises of COVID-19.
- Researched new policies and created *Know Your Rights* materials for healthcare consumers, while also researching policy opportunities presented in the midst of the pandemic.

## RESUME AND CV CHECKLIST

### 1) Be Concise, Selective and Highlight Your Accomplishments

- Resumes are one page; CVs (used for research applications) can be two
- Include the experiences that are most relevant to the position you're applying to and your relevant skills
- Go beyond a simple description of what you did and highlight your impact, quantified if possible
- Begin each bulleted experience with an action verb
- Contextualize processes (e.g. how many team members, to whom you reported)
- Specify tools utilized (e.g. computer programs, research techniques, statistical methods)
- Describe the final outcome of your accomplishment, even if it occurs post-experience (e.g. a journal publication)

### 2) CVs (curriculum vitae)

- CVs are used when applying to positions within an academic setting (e.g. 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. Here are some examples of CV categories:

<input type="checkbox"/> Publications	<input type="checkbox"/> Presentations & Lectures	<input type="checkbox"/> Committee Appointments
<input type="checkbox"/> Honors & Awards	<input type="checkbox"/> Professional Associations	<input type="checkbox"/> Research Interests
<input type="checkbox"/> Teaching Experience	<input type="checkbox"/> Community Service	<input type="checkbox"/> Foreign Study
<input type="checkbox"/> Research Experience	<input type="checkbox"/> Licensure	<input type="checkbox"/> Grants

# SPECIAL RESUME TYPES

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## FEDERAL RESUMES

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Federal resumes are generally lengthier than their private sector counterparts, ranging from 1-5 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 follows the same rules as a student resume. Highlight skills, accomplishments and ultimate levels of responsibility. A **Professional Highlights** or **Skills/Qualifications Summary** section with short, dynamic sentences at the top of your resume can be effective, e.g. *10 years of nonprofit administration 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. Not every experience or accomplishment is going to add value to your resume; the goal is to communicate the skillsets for your desired job. Even the most seasoned professional can have a concise resume.

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. 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 training 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

## COVER LETTER CHECKLIST

### 1) Personalize for Each Employer

- This business letter accompanies your resume; even when not required, it is always recommended
- Answers two questions: *why them?* (why are you interested in this opportunity and organization) and *why you?* (why should they hire you)
- Address to an individual using the correct title or full name, e.g. Dear Senator Schumer, Dear Dr. Perawi, Dear Ms. Obed, Dear Amber Green
- Focus on how you meet their needs rather than on what the employer has to offer you

### 2) Highlight Your Accomplishments for the Specific Position

- Connect your qualifications to a specific job with a prospective employer
- Format: concise, one page, with 3-4 relatively short paragraphs:
  - Introduction** | Why are you interested in this position and organization? Did someone refer you or did you speak with an employee there while conducting your research into the opportunity? (mention their name) What about the organization resonates with you? If a mission-driven employer (e.g. most nonprofits), mention why their mission is meaningful to you.
  - Body** | 2-3 paragraphs highlighting your relevant skills and experiences; refer specifically to their job description and use their language
  - Conclusion** | Reiterate your interest and skills related to the position and thank them for their time

## MATCHING 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 relevant field; 1-2 years related internship, administrative and/or research experience
- Excellent verbal and written communication skills in English and Mandarin
- Strong research, proofreading, and editing skills
- Proficiency in statistical software and digital scholarship
- Strong organizational skills, attention to detail, and ability to work under tight deadlines

## Matching Cover Letter:

April 25, 2021

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

Dear Madison 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, accepted for publication by 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 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 and it spurred my interest in working at a research-oriented think tank.

Organizing workshops, events, and conferences has sharpened my organizational, communication, and interpersonal skills. During my 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. 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 pay close attention to detail. 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 worked with other team members to develop 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 '21  
Swarthmore College

## REFERENCES

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

## THANK YOU NOTES

Email each interviewer within 24 hours, referencing key points of the interview conversation:

Thank you very much for interviewing me yesterday for the Research Associate position. I enjoyed meeting you and learning more about the work of CFR. Our conversation about the impact of new international trade regulations further heightened my interest in the position. Through my research experience and the Honors Program at Swarthmore, I have developed skills that will enable me to make a strong contribution to CFR. I am particularly interested in applying my research experience gained at the Foreign Policy in Focus program. Please let me know if you would like me to provide any additional information or writing samples. Again, thank you for the interview and I look forward to speaking with you soon.

# RESUME SECTIONS AND SAMPLE DESCRIPTIONS

## Begin with Education

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**Swarthmore College**, Swarthmore, PA

Candidate for Bachelor of Arts with anticipated majors in Religion and Philosophy, May 2024

**John Jay High School**, New York, NY International Baccalaureate Diploma, June 2020

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

*NOTE: first years and sophomores can include high school, juniors and seniors typically omit it in favor of more recent experiences*

**Swarthmore College**, Swarthmore PA

Bachelor of Arts, Special Major in Chemistry and Education, May 2022 GPA: 3.0

**Relevant Coursework:** Urban Education, Special Education, Educational Psychology, Adolescence

**Honors and Awards:** Richard Rubin Scholar, 2019-present; Swarthmore College Chemistry and Biochemistry Department Service Award, 2019; National Merit Scholar, 2018

**Swarthmore College**, Swarthmore, PA

B.S. in Engineering and B.A. in Economics, May 2021 Engineering GPA: 3.5; Overall GPA: 3.2

*Relevant Coursework:* Data Structures and Algorithms\* | Structure and Interpretation of Computer Languages\* | Econometrics | Honors Linear Algebra | Discrete Mathematics (\* denotes lab component)

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

Semester abroad, Fall 2019. GPA: 4.0/4.0

Coursework in Chinese language, contemporary Chinese politics, and the history of Shanghai

## Experience with Impact

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Private Piano Teacher, Smith Valley Music Program, Atlanta, GA

- 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

Intern, Ion Field Systems, Wilmington, DE

- Assistant to the CIO at a \$5M 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 and made recommendation resulting in purchase of vital resources for the lab team.
- Honed ability to work on multiple projects at once; had the opportunity to help make decisions to optimize the performance of a small company with cost savings of \$50K.

Science Instructor, Stetser Elementary, Chester, PA

*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.

Investment Banking Summer Analyst, Sword, Rowe & Company, Princeton, NJ

- 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

## Research

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### Developmental Economics, Swarthmore College, Swarthmore, PA

- 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

- 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.

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

#### Summer Undergraduate Research Program, Philadelphia, PA

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.
- ▲ *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.

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

- 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

## ENGINEERING RESEARCH AND DESIGN PROJECTS

### Senior Comprehensive Project (Spring 2021) – Swarthmore, PA

- 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 heart rate sensing, movement detection, and motor control on an MSP430.

### Sensor Design (Fall 2020) - Swarthmore, PA

- Developed 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 2020) - 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 2019) – 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

## Athletics and Activities

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### Member, Penncrest Varsity Soccer Team, Atlanta, GA

- Managed 30+ hrs/wk 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

### **Swarthmore Varsity Volleyball, Player and Captain – Swarthmore College**

- 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 NCAA conference championship and most wins in a season during junior year

### **Student Athletic Advisory Committee, Member – Swarthmore College**

- 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 resulting in 1500+ donations for food-insecure community members

### **Tutor, Dare 2 Soar Program, Chester, PA**

*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.

### **Hospital Community Service, Pre-medical Volunteer – Philadelphia area, PA**

- 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

## **Sample Campus Jobs and Peer Leadership Roles**

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### **Resident Assistant (RA), Swarthmore College Office of Student Engagement**

- 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.
- Support students who are having trouble adjusting to college or are struggling, encourage students to take advantage of college resources, and collaborate with administrators to help students.
- Honed effective communication skills and an ability to work on multiple projects while managing residential issues.

### **Student Academic Mentor (SAM), Swarthmore College Division of Student Affairs**

- 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
- 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
- Developed an ability to manage time effectively, making helping people and finishing work a priority

### **Tour Guide/Admissions Fellow, Swarthmore College Admissions Office**

- Lead guided tours for prospective students and families, quickly developing a strong rapport with tour members to ascertain their interests and customize the tour accordingly
- 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
- Successfully balance a rigorous academic course load while working 15 hours per week

### **Writing Associate (WA), Swarthmore College Writing Center**

- Assist student writers in the prewriting, drafting, and revision of written course assignments; support Intro to Education course and drop-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
- Selected from pool of over 80 candidates to be one of 24 writing associates, helping students to develop as writers

**Assistant Editor and Columnist, *The Phoenix*, Swarthmore College, PA**

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

**Student Budget Committee (SBC) Member, Swarthmore College**

- Evaluated funding requests, determined allocations, and managed administration of the Student Activities Budget, a \$540,000 account for 120 campus organizations
- Introduced midyear 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

**Skills and Interests**

Languages

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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

**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

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**SAMPLE RESUMES, CVs AND COVER LETTERS  
ON THE FOLLOWING PAGES**



# SHUAN PEI SENIOR

500 College Avenue, Swarthmore, PA 19081  
s senior5@gmail.net (555) 560-8888 dual citizenship – USA and Canada

## Education

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

Bachelor of Arts: Honors Major in Economics, Honors Minor in Political Science, May 2021 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 2017

SAT: *Verbal: 700 Math: 770 Writing: 750*

## Experience

Business Analyst, **Office of Corporate Development, Tiny Telecom Corp.**, *Philadelphia, PA* June 2020 – Aug. 2020

- 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. 2019 – May 2020

- 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. 2020

- 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 2019 – Aug. 2019

- 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. 2019 – Jan. 2020

- 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

Columnist/Opinions Editor, **The Phoenix, Swarthmore College**, *Swarthmore, PA* Jan. 2018 – Jan 2019

- 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
- 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 – case studies on the fisheries sector in Bangladesh, Cambodia, Comoros

## Skills and Interests

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

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

# ASHLEY FIRST YEAR

afy1@swarthmore.edu ■ 610.328.8352 ■ [linkedin.com/in/ashleyfy1](https://www.linkedin.com/in/ashleyfy1)

## EDUCATION

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**Swarthmore College**, Candidate for BA in Neuroscience & Economics, *May 2024*  
**James Island Charter School**, Charleston, SC, IB Diploma, *June 2020*

GPA: 3.48/4.00  
ACT Composite: 35/36

## INTERNSHIPS

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**CareX Incorporated**, Philadelphia, PA *Jun. 2020 – Aug. 2020 remote*  
*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 2019 – Aug. 2019*  
*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 AND CAMPUS EMPLOYMENT

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**Admissions Office, Swarthmore College** *Aug. 2020 – Present*  
*Tour Guide*

- Represent Swarthmore College publicly and deliver hour-long presentations at campus information sessions to prospective students and their families

**McCabe Library, Swarthmore College** *Aug. 2020 – Present*  
*Reference Assistant*

- Advise scholars in locating materials relevant to their research, requiring excellent interpersonal skills

**Dean's Office, Swarthmore College** *Jan. 2021 - 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

# MARY LYON SOPHOMORE

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 2023

*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 2020 – 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 2020 – July 2020

- ❖ 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 2020 – May 2020

- ❖ 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 2019 – August 2019

- ❖ 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 Zoom; 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 Junior

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## Education

**Swarthmore College**, Swarthmore, PA

- BA, May 2022. 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 2019. 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 2020

*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 2019

*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 2019

- 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, 2019-2020*

- 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 2019-2020 budget, drafted 2020 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 2018-Spring 2019*

- Acted as a sounding board, providing advice to deans of the college on various student life issues.

241 Summit Court ◊ Hampton, VA 23693 ◊ (610) 328-8352 ◊ sean2021@gmail.com  
github.com/sean2021 ◊ sean2021.github.io/Personal-Website

## Education

**Swarthmore College** | B.A. in Computer Science, May 2021

Relevant Coursework: Data Structures and Algorithms, Computer Systems, Machine Learning, Algorithm Design, Software Engineering, Mobile Robotics

## Technical Skills

**Computer Languages** (Proficient): Python

**Computer Languages** (Familiar): C++, Java, JavaScript, Bash, SQL, HTML, CSS

**Technologies:** Git, Linux, Django, PostgreSQL, sklearn, TensorFlow/Keras, Flask, NumPy, Pandas, ReactJS, Material-UI, Slack

## Experience

**Software Engineering Intern** | PureUX | June 2020-Present *remote*

- ❑ Created **backend** support for a web application using **Django** and **Django REST API** framework
- ❑ Organized data using **PostgreSQL** database management system
- ❑ Operated in a flexible and collaborative **Agile** work environment

**Information Technology Intern** | Keystone Human Services | Harrisburg, PA | July 2019-August 2019

- ❑ Implemented various hardware and software solutions for employees

**Project Developer** | Swarthmore College Department of Engineering | July 2018-August 2018

- ❑ Created a Robotics Software project designed to teach Engineering students the fundamentals of coding

## Selected Projects

**Bet-Tracking iOS App** | Python

- ❑ Created a **Flask** server that uses **Sqlite3** to manage a database of results from sports contests and provides this information to an iOS App that tracks sports-betting for user
- ❑ Obtained published data through **web-scraping** and used **Pandas** to process data

**Machine Learning Stock Prediction Program** | Python

- ❑ Designed a **Sequential Machine Learning model** using the **TensorFlow/Keras** platform to predict the behavior of stock prices
- ❑ Cleaned and prepared historical stock market data for ML model using **sklearn pipelines** and evaluated success of the model using **sklearn cross-validation**

**Reddit Recipe Bot** | Python

- ❑ Utilized **PRAW** to access the reddit **API** and scrape images from the GifRecipes subreddit
- ❑ Converted Gif to images that were prepared for Optical Character Recognition using **OpenCV2**
- ❑ Used **Tesseract OCR** to create a print-out of ingredients and directions for the recipe

**Anya Artist**

aartist2@students.towson.edu

410-724-5678

**DESIGN EXPERIENCE****Towson University Stephens Hall Theatre - Towson, MD**

Scenic Designer	<i>The Arkansaw Bear</i>	Kamala Krusxka, Director	Fall 20XX
Lighting Designer	<i>Scepter in the Sand</i>	Mandy Rees, Director	Spring 20XX
Asst. Lighting Designer	<i>Everyman</i>	Chris Eicher, Lighting Designer	Fall 20XX
Props Designer	<i>Anna in the Tropics</i>	Maria-Tania Becerra, Director	Summer 20XX
Props Designer	<i>Lend Me a Tenor</i>	Zoe Saba, Director	Fall 20XX

**The Audrey Herman Spotlighters Theatre - Baltimore, MD**

Lighting Designer	<i>Radio Days</i>	Tyrone Guthrie, Director	August 20XX
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**PRODUCTION EXPERIENCE****Towson University Stephens Hall Theatre - Towson, MD**

Master Electrician	<i>Picasso...Lapin Agile</i>	Chris Eigher, Lighting Director	Summer 20XX
Stage Manager	<i>Opera Scenes</i>	Ray Finnell, Designer	Spring 20XX
Stage Manager	<i>Doll's House</i>	Anne Bogart, Director	Spring 20XX
Stage Hand	<i>Opera Scenes</i>	Ray Finnell, Designer	Fall 20XX
Sound Board Op	<i>Blue Window</i>	Dale Becherer, Director	Fall 20XX
Carpenter	<i>Electricidad</i>	Chris Eicher, Technical Director	Spring 20XX
Stage Manager	<i>Picnic</i>	Trevor Nunn, Director	Fall 20XX

**The Audrey Herman Spotlighters Theatre - Baltimore, MD**

Stage Hand	<i>Romeo and Juliet</i>	Sam Smith, Technical Director	June 20XX
Follow Spot	<i>My Fair Lady</i>	Adolphe Appia, Lighting Designer	June 20XX

**New Direction Community Theater - Lusby, MD**

Flyman	<i>Secret Garden</i>	Max Reinhardt, Director	May 20XX
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**WORK EXPERIENCE**

Sales Associate, *Target*, Towson, MD June 20XX – present

- Ensure a quality customer service experience by assisting customers and resolving concerns

Cashier, *Joe's Coffee Shop*, Towson, MD August 20XX – May 20XX

- Completed transactions at the register efficiently while maintaining accurate record keeping

**EDUCATION AND TRAINING**

**Bachelor of Arts in Theatre Arts, Design and Production Track** May 20XX

Towson University, Towson, MD

Related Coursework: Stage Craft, Scenic Design, Costume Design, Lighting Design

**Scenery Automation, Towson Summer Arts Workshop** June 20XX – August 20XX

Towson University, Towson, MD

Study of stage machinery/technology with Daniel T. Brinker, Jon Lagerquist, and Fritz Schwentk

**SKILLS**

**Special Skills:** Metalworking, Basic Woodworking, Light Board Operator

**Computer Skills:** AutoCAD, Vector Works, Adobe Photoshop, SFX, Cool Edit Pro, Protools Logic, MacLux Pro



# Kendra Kemp

College Address: 500 College Ave., Swarthmore, PA 19081 Phone: (610) 328-8352 Email: kkemp1@swarthmore.edu

Science CV

## EDUCATION

**Swarthmore College**, Swarthmore, PA

B.A. with a major in Biology and minor in Psychology, May 2021 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 2020**
- Howard Hughes Medical Institute Grant to support summer research, **Summer 2018**
- National Merit Scholarship, **Spring 2017**

## 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, 2020, presented at Friday Harbor Laboratories, 2019, and presented as a poster at the Sigma Xi Poster Session, Swarthmore College, 2020)

Poster

Summer 2019

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, 2019)

## 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



**RELEVANT COURSE and LAB EXPERIENCE****Biomechanics** – Swarthmore College**Spring 2020**

- 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 2019**

- 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 2019**

- 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 2018**

- 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 2018**

Learned a variety of lab techniques, including:

- |                             |                                  |
|-----------------------------|----------------------------------|
| ○ SDS-PAGE and Western blot | ○ Agarose gel electrophoresis    |
| ○ PCR                       | ○ Staining and confocal analysis |

**Organic Chemistry and General Chemistry** – Swarthmore College**Spring 2018, 2019**

Learned a variety of lab techniques, including:

- |   |  |
|---|--|
| ○ NMR/IR Spectroscopy                     | ○ Crystallization                      |
| ○ Chromatography: Column, Thin Layer, Gas | ○ Extraction                           |
| ○ UV Spectrophotometry                    | ○ 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 2020**, statistical modeling of relationships and structure in data

**LEADERSHIP and ADDITIONAL EXPERIENCE****Writing Associates Program, *Writing Associate (peer writing tutor)*** – Swarthmore College**9/2019 – 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

## Shania Tarble

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[www.sccs.swarthmore.edu/users/15/starble](http://www.sccs.swarthmore.edu/users/15/starble)

Computer Science CV

### 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, 2020 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 2020.
- Presenter, Shania Tarble and Anne Marcus, North East Music Informatics Special Interest Group (NEMISIG), Philadelphia, PA, January 2020.
- 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 2019.

### PROFESSIONAL EXPERIENCE

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**Carnegie Mellon University Summer Researcher** Summer 2020  
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 2019  
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

**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 2021

- 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 2019-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 2018

- 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

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## Education

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

**August 2017 – May 2021**

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 2019 – December 2019**

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**

**December 2018 – 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**

**January 2019 – May 2019**

- Organized bi-annual campus-wide waste characterization studies for a campus with 1700+ students.
- Documented and benchmarked the campus e-waste system for greater centralization and improvement.
- Monitored and piloted strategies to achieve an 80% diversion rate in one administrative building by May 2019.

### **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.

**James H. Scheuer Environmental Studies Grant (2019):** Sole recipient of this \$4,500 scholarship to support my internship assessing Kathmandu's solid waste management system.

**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.

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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

[vsharp1@gmail.com](mailto:vsharp1@gmail.com) | Cell: 610-328-8352 | 500 College Ave | Swarthmore, PA 19081

## EDUCATION

- Swarthmore College** Swarthmore, PA Fall 2017 – Present  
 B.A. with anticipated Major in Psychology and Minor in Art History, May 2021  
 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 2021  
 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. Conducting an extensive literature review of OCD and anxiety-related disorders.
- Seminar in Advanced Cognitive Behavioral Therapy, Swarthmore College** Fall 2020  
 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 2020  
 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

- Editor In Chief, The Phoenix** August 2019—October 2019  
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, The Phoenix** August 2018—October 2018  
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, The Phoenix** January 2018—May 2018  
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.
- House Manager, Lang Performing Arts Center and Lang Concert Hall** January 2018—May 2018  
Supervised and trained student ushers, whose responsibilities include customer service as well as representation of the College. Communicated regularly with Performing arts and Music building staff members to ensure appropriate scheduling and fluid performances.
- WSRN FM** January 2019—Present  
Running a primetime 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—Dec 2017  
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

Design Thinking | Problem-Solving | Microsoft Office | Graphic Design | Russian Fluency | IPA Transcription  
Some Spanish and Swedish | Photoshop | CPR certification

# Janice Kohlberg

500 College Avenue, Swarthmore, PA 19081 · jkohl1@swarthmore.edu · (610) 328-8352

## EDUCATION

**Swarthmore College** – Swarthmore, United States

Expected May 2021

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

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

Jul 2020- 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 Skipper* – London

Jan 2019– Aug 2019

- 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 NTLK 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 2018 – Aug 2018

- 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

### Poster

Fall 2019

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

### Poster

Summer 2018

Norris, C. J., Larsen, J. T., & Kohlberg, 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
- Attended a week-long workshop 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

## HONORS & AWARDS

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### Hong Kong Scholarship for Excellence

- Academic scholarship from the Hong Kong Government for overseas study

### Lotte Lazarsfeld Bailyn Research Endowment

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

### Sigma Xi Honors Research Society

## SKILLS

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### STAGIAIRE – A Wong – London, United Kingdom

Mar 2019 – May 2019

- Line cook at a 1 Michelin-starred modern Chinese restaurant, under *Eater London* 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 Philadelphia PA US	9/20XX-4/20XX 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) Madrid, Spain	6/20XX – 8/20XX 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) Washington, DC US	9/20XX – 8/20XX  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
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**REFERENCES**

George Washington	Swarthmore College Professor, Spanish Language
Phone Number:	610-328-8000
Email Address:	<a href="mailto:gwwashington@pastpresidents.org">gwwashington@pastpresidents.org</a>
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

# Kyra Alumna

[kyalumna@gmail.com](mailto:kyalumna@gmail.com) · [linkedin.com/in/kyalumna](https://www.linkedin.com/in/kyalumna) · 610-328-8352

## SUMMARY

- Professional with five years of experience creating and facilitating programs to support the leadership and professional development of fellows and students from the US, Latin America, and Asia.
- Skilled in workshop delivery, event planning, multicultural mentorship, and fellowship programming.

## WORK EXPERIENCE

### **Watson Foundation, *Journal Reader***

New York, NY, US

Current

- Provide individualized mentorship via weekly journal correspondence with four Jeannette K. Watson Fellows completing internships to enhance their personal, professional, and cultural growth.

### **Ewha Womans University, *Program Assistant***

Seoul, South Korea

2018-2020

- Mentored 22 fellows in Ewha Global Empowerment Program, guiding them in developing, writing, and editing action-research papers and preparing engaging presentations.
- Supported planning and execution of two cultural study tours for fellows and international guests by coordinating with local partners to introduce Korean women's history.
- Evaluated week-long fellowship program convenings and forums for stakeholders to improve international higher education programs and empowerment initiatives in Asia.
- Managed logistics of a 3-day international conference, organizing 44 presentation sessions, arranging travel reservations, and drafting invitations and communication materials.
- Maintained Editorial Manager system, streamlining workflows to track reviewer and author revisions.

### **U.S Embassy Seoul, American Center, *Lecturer***

Seoul, South Korea

Spring 2019

- Created first youth program on gender equality that reached 150 college students by designing and facilitating 10 culturally-sensitive workshops, and preparing engaging presentations and activities.

### **Gary Graf Center, *Case Manager***

Waukegan, IL, US

2016-2017

- Set up and managed LGL donor management database to organize first holiday fundraiser.
- Collaborated with DACA students to organize and facilitate Know Your Rights workshops, creating bilingual resource guides and materials, coordinating speakers, and delivering information sessions.
- Maintained online platforms and in-house newsletter to celebrate client victories and increase outreach.

## FELLOWSHIPS

### **Henry Luce Foundation, *Luce Scholar***

2018-2019

### **Bill & Melinda Gates Foundation, *Gates Cambridge Scholar***

2017-2018

### **Thomas J. Watson Foundation, *Watson Fellow***

2015-2016

## EDUCATION

### **University of Cambridge, Cambridge, UK**

MPhil in Multi-Disciplinary Gender Studies, February 2019

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

BA in Sociology & Anthropology, minors in Gender & Sexuality Studies and Psychology, May 2015

May 13, 2021

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 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 '21  
Swarthmore College

January 5, 2021

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 justice. 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, R, Tableau, 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 an 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 2021  
[aville1@swarthmore.edu](mailto:aville1@swarthmore.edu)

February 1, 2021

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 2021. 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 strongly contribute on the team developing LRAUV diagnostic procedures. I also see the project proposal by Gene Massion on the profiling float as an interesting opportunity to not only work with sensors, but also to gain experience dealing with the product lifecycle, reusability of equipment and potentially fatigue and failure analysis.

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 '22

## Elise Ashton

Swarthmore College • 500 College Avenue • Swarthmore PA 19081  
Phone: (610) 328-8352 • [eashton1@gmail.com](mailto:eashton1@gmail.com)

September 5, 2020

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 '21



June 5, 2021

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 '21  
Swarthmore College

## 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: (610) 328-8352

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December 27, 2020

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 (over 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 '23

# Omari Eldridge

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

March 17, 2021

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

Dear Ms. Ouellette:

I am a first year student 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 '24

## Oscar Clothier

610-328-8352 • oclothi1@swarthmore.edu • linkedin.com/in/oscarclothier

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January 5, 2021

Dr. Shelia Forester, Director of College Recruiting  
The Urban Institute

Dear Dr. 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 '21

October 4, 2020

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

**Sample Thank You Emails after  
Interviews**

Dear Ms. Brightman:

Thank you for taking the time to speak with me during our meeting yesterday. 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 should you need additional information.

Sincerely,

*Benjamin Franklin*

Benjamin Franklin '21  
Swarthmore College  
(610) 328-8352  
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 '21  
610.328.8352

# Carl Crum

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## Reference

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

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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.**

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## Relationship

### **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 2019.

### **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.

### **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.

### **Professor**

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

