

Organizational Effectiveness & Staff Development

YALE UNIVERSITY: GUIDE TO WRITING A WINNING RESUME

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Introduction and Objectives

Introduction

Your resume is a marketing tool you'll use to promote your background throughout your career. Crafting a compelling resume allows you to distinguish yourself and will propel the reader to want to learn more about you.

A resume should not present everything there is to know about you. It is a selective summary of the most significant facts outlining professional and educational background, as well as additional interests and activities, tailored strategically to present the accomplishments, skills and experiences that are transferable to the position you seek. A well-constructed resume increases your chances of garnering an interview. A resume with errors, misspellings or irregular formatting will usually disqualify a candidate from serious consideration from a position.

Objectives

The purpose of this guide is to provide you with reference material for both the format and content of your resume.

We encourage you to read through the guide as you craft your resume and to revisit it periodically as you transition through the phases of your job search. As questions arise, you can always reach out to us.

Format

There are many different formats for writing a resume. There is no one right or wrong way to present this information. Here are a few tips to keep in mind when selecting a format:

1. Select a font that is easy to see and read such as: Times New Roman or Calibri.
2. Make sure that your font is not too large or too small. Any of the following work: 10, 10.5, 11, 11.5 or 12 point.
3. Be consistent (i.e., if you use a period at the end of one bullet, use a period at the end of all bullets or vice versa).
4. Do not include personal information such as marriage status, photo, age, religion, etc.
5. Margins should be no less than 0.5" on each side.

Resume Formatting Checklist

Please use the following checklist as a guide for writing and editing your resume. A clean, well-formatted resume will make it easier for readers to find the critical information they need to know about you.

1. General Formatting Guidelines

<input type="checkbox"/>	Resume is one to two pages
<input type="checkbox"/>	Formatting is consistent throughout entire resume (i.e., headings, font type, font sizes)
<input type="checkbox"/>	Font and size = Times New Roman or Calibri are recommended; 10 point – 12 point font (anything less than 10 point is too small)
<input type="checkbox"/>	Margins no less than 0.5” on each side
<input type="checkbox"/>	Dates – be consistent, either use months and years or just years throughout resume. Months and years (Month 20XX – Month 20XX) or Years only (20XX – 20XX). NOTE: If you have less than 5 years of experience at Yale, it is recommended that you use months and years vs. just using years
<input type="checkbox"/>	Bullet points should be very basic (•) and used consistently
<input type="checkbox"/>	Either use periods at the end of each bullet or do not use periods (be consistent)

2. Contact Details

<input type="checkbox"/>	Name at the top of the page (you may want to bold and capitalize your name to make it stand out)
<input type="checkbox"/>	Mailing address – address where you receive your mail
<input type="checkbox"/>	Telephone – number you can be contacted; country/area code in parentheses
<input type="checkbox"/>	E-mail – firstname.lastname@yale.edu

3. Professional Experience

<input type="checkbox"/>	Company / organization name listed; job title listed below organization name. Note: you may want to list company/organization name in BOLD CAPITAL letters with the job title in bold lowercase letters to make them stand out
<input type="checkbox"/>	Both the generic title that is given to your Yale job and the working title that you have on your business cards should be listed. For example: if your Yale title is Senior Administrative Assistant and your working title is Fellowship Coordinator, you may present it as “Fellowship Coordinator; Senior Administrative Assistant”. Another example: if your Yale title is Student Services Officer 4 and your working title is Relationship Manager, you may present it as “Relationship Manager/Student Services Officer 4”
<input type="checkbox"/>	If company not widely known, describe in one sentence under company name

<input type="checkbox"/>	All accomplishment statements start with a powerful action verb (see appendix for list of action verbs); verbs all past tense except for the ones in your current job
<input type="checkbox"/>	Do not use jargon or abbreviations
<input type="checkbox"/>	When listing a monetary value, state currency consistently. If indicating numbers: K= thousands, M = millions, B = billions (i.e., 1,000,000 = 1M). Note: there are several ways to denote amounts (i.e., millions can be M or MM). No matter what you choose, it is just important that you be consistent throughout the resume

4. Education

<input type="checkbox"/>	Education listed in reverse chronological order, with the highest degree achieved first
<input type="checkbox"/>	School name listed; degree and majors listed below school name. Note: you may want to list school name in BOLD CAPITAL letters with the degree name in bold lowercase letters to make them stand out
<input type="checkbox"/>	School location with city and state (and country if not in the US)
<input type="checkbox"/>	Date for all schools is graduation year only (20XX). If you are in the process of obtaining a degree, please state expected graduation year
<input type="checkbox"/>	Academic achievement should be reflected. Undergraduate – include Latin honors or if GPA > 3.0/4.0
<input type="checkbox"/>	Education related activities included in bullet points (i.e., academic awards, scholarships, leadership positions, exchange programs, club activities)
<input type="checkbox"/>	Everything listed in this section should be post-high school

5. Additional Information/Other Sections

<input type="checkbox"/>	Activities that may show professional or personal commitment, leadership, or interests outside of work should be included. This can go under an “Additional Information” section. If you have licenses, memberships or accreditations, you may want a separate “Professional Affiliations” section. If you have spent a good deal of time volunteering outside of work, you may want a separate “Community Involvement” or “Volunteer Experience” section.
<input type="checkbox"/>	Do not include anything that could screen you out such as political or religious organizations. The exception is if you hold a leadership position (i.e., coordinated a political event where you were in charge of 250 volunteers)
<input type="checkbox"/>	Use consistent format (i.e., if you include years that you volunteered at one organization, make sure to include the years that you have belonged to a professional association)

6. Other things to keep in mind when crafting your resume.

<input type="checkbox"/>	Be honest – make sure all statements are true
<input type="checkbox"/>	Proofread • Proofread • Proofread: grammar, punctuation, spelling

Content and Tips for Writing a Winning Resume

The format of a resume is important for the reader to be able to locate the information seamlessly, but once they have found what they are looking for, the content becomes the most important part. Here are some guidelines:

SECTION I – Contact Information

Personal information goes at the top of the resume and is a simple identifier. This section should include your full name and contact information, including your email address (note: when applying internally to positions at Yale, we recommend using your Yale email address).

Recommendations

- Please ensure you have an appropriate and professional voicemail message on your cell phone.
- As a general rule, it is good to put your address (which many candidates do not like to do).

Examples

- **SALLY SMITH**
1114 Main Street, New Haven, Connecticut 06520
Tel. (203) 555-5555: sally.smith@yale.edu

SECTION II – Professional Experience

The heart of your resume is the organization and presentation of your professional experience. When developing this section, your goal is to highlight the skills/achievements most relevant and directly transferable to the position you're seeking. Describe your major activities (transactions and projects), but place the *greatest emphasis* on accomplishments you can legitimately claim as your own.

Recommendations

- Use strong action verbs to begin each bullet (see list of examples on pages 13 – 14 in this guide).
- Do not use personal pronouns such as “I”, “my”, “me”, etc.
- Include the city and state/country of work experience, don’t assume.
- Draw the connections between past experiences and the occupational skills required in the role you are applying for (readers often lack the time needed to draw inferences and make connections based on resume bullets. Please be as explicit as possible regarding how your past achievements relate to the position of interest).
- Ensure each bullet point reflects an accomplishment (vs. a responsibility).
- Use the “SAR” (Situation – Action – Result) framework to write the accomplishment statements. This includes describing the Situation (S), the Action taken (A) which might include the analysis of the opportunity, the planning and preparation, and the resources involved, and the Results (R) obtained. Be sure to state if you presented your results to management and what next steps were taken.
- Expand upon accomplishments wherever possible:
 - Improved quality, productivity, teamwork
 - Increased sales, profits
 - Reduced costs
 - Planned/designed a program/training process to improve, reduce or change some factor
 - Decreased turnover, failures, breakdown, shrinkage, overtime, etc.
- To help you identify some of your accomplishments, consider:
 - Did I train or in any way develop other employees?
 - Did I receive any recognition or award?
 - Did I point out the need for or create a new procedure?
 - Did I improve customer service?
 - Did I reduce turnover?
 - Did I meet or surpass standards for speed or accuracy?
 - Did I do something special?
- With every question, ask yourself this follow up question:
 - What were the results?

- Quantify impact as often as possible (i.e., % sales growth). If possible, try to relate the size and/or scope of accomplishment (i.e., “first,” “affecting 13 of 15 clients”, “increasing audience 200%”, etc.). Focus on your individual impact and please be careful not to exaggerate or misrepresent your background. In situations where the responsibility and activities had little quantitative benefit, you should make the effort to “qualify” results. For example, “Championed a quarterly learning seminar that increased collaboration between sales, marketing, and finance” or “Developed a proposal to refocus traditional media spend on a social media strategy; recommendation was supported and acted upon by senior leadership”.

Examples (Accomplishment Statements):

- Prospected 15 potential new customers and signed 10 of them within a one week period – a record for the department.
- Reorganized department files using a color coded system which resulted in a 20% improvement in retrieval of key documents.
- Initiated advanced assembly procedures to increase production 10% by reducing turn-around time from five to four days. Presented report on procedural improvements to senior management, informing next round of strategic planning.
- Earned promotion to Senior Administrative Assistant within 10 months of start date.
- Led sales team of 12 professionals in doubling market share of company’s largest product segment from 15% to 30%, despite negative economic indicators in industry sector.
- Developed a spreadsheet for determining salary and benefits plan impact on finances; model has become company-wide standard and is still utilized.
- Led a 10 member cross-functional task force charged with improving administrative processes, resulting in overall savings of \$300,000 annually.
- Analyzed statistical reports to pinpoint cost overruns, saving \$500K annually in raw material sourcing.
- Created and presented a program to educate regional branches in anti-fraud compliance best practices.

- Compiled and distributed weekly activity reports to all vice presidents (meeting all deadlines and attaining the highest degree of accuracy).
- Prepared budget and P&L analysis for product lines, providing management with estimates of product profitability for Northeast market.
- Trained approximately 50 new employees in customer service, secretarial, and telephone procedures, generating a 30% reduction in customer complaints. One of five employees nominated for annual *Customer Orientation Award* by supervisor.
- Studied 30 bids and contracts from outside service providers, totaling more than \$30M annually, and presented recommendations to senior managers.
- Created new loan procedure that resulted in \$200K savings and 50% improved processing turnaround time.
- Analyzed, approved and documented over \$75 million in new business. Earned unanimous perfect ratings in peer appraisal reviews as a result.

SECTION III – Education

The *Education* section is typically listed after the *Professional Experience* section of the resume. The exception to this rule is if you have recently obtained a degree (in the last year). Then you *may* want to put the *Education* section at the top if you would like the new degree to be the first thing the reader notices. When applying to internal jobs at Yale University, you may still wish to leave your experience at Yale closest to the top (this is really up to your discretion).

Recommendations

- Present your graduate and undergraduate institutions in reverse chronological order with the most recently attended school first.
- If you have graduated (undergraduate or graduate program) within the past 10 years and your GPA was greater than 3.0, you may list it in this section.
- List any Latin honors (i.e., cum laude) or scholarships from previous degrees.
- Include leadership roles, extracurricular activities, and related coursework (if applicable).

Examples

- Elected to Student Government as Treasurer
- Selected as an Admissions Tour Guide
- Awarded All-American for 2013; three year Captain of Varsity Lacrosse team
- Awarded Dean’s list for 2014 – 2015 academic year

SECTION IV – Additional Information

The additional information section holds great importance in making a strong statement about you. This section not only exhibits your enthusiasm to learn new things but also helps in sketching your personality beyond the work environment. This information can be crucial in making a connection with the interviewer. Include activities that may show professional or personal commitment, leadership, or interests outside of work. If you have licenses, memberships or accreditations, you may want a separate “Professional Affiliations” section. If you have spent a good deal of time volunteering outside of work, you may want a separate “Community Involvement” or “Volunteer Experience” section. Otherwise, having an “Additional Information” section will serve as a catch all for everything that does not fall under “Professional Experience” or “Education”.

Recommendations

- Use this space to highlight additional information such as (but not limited to) membership in professional organizations, licenses/certifications, language skills, volunteer activities, special projects and independent studies when those exceed the scope of basic coursework, non-traditional computer skills that may be job relevant, and any additional personal interests or achievements (i.e., exhibition of artwork, etc.).
- Do not include anything that could screen you out such as political or religious organizations. The exception is if you hold a leadership position that you want to highlight (i.e., coordinated a political event where you were in charge of 250 volunteers). Note: you may want to leave out the name of the political affiliation.

Examples

- Class Agent, Williams College Alumni Fund
- Languages: French (conversational)
- Enthusiastic hiker (Adirondack Park, Zion, Bryce, Acadia, Banff, Jasper and Yosemite National Parks; 17 of the 48 peaks over 4,000 feet in the White Mountains of New Hampshire)
- Yale Grad Rugby Club forward player and Travel Logistics Manager; competitive rower
- Co-developed NEED Young Professionals' Organization, founded to advocate for ending poverty in Ft.Worth, TX
- Interests include crossword puzzles, travel, running and ultimate Frisbee
- Mentor, Student Sponsor Partners NY – high school student mentee achieved goal of college attendance
- Coach, Little League baseball
- Volunteer Coordinator, United Way campaign
- Interests: Golf, my hometown of Schenectady, exploring the art museum of every city I visit
- Language Skills: Proficiency in Brazilian Portuguese (advanced) and Mandarin Chinese (beginner)
- Software Skills: Advanced Microsoft Excel Modeling and Programming, ArcGIS, Stata, Microsoft Access
- Interests: Practitioner and teacher of Vinyasa Yoga, lover of deep strategy board games, avid traveler

List of Resume Action Verbs

<u>Achievement</u>	<u>Administrative</u>	<u>Communication</u>	<u>Creative</u>	<u>Financial</u>
Accelerated	Amended	Addressed	Adapted	Accounted
Accomplished	Arranged	Advertised	Authored	Adjusted
Achieved	Collected	Arbitrated	Blended	Allocated
Activated	Compiled	Articulated	Built	Analyzed
Attained	Computed	Assembled	Changed	Appraised
Awarded	Consulted	Bridged	Commissioned	Assessed
Circumvented	Contributed	Briefed	Conceived	Audited
Completed	Coordinated	Charted	Conceptualized	Balanced
Conserved	Deducted	Circulated	Constructed	Budgeted
Earned	Dispensed	Cited	Created	Built (models)
Elected	Displayed	Communicated	Cultivated	Calculated
Executed	Distributed	Conducted	Customized	Capitalized
Expanded	Documented	Contacted	Designed	Classified
Expedited	Established	Conveyed	Developed	Compared
Generated	Executed	Convinced	Devised	Compiled
Identified	Hired	Corresponded	Directed	Consolidated
Improved	Hosted	Critiqued	Drafted	Constructed
Increased	Implemented	Debated	Envisioned	Controlled
Manufactured	Installed	Delivered	Established	Created
Marketed	Maintained	Demonstrated	Formulated	Disbursed
Mastered	Measured	Edited	Founded	Diverted
Mobilized	Nominated	Informed	Illustrated	Estimated
Obtained	Ordered	Interviewed	Influenced	Evaluated
Orchestrated	Outlined	Lectured	Initiated	Exchanged
Overhauled	Partnered	Mediated	Introduced	Figured
Produced	Performed	Negotiated	Invented	Financed
Reduced	Prepared	Persuaded	Launched	Forecasted
Reorganized	Processed	Presented	Modeled	Formulated
Reproduced	Provided	Promoted	Originated	Increased
Resolved	Purchased	Proposed	Revamped	Modeled
Restructured	Recorded	Publicized	Revised	Projected
Revitalized	Rendered	Reported	Shaped	Reconciled
Simplified	Served	Represented	Spearheaded	Reduced
Streamlined	Serviced	Responded	Staged	Researched
Succeeded	Sourced	Suggested	Updated	Saved
Upgraded	Supported	Translated	Visualized	Tabulated
Won	Tracked	Wrote		Valued

<u>Teach</u>	<u>Manage</u>	<u>Organize</u>	<u>Research</u>	<u>Technical</u>
Accommodated	Acquired	Allocated	Analyzed	Adapted
Advised	Administered	Anticipated	Assessed	Adjusted
Awarded	Advanced	Appraised	Collected	Applied
Certified	Approved	Arranged	Compared	Built
Clarified	Assigned	Catalogued	Critiqued	Computed
Coached	Authorized	Categorized	Defined	Constructed
Collaborated	Chaired	Classified	Derived	Converted
Consulted	Challenged	Collected	Detected	Designed
Counseled	Closed	Consolidated	Determined	Diagnosed
Educated	Contracted	Convened	Disclosed	Diagrammed
Exhibited	Controlled	Edited	Discovered	Engineered
Explained	Decided	Eliminated	Dissected	Experimented
Facilitated	Delegated	Employed	Evaluated	Fabricated
Fostered	Designated	Finalized	Examined	Innovated
Guided	Directed	Gathered	Explored	Integrated
Helped	Enlisted	Grouped	Inspected	Maintained
Informed	Handled	Incorporated	Interpreted	Modified
Instructed	Initiated	Linked	Investigated	Programmed
Mentored	Instilled	Mapped	Located	Proved
Modeled	Instituted	Monitored	Measured	Purchased
Navigated	Issued	Organized	Predicted	Repaired
Participated	Managed	Planned	Proposed	Resolved
Taught	Motivated	Regulated	Qualified	Restored
Trained	Presided	Scheduled	Rated	Solved
Tutored	Recruited		Recommended	Specified
	Retained		Researched	Systematized
	Reviewed		Reviewed	Tested
			Searched	
			Studied	

Developing Strong Accomplishment Statements Worksheet

Think about a specific experience or accomplishment.

Context	
Situation Summarize the nature of the problem you faced or the goal you sought to accomplish.	

Your Role	
Action Describe the action taken. What did you do? What skills, knowledge and expertise did you demonstrate? Include analysis of the opportunity, the planning and preparation, and the resources involved. Use action words and avoid passive constructions such as "participated in".	

Impact	
Result What resulted from your effort? What impact did your actions lead to?	

Draft one accomplishment statement using the SAR framework

Developing Strong Accomplishment Statements Worksheet Sample

Think about a specific experience or accomplishment.

Context	
<p>Situation Summarize the nature of the problem you faced or the goal you sought to accomplish.</p>	<p>I was in charge of processing expenses for everyone in the department (22 staff members).</p>

Your Role	
<p>Action Describe the action taken. What did you do? What skills, knowledge and expertise did you demonstrate? Include analysis of the opportunity, the planning and preparation, and the resources involved. Use action words and avoid passive constructions such as “participated in”.</p>	<p>I processed all expenses within two business days of receiving receipts and details from staff.</p>

Impact	
<p>Result What resulted from your effort? What impact did your actions lead to?</p>	<p>Expenses were reconciled and employees were reimbursed in a timely manner.</p>

Draft one accomplishment statement using the SAR framework

Managed expense reimbursement process for 22 employees in department. Ensured

staff were reimbursed in a timely manner by processing all expenses within two business days.

(Note: S-A-R does not have to be presented in that order. In this example, the order is S-R-A).

APPENDIX: RESUME SAMPLES

Erin King

1111 Whitney Avenue, New Haven, CT 06510 • (203) 777-5566 • erin.king@yale.edu

ADMINISTRATIVE WORK EXPERIENCE

Yale University School of Management, New Haven, CT November 2014 – Present
Career Development Office, Senior Administrative Assistant

- Greet visitors as first point of contact for the Career Development Office; triaged questions and provided friendly and efficient direction to appropriate career resources via phone, e-mail, and in person
- Draft and edit segments in key communication efforts, including the department's eNews items and the Career Development Office Tip of the Week, each published weekly on various online platforms
- Oversee Reciprocity program coordinating with over 40 contacts at domestic and international partner school career offices to arrange meetings for job-seeking students

Faculty Support, Administrative Assistant July 2014 – November 2014

- Provided administrative assistance to a pool of over 35 professors by coordinating travel arrangements for guests, preparing course materials, and organizing events to help successfully facilitate programs
- Prioritized competing tasks using an online ticketing system in cooperation with a team of 7 faculty support members in order to effectively manage the needs of SOM faculty

Choate Rosemary Hall, Wallingford, CT October 2013 – June 2014
Calling Center Manager and Supervisor

- Oversaw Annual Fund student calling center of 25 total callers; established a positive working environment by communicating expectations with clarity and professionalism while answering students' questions

WRITING EXPERIENCE

Hersam Acorn Newspapers, Ridgefield, CT November 2013 – January 2015
Freelance Journalist

- Researched and wrote articles for publication in local newspapers, including the Monroe Courier
- Collaborated with editors to ensure that articles were written with grammatical accuracy and to standards

Works Featured: *The Hartford Courant, The Monroe Courier, The Redding Pilot, Silk Road Review*

Baas International, Alexandria, VA August 2013 – January 2014
Intern: Health and Fitness Reporter and Analyzer

- Drafted, edited, and analyzed articles pertaining to health in collaboration with Baas International's team of writers to produce 15 articles for kaizenyourself.com while accommodating strict deadline schedules

EDUCATION

University of Connecticut, Storrs, CT May 2013
BA in English with a minor in Cognitive Science

- Correspondent: The Daily Campus
- Volunteer: Student Board of Governors Concert Committee

JENNIFER TROLLEY

1111 Prospect Street
New Haven, CT 06511

jennifer.trolley@yale.edu
cell: 203.555.3333

SUMMARY OF QUALIFICATIONS

- Fourteen years of experience in communications, public relations, and development
- Areas of expertise: writing and editing, fundraising, events, collaborations, social media
- Creative and strategy-oriented team leader

PROFESSIONAL EXPERIENCE

YALE UNIVERSITY, New Haven, CT

Associate Director of Stewardship for Leadership Donors, 2015–present

- Build and direct a new stewardship program that provides high-level donor relations for Yale's most generous contributors, including books, videos, and special events. In FY2016 we will focus on 20 donor households.
- Ensure that Yale creates, nurtures, and sustains long-term personal relationships with top donors.
- Manage project teams university-wide to provide donors with customized products and experiences.

Senior Project Manager, Stewardship, 2013–2015

- Wrote and edited a wide range of communication materials, including financial reports on fund performance, donor reports on scholars and professors, articles on gifts for the web and contributions to *ELI* magazine.
- Oversaw stewardship reporting: trained and managed writers, researched and edited reports, tracked progress and goals, and addressed donor questions.
- Managed stewardship of the Alumni Fund's Nathan Hale Associates giving program: oversaw student assignments and wrote donor reports. Created new program to incorporate color images of scholars in reports.
- Co-lead development of stewardship department's first website.
- Served in lead role for departmental transition to the university's new database systems: led presentations and training workshops, represented department on project teams and worked with IT to create new systems.
- Collaborated with offices of the President, Provost and Vice President to track professorship funds/appointments.
- Led and/or served on committees to implement special projects such as expanding a *Marketing and Communications Style Guide*, identifying best practices, and incorporating diverse voices in stewardship.

Associate Writer, Stewardship, 2011–2013

- Collaborated with schools and departments university-wide to research, strategize, and implement customized stewardship efforts, sharing Yale's stories with donors and friends.
- Wrote stewardship reports, including financial reports on endowed fund performance, donor reports on scholars, and updates on professors.

INTERNATIONAL FESTIVAL OF ARTS & IDEAS, New Haven, CT

Manager of Strategic Partnerships, 2008–2010

- Surpassed 2010 fundraising goal of \$260,000 by 35%, raising \$350,000. Met fundraising goals each year.
- Managed corporate fundraising and business development for approximately 200 prospects, including national and regional sponsors, media sponsors, in-kind donors, and local merchants.
- Wrote and designed marketing materials, presentations, proposals, and content for print and online media.
- Oversaw budgets and financial reports; managed all follow up, pledge remittance, and contract fulfillment.
- Planned and hosted special events including galas, donor receptions, hospitality and pre-performance dinners.

EDUCATIONAL FOUNDATION OF AMERICA, Westport, CT

Program Associate, 2004–2008

- Worked one-on-one with approximately 250 nonprofit applicants and grantees in areas such as education, human rights, and the arts.
- Reviewed, edited, revised, and proofread proposals and progress reports.
- Traveled regularly to represent the Foundation at site visits and conferences nationwide.
- Managed board relations and presentations.

MUSEUM OF THE CITY OF NEW YORK, New York City, NY

Business Development Associate, 2003–2004

- Managed a new revenue-generating program hosting private events at the museum.
- Designed marketing materials and coordinated public relations.
- Handled client relations and assisted with special events.

SOLOMON R. GUGGENHEIM MUSEUM, New York City, NY

Curatorial Intern, Summer 2001

- Assisted with preparations for Matthew Barney: THE CREMASTER CYCLE, an international exhibition.
- Created bibliography and artist biography for exhibit catalogue.
- Researched material for catalogues accompanying exhibitions in Cologne and Paris.

COMMUNITY ENGAGEMENT AND PROJECTS

FREELANCE WRITING – specializing in arts and culture

- Reviews to be published by Art New England magazine, forthcoming fall 2015

NEW HAVEN FREE PUBLIC LIBRARY FOUNDATION – member of Board of Directors, June 2014–present

- Co-chair of annual fundraising gala; reimagined 2015 gala which resulted in 45% increase in attendance and 22% increase in net profits. Support fundraising efforts; create and edit annual appeal messages, press releases, and marketing materials; created and led social media initiatives and workshops.

NEW HAVEN BALLET – communications and development volunteer, April 2014–June 2015

- Train staff in social media; create PR plans; write press releases; research grants and funding opportunities.

ARTSPACE NEW HAVEN – communications and PR volunteer, October 2014–January 2015

- Created marketing and social media plans and wrote and disseminated press releases to promote CT (Un)Bound, an exhibition of Connecticut book arts.

NEW HAVEN SYMPHONY ORCHESTRA – freelance writing and events, June 2012–November 2012

- Wrote staff handbook/job descriptions, solicited in-kind donations, helped plan annual gala.

EDUCATION

Sarah Lawrence College, Bronxville, NY: Bachelor of Arts, 2003

Sarah Lawrence College in Florence and the Bisonte Art School, Florence, Italy, 2001–2002

Yale Organizational Development and Learning Center:

- *Managing Essentials at Yale*, 2014
- *Motivating and Energizing a Team*, 2013

Mary Jane Paul MBA, MPA

1111 Prospect Street, New Haven CT 06510

MaryJane.Paul@yale.edu (203) 444-4444

Professional Experience

YALE UNIVERSITY

New Haven, CT

School of Medicine, Department of Internal Medicine

Assistant Administrator

March 2015 – Present

- ◆ Report to the human resources generalist and operations managers; provide administrative, human resource, faculty affair and operational support for the Sections of Digestive Diseases, Infectious Diseases, and the AIDS Program in the Department of Internal Medicine.
- ◆ Coordinate the appointment and promotions process for assigned sections.
- ◆ Manage the annual merit process for both managerial and professional staff as well as faculty.
- ◆ Organize and distribute broad sectional communications.
- ◆ Maintain compliance with university and federal training and reporting requirements.
- ◆ Serve as the point person in the sections of digestive and infectious diseases for all departmental human resource policies and practices, providing coaching and leadership to faculty and managers in all human resource management issues.

School of Public Health

Coordinator, Human Resources & Faculty Affairs

October 2013 – March 2015

- ◆ Worked directly for the Director of Faculty Affairs and Human Resources Generalist for the school.
- ◆ Coordinated and managed the temporary and student employment processes.
- ◆ Established the electronic timesheet procedure for approximately 50 student employees.
- ◆ Managed and organized the onboarding process for both new and transfer employees.
- ◆ Ensured compliance for all steps of the faculty search process.
- ◆ Accounted for all components of the faculty recruitment and interview process including but not limited to travel and accommodations, itineraries, and seminar/presentation arrangements.
- ◆ Prepared and assisted in the creation of job descriptions and compiled all information for position.
- ◆ Served as the principle source of information to faculty and staff on policies, procedures and office activities related to both Human Resources and Faculty Affairs.

School of Medicine

Employee Relations Support Specialist

August 2011 – October 2013

- ◆ Provided support to and served as the main resource to the Director and Associate Director of Human Resources as well as 12 Generalists.
- ◆ Delivered inclusive operating, reporting and project support.
- ◆ Served as a liaison to staff, faculty, and all other employees.
- ◆ Provided guidance to departments and sections on changes in policies and procedures.
- ◆ Preserved a detailed calendar for the Director and Associate Director of Human Resources.
- ◆ Prepared expense reports, travel arrangements, reservations, meeting plans and provisions as needed.
- ◆ Entered, maintained and processed all position requisitions within the Yale School of Medicine.
- ◆ Designed, implemented and maintained significant procedures and tracking systems to support the comprehensive work of the Human Resource Generalists to include but not limited to Talent Planning, Position Conception and Project Planning Research.

ENTERPRISE RENT-A-CAR

Milford/Stratford/West Haven, CT

Customer Service Representative/Management Training Program

May 2010 – August 2011

- ♦ Interacted with and provided superior service to customers ensuring they have a great experience throughout the entire rental process.
- ♦ Marketed to gain additional business from local automotive based corporations.
- ♦ Managed accounts receivables for various different clients.

Management Training Program, Intern

May 2009 – April 2010

- ♦ Interacted with customers ensuring impeccable customer service during all aspects of the rental contract process.

WESTERN NEW ENGLAND COLLEGE

Springfield, MA

Admissions Associate

January 2008 – May 2010

- ♦ Host prospective students and parents on campus tours and at college open house events.
- ♦ Provide demographic information and create a positive visitor experience.

Career Center & Employer Relations Assistant

September 2006 – May 2010

- ♦ Conduct phone inquiries to confirm and revise company contact information, student job listings, and market upcoming employer events.
- ♦ Design student promotional flyers for featured jobs and programs.
- ♦ Create a periodic newsletter featuring employer services, activities, and offering job tips to the student population.

Education**Masters of Business Administration, 2012**

University of New Haven – West Haven, CT

Masters of Public Administration, 2012

University of New Haven - West Haven, CT

Bachelors of Science in Business Administration, Management, 2010

Western New England College – Springfield, MA

Professional Affiliations**Western New England College**

Springfield, MA

AACSB School of Business Advisory Board Member

January 2008 – May 2010

- ♦ Selected to be a member of the student board of advisors in the re-accreditation process.

Development & Advancement Board Member

September 2009 – May 2010

- ♦ Selected to be one of 20 out of 2500 students chosen to represent the college in its development and advancement practices.

James Filtz, CHE, CPCE, CMP

1111 Prospect Street
New Haven, CT 06511

C: 203-222-2222
james.filtz@yale.edu

Summary

Highly driven event leader with a diverse background seeking a position with a growing team which has a strong sense of values, direction and advancement opportunities. Efficient, organized and business-driven team player with a make-it-happen attitude. Innovative and entrepreneurial spirit ready to take on anything that comes his way!

Core Competencies

Menu Conceptualization
Event Ideation
Transformational Leadership
P&L Management
Professional Development
Project Management
Event Technology

Education and Professional Development

2015 Convention Industry Council
Certified Meeting Professional (CMP)

2011 American Hotel and Lodging
Educational Institute
Certified Hospitality Educator (CHE)

2011 Starwood Convention Collection
Certified Convention Service Consultant

2008 National Association For Catering
and Events
Certified Professional in Catering and
Events (CPCE)

2007 Court of Master Sommeliers
1st Level Sommelier Certificate

2005 Culinary Institute of America
Bachelors in Culinary Arts Management

2003 Culinary Institute of America
Associate Degree in Culinary Arts

Leadership/Volunteer

Education Chair
National Association for Catering and
Events
2013-2014

Vice President
National Association For Catering and
Events Las Vegas Chapter
2010- 2011

PROFESSIONAL EXPERIENCE

YALE UNIVERSITY
New Haven, CT

2014 – Current

Managing Director of Catering

- Direct comprehensive catering operations including sales, culinary production and operations
- Transitioned customers from a static year round menu system to a quarterly updated seasonal selection
- Lead and direct over 200 unionized associates representing two distinct labor unions
- Provide exclusive catering services within Yale Commons, a 10,000 square foot historic dining hall
- Manage \$6 Million catering budget across over 100 unique locations across campus
- Plan and execute events with over 2,000 attendees
- Implemented new CRM and diagramming systems within 90 Days
- Partnered with Senior Leadership Team on the opening of a new 15,000 square foot production facility

STARWOOD HOTELS
New York, NY

2011 – 2014

Meeting and Event Manager: Sheraton New York Times Square Hotel

- Plan and service groups utilizing our complete 60,000 square foot and 1780 room hotel
- Provide superior customer service for groups achieving a 95% perfect meeting planner survey score
- Train and develop four administrative associates and four executive meeting specialists
- Partner with a strongly unionized workforce to provide an exceptional quality of service to customers
- Service a variety of clients including: association, political, financial, consulting, pharmaceutical, technology, medical education, and citywide programs often with excess of 2,500 participants
- Co-managed programs with dignitaries including President Barak Obama
- Produced and executed fast-paced, CEO level events with over 130 simultaneous breakouts in converted sleeping rooms
- Two-time winner of property-wide *Manager of the Quarter* award and 2012 *New York City Metro Market Convention Services Manager of the Year* award

THE VENETIAN AND PALAZZO RESORT HOTEL AND CASINO
Las Vegas, NV

2008 – 2011

Manager of Wedding Services

- Increased departmental profitability from 60.9% to 91.7%
- Created an interactive and visually stunning brochure of services with Venetian Advertising for potential brides
- Managed, trained and developed a team of four Wedding Event Planners, one Manager and one Assistant
- Oversaw and directed over 1000 weddings per year including 130 receptions
- Created and deployed a new incentive program increasing net income 15% with no impact to costs
- Strengthened financial and performance relationships with entertainment, décor, floral and photography partners resulting in a 20% increase in net profit
- Directed two weddings for billionaires with budgets in excess of \$300,000 each
- Executed 90 weddings in one day for 10-10-2010 which was the largest wedding day in Venetian history

Catering and Conference Manager

- Planned and executed events with 500 suites on peak nights, with over 1,500 attendees
- Partnered with Senior Management on conferences with over 30,000 attendees
- Executed VIP events for Casino Marketing including New Years Eve and Chinese New Year for top 5% of customers
- Marketed, Planned and executed concert events for over 5,000 attendees including Fergie, Live and Sara Bareilles
- Participated as a key member of the team in achieving annual revenue of \$100 Million

Conferences

NACE Experience Conferences
Phoenix, Baltimore, Chicago, New Orleans, Austin,
Charlotte and Philadelphia
2015, 2014, 2013, 2012, 2010, 2009 and 2008

Catersource Conference and Tradeshow
Las Vegas, NV
2015, 2010, 2009 and 2008

NACE Leadership Summit
Henderson, NV and Portland OR
2008 and 2010

What people are saying...

"I have worked on several large programs with James over the last two years. James is a detailed and professional conference manager. He is knowledgeable and always maintains a professional manner. He is a pleasure to work with. I would recommend him on a personal and professional level. His work ethic is high and he goes above and beyond to ensure the best possible customer service experience."

-Susan Genicevitch, Vice President, Event and Roadshow Marketing at Barclays

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"I had the opportunity to work very closely with James for 2 years at the Sheraton New York Hotel and Towers. As a Convention Service Manager, James flawlessly managed many of my customers events and conventions, regularly exceeding the highest of expectations. At all times I have found James to be, dependable, reliable, hard-working, conscientious and honest. James would make a great addition to any team and his positive can do attitude allows him to thrive under deadlines and pressure situations. I endorse James and would be happy to provide additional information if required."

-Alex Racciopi, Account Director, Starwood New York City Metro Market Sales

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"When I met James, he had the difficult challenge of increasing revenues for the Venetian's Wedding Chapel while also dealing with turnover in the department. It was a pleasure to work with James to help find the right talent in his department while also working with him to find a compensation strategy that would retain his team."

James is a progressive manager who works diligently to suffice the needs of his guests and his team while maintaining a positive attitude to all. He is an asset to any organization he works in."

-Dan Nogal, Director of Employment and Compensation
The Venetian | The Palazzo

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THE INTERNATIONAL SCHOOL OF HOSPITALITY Las Vegas, NV

2008 – CURRENT

Instructor and Curriculum Advisor

- Collaborated with school leadership to develop the Art of Food and Beverage Curriculum
- Instructed the Art of Food and Beverage, Wedding Coordination and Design and Conference Management and Event Planning courses
- Strengthened institutional reach and recognition as a frequent panelist in courses related to other subject matter areas
- Expanded culinary and wine sales and service expertise throughout all curriculum areas

LOEWS LAKE LAS VEGAS RESORT Henderson, NV

2006 – 2008

Catering and Conference Manager

- Developed new wedding packages which grew average checks from \$90 to \$145
- Grew sales from \$600,000 per year to \$1.2 million in food, beverage and room rental
- Created value-added services increasing profitability by 30%
- Generated \$130k in definite booked events per month
- Structured vendor contracts to ensure a high degree of profitability
- Managed a team of several coordinators all of which were promoted to managerial roles
- Designed site-visit standards and business tracking solutions increasing efficiency by 100%
- Attracted elite media events which expanded wedding sales by 30%
- Excelled at creating exceptionally detailed wedding event orders and diagrams
- Expert in cultivating high end, high revenue generating social clientele
- Prolific in the local, corporate, and wedding business community

THE HYATT REGENCY LAKE LAS VEGAS RESORT, CASINO AND SPA Henderson, NV

2005 – 2006

Catering Manager

- Sold over 170 groups including weddings, corporate and social events
- Planned events for high end clientele such as Christian Dior and Louis Vuitton
- Solicited and Coordinated Multicultural and International Weddings
- Averaged 120% of Sales Quota

Corporate Management Trainee

- Hand-picked by Hyatt Corporate Human Resources to have a Food and Beverage focus at one of their marquee properties
- Participated in weekly departmental rotations within all Hotel departments
- Received training in employee specific line-level and managerial skills
- Participated in Human Resources employee appreciation events
- Provided operational suggestions and performance management observations with Hotel Leadership team

THE HOTEL DUPONT

April 2002 – August 2002

Culinary Externship

- Selected from a highly competitive pool of candidates to be only one of two externs
- Mentored by the Hotel Executive Chef and Executive Pastry Chef
- Weekly training and skill development in cold food production, bakery and pastry, and meat and fish fabrication
- Training on Cook-Chill systems for corporate wide production of soups, sauces, stocks and salad dressings
- Mastered culinary skills in over 12 culinary departments within my 20 week externship
- Upon graduation was offered a position by my mentor and Executive Chef