With nearly **70,000 active alumni** throughout the world, a membership with the Murray State University Alumni Association includes special networking opportunities for members, on-campus discounts and pre-sale ticket availability to major concerts and events. A special ‘recent graduate’ rate allows Murray State graduates to purchase a discounted $40 membership (valid for three years post-graduation).

**ONCE A RACER, ALWAYS A RACER!**

Learn more and purchase your membership online at raceralumni.com.
Career Services provides resources and assistance in all aspects of the career development and job search processes. Current students, faculty, alumni, parents, University employees and local, regional and international employers are invited to utilize our services.

This Career Handbook is just one resource available to help you successfully navigate the job search process. Make sure you also meet with us one-on-one and take advantage of our website.

The mission of Career Services is to support the institution's purpose of educating individuals to become productive citizens in society by serving as a liaison between students, alumni, faculty and the world of work. We commit to providing meaningful career counseling as well as up-to-date job search coaching, résumé and cover letter writing strategies and hiring trends resources.

We also strive to encourage and connect students to experiential learning opportunities. Internships and on and off-campus part-time job opportunities are made available via our website. Career events bring employers to campus for networking purposes as well. The National Student Exchange program, coordinated through our office, allows students to attend another college or university for up to one year.

**Career Counseling**
- Career counseling
- What can I do with a major in ...?
- FOCUS career assessment

**Career/Job Development Services**
- Career coaching
- Résumé/cover letter critiques
- Mock interviews
- Networking/branding strategies

**Graduate School Resources**
- Website resources
- Advising

**Job Search Resources**
- Racer Tracks
- CareerShift
- Full-time job postings
- Part-time job postings
- On-campus interviews
- Career events
- Special populations job search strategies

**Experiential Education/Part-Time Jobs**
- National Student Exchange
- Internship opportunities
- KY Higher Education Assistance Authority (KHEAA) Work Study

**Presentations/Workshops**
- Career Services Overview
- Dining and Business Etiquette
- How to Choose a Major
- Interview Strategies
- Job Search Strategies
- Networking Strategies
- Professional Brand and LinkedIn Development Strategies
- Résumé and Cover Letter Writing
- Salary Negotiations

**Contact Us**
100 Oakley Applied Science Bldg
Murray, KY 42071
P: 270.809.3735 | msu.careerservices@murraystate.edu
murraystate.edu/career

Murray State University endorses the intent of all federal and state laws created to prohibit discrimination. Murray State University does not discriminate on the basis of race, color, national origin, gender, sexual orientation, religion, age, veteran status, or disability in employment, admissions, or the provision of services and provides, upon request, reasonable accommodation including auxiliary aids and services necessary to afford individuals with disabilities equal access to participate in all programs and activities. For more information, contact the Director of Equal Opportunity, Murray State University, 103 Wells Hall, Murray, KY 42071-3318. 270.809.3155 (voice), 270.809.3361 (TDD). Murray State University supports a clean and healthy campus. Please refrain from personal tobacco use.
In the job search, first self-assess, identify and evaluate your interests, skills, values, goals and personality traits; think about what type of work environment is a good fit for you; and research the job market in the geographic locations you are considering. Then, reflect on your education and experiences to prepare to communicate what you learned and what successes you achieved to a potential employer. Finally, evaluate your “worth” using salary calculators and cost of living comparisons. To get started, use the following exercises to update your résumé/cover letter and prepare for interviews.

1) Place a check mark next to each skill you feel you possess. Be sure to consider all settings in which you might have demonstrated each skill: classroom, organization, volunteer, part/full-time and internship experiences.

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2) Review the items you checked and narrow your list to your 10 strongest skills.

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3) In this space, describe specific examples of how you have demonstrated these 10 skills in past part/full-time and internship experiences, related education/research projects and community, volunteer and church activities.
SELF ASSESS: WORK VALUES

1) Read each definition and check the items you would like as part of your ideal job.

- **Help Society**: Do something contributing to betterment of communities or world.
- **Help Others**: Involved in helping people directly.
- **Aesthetics**: Make beautiful things and contribute to the beauty of the world.
- **Creativity**: Create new ideas, programs, products, organizational structures or anything else not following a format previously developed by others.
- **Work Alone**: Do projects alone, without significant amount of contact with others.
- **Public Contact**: Have a lot of day-to-day contact with people.
- **Collaboration**: Have close working relationships; work as team toward common goals.
- **Friendships**: Develop personal relationships with people as a result of work activities.
- **Competition**: Engage in activities that pit my abilities against others with clear "win" and "lose" outcomes.
- **Knowledge**: Engage in pursuit of knowledge, truth, and understanding for knowledge sake.
- **Intellectual status**: Be regarded as a person of high intelligence or as one who is an acknowledged "expert" in field.
- **Recognition**: Be recognized by others for quality of work in some visible or public way.
- **Achievement**: Have personal satisfaction and a feeling of accomplishment in position.
- **Supervisory Relationship**: Have a fair supervisor with whom I get along well.
- **Power and Authority**: Allowed to plan, lay out, supervise, and be directly responsible for work activities.
- **Make Decisions**: Have the power to decide courses of action, policies, etc.
- **Fast Pace**: Work in circumstances where there are fast-paced activities and work must be done rapidly.
- **Excitement**: Experience a high degree of (or frequent) excitement at work.
- **Adventure**: Work activities involve frequent risk-taking.
- **Change and Variety**: Work responsibilities change frequently in content and setting.
- **Independence**: Entrusted to determine nature of work and how I approach it without significant direction from others; do not have to do what others tell me to do.
- **Time Freedom**: Complete work responsibilities according to my own schedule; no specific working hours required.
- **Way of Life**: Position allows me to maintain own identity in workplace: dress, speech, office decorations, listening to music, eating at my desk, etc.
- **Location**: Find a place to live (town, geographical area) which is conducive to my lifestyle and affords me the opportunity to do the things I enjoy most.
- **Surroundings**: Physical environment appeals to me: temperature, noise level, privacy, view from office, cleanliness, newness of building, furniture, decorating, etc.
- **Stability**: Work routine and job duties are predictable and not likely to change over a long period of time.
- **Security**: Assured of keeping my job with a reasonable financial reward.
- **Profit/Gain**: Have a strong likelihood of accumulating large amounts of money or other material gain.

2) Review the items you have checked, identify the 10 items you want most in a position and list them to the right:

3) Brainstorm how you have demonstrated these values in the past:
1) Place a check mark next to the personal qualities you feel best describe you.

- accommodating
- accurate
- adaptable
- adventurous
- ambitious
- analytical
- appreciate diversity
- appreciate feedback
- approachable
- articulate
- assertive
- authentic
- autonomous
- calm under pressure
- candid
- cautious
- cheerful
- collaborative
- compassionate
- committed to integrity
- common sense
- competitive
- confident
- congenial
- conscientious
- conservative
- considerate
- consistent
- cooperative
- cost-conscious
- creative
- curious
- decisive
- dedicated
- dependable
- detail-oriented
- determined
- diplomatic
- disciplined
- discreet
- driven
- dynamic
- eager

- efficient
- empathetic
- energetic
- enjoy challenges
- enthusiastic
- entrepreneurial
- ethical
- fair
- flexible
- friendly
- generous
- goal-oriented
- good sense of humor
- hard-working
- helpful
- honest
- imaginative
- inclusive
- independent
- industrious
- influential
- innovative
- intelligent
- intuitive
- inquisitive
- level-headed
- loyal
- mature
- methodical
- observant
- open-minded
- optimistic
- organized
- outgoing
- passionate
- patient
- perceptive
- persistent
- personable
- persuasive
- pleasant
- poised
- polite
- practical
- precise
- process-oriented
- productive
- professional
- punctual
- quick learner
- rational
- reliable
- resourceful
- realistic
- resilient
- respectful
- results-oriented
- responsible
- responsive
- seek challenges
- self-aware
- self-motivated
- self-sufficient
- self-reliant
- sincere
- spontaneous
- tactful
- take direction well
- take initiative
- team-oriented
- tenacious
- thoughtful
- thorough
- tolerant
- trustworthy
- values-oriented
- versatile
- visionary
- willing to take risks

2) Narrow your list to the 10 words that best describe you.

3) Brainstorm how you have demonstrated these values in the past:
**Explore Your Career Fit**
After you assess your skills, values and personal traits, it is easier to explore your fit to careers of interest. Read job descriptions, noting required and preferred personal traits and skills. Review company mission and value statements. Then, evaluate the jobs that fit the parameters you have identified. Identify areas of weakness and determine if you can strengthen them. Ask yourself these questions:

- What are you prepared to do?
- What can you do with your major and experience?
- Where do you want to work?
- What does pay look like? Benefits?
- Where is your industry growing?

**Update your Job Search Tools**
- Develop résumé and cover letter.
- Create Racer Tracks profile.
- Practice interview skills through Mock Interviews.
- Evaluate on-line “brand”.
- Identify your network.

**Create and Implement Plan**
- Develop time line and plan.
- Use variety of outlets (print résumé, LinkedIn, business card, etc.).
- Tailor résumé and cover letter to each contact, every time.
- Communicate with your network for support and richer connections.
- Follow all hiring process instructions.
- Ask questions as needed.
- Be persistent (follow-up) and patient.

**Evaluate Your Plan and Adapt**
- Evaluate which application methods and timing work best.
- Follow-up on each application.
- Send thank you notes and emails.
- If applicable, ask why you were not selected for a position.

- Remember that every job search is a process. Set short-term objectives (getting a job), and long-term goals (where you want your career to go).

**Communicate Your Fit**

Job title you want

List three job requirements

1) __________________________

2) __________________________

3) __________________________

Pick one job requirement from above and list an applicable skill, value and personal trait from pp. 3 - 5:

List examples of when you demonstrated each

Complete this exercise for each job requirement. This will help you when it's time to write a résumé and cover letter and prepare to interview.

**Career Competencies**

NACE (National Association of Colleges and Employers) recently defined seven career readiness competencies that employers want to see in every college graduate.

**Critical Thinking/Problem Solving:**
Exercise sound reasoning to analyze issues, make decisions, and overcome problems. You are able to obtain, interpret, and use knowledge, facts, and data in this process, and may demonstrate originality and inventiveness.

**Oral/Written Communications:**
Articulate thoughts and ideas clearly and effectively in written and oral forms to persons inside and outside of the organization. You have public speaking skills; are able to express ideas to others; and can write/edit memos, letters, and complex technical reports clearly and effectively.

**Teamwork/Collaboration:**
Build collaborative relationships with colleagues and customers representing diverse cultures, races, ages, genders, religions, lifestyles, and viewpoints. You are able to work within a team structure and can negotiate and manage conflict.

**Information Technology Application:**
Select and use appropriate technology to accomplish a given task. You can apply computing skills to solve problems.

**Leadership:**
Leverage the strengths of others to achieve common goals, and use interpersonal skills to coach and develop others. You assess and manage your emotions and those of others; use empathetic skills to guide and motivate; and organize, prioritize and delegate work.

**Professionalism/Work Ethic:**
Demonstrate personal accountability and effective work habits, e.g., punctuality, working productively...
with others, and time workload management, and understand the impact of non-verbal communication on professional work image. You demonstrate integrity and ethical behavior, act responsibly with the interests of the larger community in mind and are able to learn from your mistakes.

**Career Management:** Identify and articulate one's skills, strengths, knowledge, and experiences relevant to the position desired and career goals, and identify areas necessary for professional growth. You navigate and explore job options, understand and can take the steps necessary to pursue opportunities and understand how to self-advocate for opportunities in the workplace.

Resource: naceweb.org/knowledge/career-readiness-competencies.aspx

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**Employer Hiring Process**

Organizations go through a purposeful hiring process. They first identify a need and develop a job description. The description is posted through various outlets including company website, job boards, social media, etc. Applications are reviewed and many utilize phone or Skype interviews as the first round interview followed by an on-site interview. Finally, a job offer is made to the preferred candidate. According to the National Association of Colleges and Employers 2013 Recruiting Benchmarks Survey, here are some typical interview-to-offer time lines:

- Accounting Services: 25 days
- Chemical (Pharmaceutical) Manufacturing: 26 days
- Engineering Services: 19 days
- Finance and Insurance: 29 days
- Government: 43 days
- Management Consulting: 35-36 days
- Transportation: 25 days
- Utilities: 21.5 days

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**Your Job Search Process**

The average job search can take six to nine months. Pursue it purposefully to help with efficiency. Avoid comparing yourself to peers and maintain a positive attitude.

Throughout the process, network and follow-up. Do not “disappear” and appear uninterested. After submitting your application (respecting given instructions and time line), call and/or email every seven to 10 days (not every day). Ask employers their selection/hiring time line and if you can provide any additional information to help in the consideration of your application. After an interview, email a thank you within 12 to 24 hours and mail a thank you note within 24 hours.

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**Job Search Strategies**

**On-Campus Recruiting:** Participate by registering, viewing opportunities and applying through Racer Tracks.

**Career Fairs:** Market yourself and learn about companies hiring for positions in which you might be interested. Dress professionally and bring résumés.

**Internet:** Utilize Racer Tracks, CareerShift (comprehensive search engine that pulls from organization sites and job boards) and LinkedIn to find jobs and identify contacts. Create Search Agents when you can. Confirm that CareerShift pulls from applicable industry-specific job boards.

**Newspaper Ads:** As few as 5% of jobs are advertised here. When you do find a listing, apply immediately.

**Employment/Staffing Agencies:** Target one that places people within your field. Do not select one that requires you to pay a fee.

**Prospecting:** After identifying companies that offer (but may not be hiring) positions in your field, call to inquire about opportunities, submit a customized cover letter and résumé and follow-up.

**Alumni:** Go to LinkedIn.com/alumni to identify and network with alumni.

**Personal Network:** Tell friends and relatives the types of jobs you seek. Ask relatives/friends with a knack for networking to distribute your résumé.

**Professional Organizations:** Join career-related organizations to network and gain access to available jobs as some companies recruit specifically within an organization.

**Volunteerism:** Volunteering is an excellent way to network with people working in different fields.

Start your job search early, take an assertive approach and always remain poised. Be systematic, looking for every opportunity to display your abilities. Finally, follow-up on possibilities and with anyone who assists you.

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**Fraudulent Posting Warning Signs**

Unfortunately, not all job postings are legitimate. Carefully read job descriptions. If a position or job offer seems too good to be true, if you feel uncomfortable with requested information or if something just doesn’t seem right – proceed with extreme caution. Even if the original description seems valid, proceed with caution or stop the process if you receive follow-up e-mails, phone calls or job offers that make you uncomfortable. Avoid postings or offers that include the following:

- Request private/financial information
- Offer a large payment or reward in exchange for bank account access
- Require financial investment or fees
Learn How to Introduce Yourself
When networking, begin a conversation with a brief introduction or Elevator Speech. This “pitch” should be about 15 sentences, 160 words and no longer than two minutes. Prepare a statement that focuses on what motivates you and what you can do with and for them. This is more about meeting their needs than showcasing your accomplishments. It should sound more like a conversation you would have with a friend than a stuffy announcer reading your bio. Ask yourself these questions to get started:

- Why do I like my major/field?
- What interests me about this field?
- Why do I want to work in this field?
- Why do I want to work with this employer?
- What challenges energize me in a professional setting?

In this brief introduction, look to the future and share your excitement about doing work relevant to the position of interest rather than just listing past accomplishments. Simply and clearly communicate your unique value proposition so that it generates the audience to say, “Tell me more.”

In some settings it will be appropriate to give someone your résumé during this introduction (Career Fair), but in every situation always look people in the eye, greet them with a smile and offer a firm handshake. Be gracious and thank people for their time. Ask and share business cards so you may follow-up as needed.

Additional Resources
  (Marc Cenedella)

Develop Your Network
Network to gain knowledge of specific job/career options and make contacts for referrals in the job search process. These people can coach you in cover letter and résumé writing as well as interview strategies. Networking allows you to learn industry specific behaviors to best tailor your job search strategies. It may also help confirm your interest in a chosen field.

Your network is everyone you know. It might include: family, friends, faculty, directories (organizations, church) as well as civic, professional and LinkedIn groups.

A meeting can be as casual as asking in passing, “Can I ask you a few questions about how you got into XYZ?” to arranging an appointment.

Evaluate your Network
- Identify areas where it can grow. (Should you make more contacts with professors who specialize in your chosen career field?)
- Inform your closest contacts of your job search status/goals.
- Differentiate between the types of contacts in your networks:
  - Professional: employers, faculty, deans, upper administration
  - Personal: family and friends
  - Pro-personal: direct supervisors, coworkers, professors, advisors and classmates

Connect
First, ask for introductions from mutual connections to avoid appearing to be a spammer. Make contact through a message before requesting to connect on LinkedIn or Facebook. Clarify your intentions when making the connection. If you are looking for career advice, say so in your message.

Cultivate Connections
Take the “me” out of the equation and focus on building quality relationships. Give first and receive second by providing your network with relevant information to meet their needs. Avoid asking for a job outright.

Informational Interviews are a great way to learn more about a field. Attend Career fairs (fall and spring semesters) to make initial contacts. Network with professionals on LinkedIn by geographic location, career interest, alumni association and organizations. Twitter is a fast paced way to learn about your field of interest and those who are in that world. Professional societies provide networking opportunities and often publish job listings on their websites.

Informational Interviewing
Informational interviewing helps you develop career-related contacts while you evaluate the environment as a fit for your career goals. It is not, however, a direct job-seeking method.

Preparation
- Research your career of interest.
- Develop a list of questions.
- Practice with people you know well.
- Schedule appointment in advance.
- Prepare to respond to questions.

During
- Refer to your list of questions if you need to; it shows you are prepared.
- Dress professionally, speak respectfully and be punctual.
- Observe environment and dress.
- Thank everyone for their time.
- Ask for business cards and two or three other contacts.
Questions to Ask

- How did you get started in this field?
- What did you major in for undergrad and graduate school (if applicable)?
- Did you have an internship that prepared you for your position?
- What short and long-term trends do you see in your industry?
- What are the positive and negative aspects of this industry?
- What are major rewards of this job?
- What are the major frustrations you encounter on your job?
- What benefits are typically offered in your industry?
- Based on my research, the average salary range is $___ to $___. Would you say that is accurate?
- Who are the recognized leaders in this industry?
- What professional associations represent this industry?
- Is there another professional I should talk with about careers and trends in this field?
- What are some other good sources of information about this industry: articles, reports, journals, people?
- What are the current career opportunities in this field?
- What skills and experience are sought in entry-level employees?
- What is the typical career path for entry-level hires?
- Of your organization’s hires the last three years, what qualities and experience did they have that made them attractive candidates?
- Is training typically formal or on-the-job training?
- (Offer a copy of your résumé.) Could I get your opinion on my résumé? What strengths and/or weaknesses do you see?
- May I call you in the future with questions or to check with you about news and leads in the field?

Develop Your Online Brand

Your online brand is your presence in social media and on networking websites, and it communicates your professional (or lack thereof) potential and fit to prospective employers.

Employers “Google” applicants, and the information they find can make or break their decision to hire you. You are better served to proactively and carefully develop your online presence and brand. Note: employers do not have the right to ask for passwords.

Social media outlets become your virtual résumé and business card. Establish a consistent and professional image on LinkedIn and pay attention to privacy settings to control strangers’ ability to view information on social sites. Even on social sites, use correct grammar and spelling to convey a level of professionalism and maturity. Always interact with your career in mind - what you post in college, may cause trouble in the future.

Assess your online presence by Googling yourself, setting-up a personal Google Alert and monitoring your exposure to like-minded people and companies. Personalize requests to connect, reminding people of how you met or know one another. Personalize requests for introductions to other contacts. Give and seek recommendations and endorsements from respected professionals. Evaluate that the endorsements you receive are true and related to your career ambitions. Follow companies of interest and engage with groups to improve your visibility.

Facebook

Facebook is a social networking site that allows you to communicate your personality, interests and values. Review pictures, postings, pages you follow/like and edit posts. Rather than connecting with strangers, subscribe to feeds and contribute to discussions.

Twitter

Twitter is a professional and social networking site that allows you to follow companies and industry leaders and engage by sharing information and participating in the conversation. Update your 160 character bio using industry related

Follow-up

- Summarize information.
- Send a thank you email that day and a written note the following.
- Keep informed if they agreed.
- Contact new leads.

270.809.3735
keywords and including a link to your LinkedIn profile. Participate often and professionally using hashtags to show people in the industry your relevancy to and knowledge of the field.

Other Sites
About.Me allows you to tie your social media presence together on one site. Pinterest, YouTube and blogging outlets allow you to communicate your interests, creativity and skills.

Leverage Your Email
Communicating professionally through email is extremely important when building your network and job searching. Develop good habits so you don't accidentally use text talk.

Use your murraystate.edu email as a student, but as you transition into the world of work, create a professional email that contains your name: firstname.lastname@gmail.com

Content
Be cautious of word choices. An email is void of body language, and tone can be misunderstood. Use professional language, and don't compensate attempts at sarcasm or humor with emoticons or exclamation points.

Always include a subject line, salutation and closing (use names). Remember, emails can be quickly and easily forwarded to others. Make sure the topic is not of a private nature. Adhere to spelling/grammatical rules. Ensure that any attachments you are sending can be opened by the recipient to maintain software compatibility. Keep file size small to avoid jamming the recipient's mailbox. Proofread text and check that attachments have uploaded before sending.

Tips for Special Populations
Career Services recognizes that some student and alumni groups have unique needs and questions. Here are just a few of the topics we are happy to discuss with you. Several of these topics have additional tips and resources available through the Tip Sheets and Web Resources pages on our website.

International Students
Whether you are pursuing a position in another country or the U.S., we can assist you with résumé development and job search strategies. If you are pursuing US positions, you will also work with an international student advisor to ensure that documentation is completed in a timely manner.

We can help you navigate LinkedIn, Career Shift and Racer Tracks to find jobs. Programs like Uniworldbp.com are fee based but a great resource to identify American firms and their locations in other countries and firms based in other countries with locations in the United States.

LGBT Students
As you prepare for the job search, you may first want to research locations of interest. Learn what anti-discrimination laws are in place and what type of support system will be available in the community. You may want to review applicable and available LinkedIn, social, and church groups.

Research work policies and corporate climates of companies of interest. Do they extend benefits to domestic partners? Is their non-discrimination statement or policy inclusive of the LGBT community? Are there LGBT Employee Groups? There are additional tips and resources on the Web Resources page on our website.

Student Athletes
While you likely have the drive, initiative, leadership and time management skills employers seek, you may not have internship and work experience. Meet with a career counselor for help in effectively marketing your experiences as an athlete to an employer.

Students with Disabilities
Some companies are now required to proactively recruit candidates with disabilities. Because of this, many companies will utilize a standard self-identification form. This request for disclosure is confidential, is not available to those in hiring roles and is for documentation purposes only.

The process of requesting reasonable accommodations is a different process. Professional staff members in Career Services and Student Disability Services are happy to discuss strategies and timing of when to make requests.

Consider utilizing cosdonline.org, askjan.org and wrp.gov to connect with companies and organizations seeking to diversify their staff.

Veteran Students
Your time in the military has most likely equipped you with a wide variety of valuable skills in areas such as leadership, technology and discipline that can be an asset on your résumé if you effectively translate your military experience into civilian terms. Focus on skills used and outcomes/successes attained rather than tasks completed. Review your NCOER to brainstorm skills used and outcomes achieved. Then, translate to civilian terms. See additional tips on our Web Resources page.
A résumé is a targeted personal marketing piece that summarizes your education and experiences to highlight your qualifications as they relate to the job (part or full-time jobs, internships, leadership positions, scholarships, etc.) you are seeking. It is also a way to obtain an interview. The top two thirds of a résumé is the “sales zone” where the most relevant information should appear. The bottom third of the page is the “reinforce zone.” Don’t bury information there that is required for the job for which you are applying. Design and layout matter: Do not use templates as they make you look the same as other candidates. We read left to right so highlight skills at the bullet rather than burying them within the phrase and consider keeping headers to the left as well. Various data tells us that recruiters spend as little as six seconds up to a minute on an initial review of your résumé. The following tips will help you make your résumé as easy to read and as effective as possible.

**Types of Résumés**

**Chronological (sample, p. 16)**
Use when experience, education and activities are strong and relevant to your objective; previous job titles or company names sound impressive; job history shows growth or emphasizes related accomplishments. Warning: It makes non-impressive job titles and frequent career changes clearly visible.

**Functional/Skills (sample, p. 17)**
Use to de-emphasize irrelevant job titles and work history in order to draw attention to transferable skills. Draw on all sources of experience (jobs, volunteering, activities and coursework) to describe skills. Warning: It draws attention to an absence of related experience.

**Combination (sample, p. 18)**
Combine aspects of chronological and functional formats to emphasize work and skills/accomplishments equally.

Please see resume examples by major at murraysstate.edu/career/resume

**Header**
- Include full name, email and phone number everytime
- Include address unless privacy is a concern
- Email should be professional, contain your name and not be work-related (remove hyperlink)
- Include link to portfolio, website or LinkedIn if applicable
- Name will be bolded 18 - 22 pt font

**Summary of Qualifications**
According to RobinRyan.com, in a “national survey of 600 hiring managers, the overwhelming majority said the most important part of your résumé is the Summary of Qualifications.” It should be 3 to 5 bullets that “present an overview of your experience, accomplishments, talents, work habits, and skills.” Use to quickly market your skills and personal traits to an employer.

Do not lie, exaggerate or misrepresent yourself. Highlight your experience and accomplishments based on solid facts. Do not repeat information from your cover letter, state the obvious or narrow your opportunities too much.

**Summary Examples**

<table>
<thead>
<tr>
<th>SUMMARY OF QUALIFICATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Strong verbal communicator building rapport easily and presenting to groups effectively</td>
</tr>
<tr>
<td>- Attentive writer trained in journalistic and professional writing styles</td>
</tr>
<tr>
<td>- Motivated contributor able to meet goals independently or as a team</td>
</tr>
<tr>
<td>- Organized problem solver with a strong attention to detail</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SUMMARY OF QUALIFICATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Highly motivated professional with two years of sales experience</td>
</tr>
<tr>
<td>- Recognized interpersonal skills, comfortable cold calling as well as building and maintaining professional relationships</td>
</tr>
<tr>
<td>- Resourceful problem solver, continually assessing available resources and opportunities</td>
</tr>
<tr>
<td>- Organized and comfortable using various software systems for database development</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SUMMARY OF QUALIFICATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Excellence-driven professional with over 10 years of business leadership experience</td>
</tr>
<tr>
<td>- Thorough understanding of GIS, cartographic principles, and map design</td>
</tr>
<tr>
<td>- Experienced in solving problems through the processing and analysis of geospatial data</td>
</tr>
<tr>
<td>- Strong technical skills including geospatial software and some programming experience</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SUMMARY OF QUALIFICATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Organized event planner, strategically aligning resources and problem solving to meet participant needs</td>
</tr>
<tr>
<td>- Engaging communicator with teaching and public speaking experience, proficient in Prezi and PowerPoint</td>
</tr>
<tr>
<td>- Critical and analytical thinker with research experience, proficient in IBM SPSS Data Analysis and Excel</td>
</tr>
<tr>
<td>- Proactive collaborator, thriving in diverse teamwork situations</td>
</tr>
<tr>
<td>- Familiar with truth functions, theoretical application, and cognitive acquisition</td>
</tr>
</tbody>
</table>

**Education**
List in reverse chronological order and include GPA if 3.0 and above; do not round up. You may include the following categories in this section, but consider creating a separate section if there are three or more in the category:

- Awards, honors and scholarships.
- Education abroad experience.
- Special training, certifications or workshops.
many of each you have. List activities that demonstrate job-related or leadership skills and memberships in career-related organizations. However, don’t just list an organization because you paid dues. If it’s on your résumé, you should be prepared to talk about your involvement in an interview.

**Key Skills**
Include skills that align with job description. Consider including these sections: Computer, Foreign Languages, Personal, Certifications. For some majors, certifications should be listed higher on the résumé.

**Miscellaneous**
Consider including service, publications, presentations, willingness to travel or relocate, and date of availability. While interests demonstrate your uniqueness, weigh the relevance to your career goals.

**Other Sections Examples**

**TECHNICAL SKILLS**
- General Software: Proficient in Microsoft Word, Excel and PowerPoint
- Design Software: Working knowledge of Adobe Photoshop and InDesign

**KEY SKILLS**
- Computer: Proficient in Microsoft Office (Word, PowerPoint and Publisher) with working knowledge of Excel
- Languages: English, Native; Spanish, Fluent; French, Conversational
- Personal: Strong communication (verbal and written), organizational and problem solving skills; demonstrate a strong work ethic and dedication to positive customer service

**ACTIVITIES**
- Murray Environmental Student Society: Campaign Strategist, Aug 20XX – May 20XX
- Public Relations Student Society of America: Fundraising Chair, Aug 20XX – May 20XX
- Growing into Respected Outstanding Women: Mentor, Jan 20XX – May 20XX

**LEADERSHIP EXPERIENCE**
- President: Aug 20XX – Present | Social Fraternity; Murray, KY
  - Collaborate with executive board and alumni to develop annual goals
  - Delegate projects to committees, resulting in meeting all goals to date
  - Coordinated event raising over $10,000 for local organization

**References**
Do not list “Available upon request” on your résumé. Prepae a separate page and list three to five references, using the same name header and format as your résumé. See reference page samples: p. 19.
On your Résumé, do…

- Update and change content for each position and consider if format needs to be altered as well.
- Keep résumé to one page if you have less than 10 years of experience.
- Omit high school information by mid sophomore year.
- Use bullets, not blocks of text to encourage readability.
- Communicate responsibilities and accomplishments in position(s) through bulleted statements.
- Prepare a separate reference page.
- Tell the truth 100% of the time.
- Have at least three people proof it:
  - Career Services professional.
  - Professional in the field (professor or supervisor).
  - Personal “cheerleader” (family, friend or mentor).

On your Résumé, don’t…

- Use a template or poor formatting.
- Make it too long.
- List JUST your job title, company and dates.
- Use pronouns in résumé.
- Date résumé.
- Title it “RÉSUMÉ.”
- Introduce anything that could be perceived as a negative.
- Refer to religion, political party or national origin. Consider using general terms to indicate experience in these areas.
- Include salary information.
- Forget to proofread your résumé.
- List references on your résumé.
- Use unprofessional email address.
- Include gender, high school info (unless relevant), marital status, height/weight, birthplace, birth date or picture.

There are exceptions to these recommendations depending on the field in which you are seeking entry or if you are applying for a job in another country. Research your industry of interest and network to confirm if there are any unique approaches in the job search process that you need to implement.

Emailing Your Résumé

Prior to emailing a résumé, inquire as to what file type the employer prefers. Typically, the best formats are the following:

**DOCX/DOC:** This format is widely used and accepted. It allows you to use effective formatting and is a good option as long as the employer opening your document uses MS Word or has compatibility software.

**RTF:** A Rich Text Format (RTF) is more versatile as it isn’t specific to a program (MS Word). It preserves common formatting but doesn’t allow as many options as a DOCX.

**PDF:** A Portable Document File (PDF) is a common option as the format of your document won’t change when opened on another’s computer. Save as a PDF, rather than print/scan. Scanning software can’t read the scanned version.

**TXT:** To insert your résumé into a website text box, have a Text File (TXT) version available. Edit your résumé in Notepad to create a version with no formatting (italics, bold, etc.).

Mailing Your Résumé

Stack your cover letter over your résumé and paper clip (do not staple). Insert into a large manila envelope that does not require that you fold the documents. Check for correct postage.

Free Résumé Review Resources

- **eRésumé Review:** For feedback within 48 business hours, submit résumé to msu.erésumé@murraystate.edu.
- **Walk-in Hours:** Stop by Career Services Tue - Thu, 2 - 3:30 PM for quick feedback and assistance.
- **Appointment:** Call 270.809.3735 to schedule an appointment with a staff member.

Tracking System (ATS) or Automated Résumé Screener (ARS). This means that your résumé must be in a format the software can read (DOCX, DOC and PDF are safest options) and rich with key words relevant to the position for which you are applying. Use common fonts it can read and avoid putting content in the header/footer areas or using tables.

Despite your efforts to create a visually pleasing résumé, some employers will ask that you simply cut and paste text into a text box. If you do this straight from Word, the result is not pretty. So, create a résumé in Notepad where all formatting is stripped from your document. Everything will be left justified. Use all caps for headers and use asterisks or hyphens to identify bulleted information.

Uploading Your Résumé to Company or Job Board Websites

Due to the number of applications companies receive, many résumés are screened first by an Applicant Tracking System (ATS) or Automated Résumé Screener (ARS). This means that your résumé must be in a format the software can read (DOCX, DOC and PDF are safest options) and rich with key words relevant to the position for which you are applying. Use common fonts it can read and avoid putting content in the header/footer areas or using tables.

Despite your efforts to create a visually pleasing résumé, some employers will ask that you simply cut and paste text into a text box. If you do this straight from Word, the result is not pretty. So, create a résumé in Notepad where all formatting is stripped from your document. Everything will be left justified. Use all caps for headers and use asterisks or hyphens to identify bulleted information.
firstName lastName

Current Address                  Permanent Address
## street phone number           ## street
City, ST ZIP                     email address

City, ST ZIP

Summary/Highlight of Qualifications
Summarize, in 3 - 5 bullets, the skills and personal traits you possess and that mirror the job description to best communicate you are a fit for the position/company

An objective is NOT recommended as it is outdated. However, if specifically requested, state specific job title you seek and skills offered

Education
University; City, ST | Degree, Major; Date of Graduation
• GPA: #.##/4.0 (Overall GPA is assumed)
• Add Major GPA if higher and label as such

Applicable Coursework (Optional Section)
Only list courses that fill a gap in résumé or otherwise illustrate required knowledge that has not been demonstrated through your experience section - if listing more than three, use columns

Experience
Employer; City, ST | Job Title; Dates of Employment
• List experiences present to past
• Include applicable volunteer experiences, internships, co-ops, part- and full-time jobs

Special/Senior Projects
• List leadership contributions and outcomes for class project if applicable to position

Activities (Optional Section)
Organization, current position, dates; previous position, dates
List only those organizations (sports, clubs, student government, honor societies, etc.) where you contribute regularly and actively

Honors (Optional Section)
List only those scholarships and honors that are related to your field

Key Skills
Foreign Languages: List oral, written and reading competency levels, not course years
Computer: Include hardware and software proficiencies - if seeking tech position, include more specific sections: programming languages, hardware, software, operating systems, databases, etc.
Certifications/Licenses: List dates
Personal: List personal skills/traits that help make you a better candidate for position

In order for your résumé to be approved in Racer Tracks and be available to employers, it must meet the following requirements:

Consistent format and content
• .75" - 1" margins (.5" may be approved)
• Standard, non-ornamental fonts that are on all computers
• Header text size (12 - 14 pt font)
• Body text size (10 - 12 pt font)
• Fills the page (should NOT be more than one page if less than 10 years of experience)
• NO high school info after sophomore year unless specifically related to objective
• NO grammatical/spelling mistakes
• NO references (belong on separate page)
• NO social security #, birth date, picture, marital status, gender, ethnicity, or religion
• Note, when printing, print on 8 1/2" x 11" light, neutral résumé paper on high quality printer in black ink

Contact Information
• Includes name, address, phone number, and e-mail address clearly at top of page

Education
• Includes institution(s) spelled out and location (City, ST)
• Includes degree (Bachelor of….) and major
• Includes expected graduation date (month/year) rather than dates attended
• Degrees are listed present to past
• Includes minor(s) if applicable

Experience (chronological résumés)
• Includes employer/organization(s), location, title and dates of employment (month/year) listed present to past
• Uses present and past tense verbs accurately
• Uses concise bulleted statements, not complete sentences (no first person)

Honors, Awards or Activities (if included)
• Listings are spelled out (no abbreviations)
• Leadership roles are listed with dates positions were held

A Curriculum Vitae may be longer than one page but must include name and page number on subsequent pages
These skills and others listed in job descriptions are the ones that should appear in your résumé to communicate applicable skills to an employer. If you are currently in the position, use present tense; if no longer in the position, use past tense. Use this list to brainstorm but also look at job descriptions, talk to current/past supervisors and utilize a thesaurus. Try to communicate a diverse skill set.

If a strong job description isn’t available, look for a general description at onetonline.org.

Also, review the National Association of Colleges and Employers Career Competencies listed on p. 6 and try to incorporate these in your résumé as well.

**ACTION VERBS/PERSO**

**Communication**
- addressed
- advertised
- arbitrated
- articulated
- authored
- clarified
- communicated
- composed
- conferred
- consulted
- contacted
- conveyed
- convinced
- corresponded
- debated
- defined
- described
- discussed
- drafted
- edited
- elicited
- enlisted
- explained
- expressed
- furnished
- influenced
- interacted
- interviewed
- involved
- joined
- judged
- lectured
- listened
- marketed
- mediated
- moderated
- negotiated
- observed
- outlined
- participated
- persuaded
- presented
- proposed
- publicized
- recruited
- referred
- reinforced
- reported
- resolved
- solicited

**Creative**
- spoke
- summarized
- synthesized
- translated
- wrote

**Helping**
- adapted
- advocated
- aided
- answered
- cared for
- collaborated
- contributed
- cooperated
- counseled
- demonstrated
- educated
- encouraged
- ensured
- expedited
- familiarized
- furthered
- guided
- insured
- intervened
- prevented
- procured
- provided
- rehabilitated
- represented
- simplified
- supplied
- supported
- volunteered

**Financial/Data**
- adjusted
- allocated
- appraised
- assessed
- audited
- balanced
- budgeted
- calculated
- computed
- corrected
- estimated
- measured
- projected
- reconciled
- reduced
- retrieved

**Leadership**
- administered
- appointed
- approved
- assigned
- attained
- authorized
- chaired
- considered
- consolidated
- contracted
- controlled
- converted
- coordinated
- decided
- delegated
- developed

**Research**
- analyzed
- collected
- compared
- conducted
- critiqued
- detected
- determined
- diagnosed
- evaluated
- examined
- experimented
- explored
- extracted
- formulated
- gathered
- identified
- inspected
- interpreted
- interviewed
- invented
- investigated
- located
- measured
- researched
- reviewed
- searched
- solved
- surveyed
- tested

**Technical**
- applied
- assembled
- built
- conserved
- constructed
- engineered
- manufactured
- operated
- overhauled
- printed
- programmed
- regulated
- remodeled
- repaired
- replaced
- restored
- solved
- specialized
- studied
- upgraded
- utilized

**Teaching**
- adapted
- advised
- coached
- enabled
- facilitated
- focused
- guided
- individualized
- informed
- instructed
- motivated
- simulated
- stimulated
- taught
- tested
- trained
- transmitted
- tutored

**Personal Qualities**
- accurate
- analytical
- articulate
- attentive
- listener
- attentive to detail
- autonomous
- cautious
- competitive
- conservative
- consistent
- customer-oriented
- decisive
- deliberate
- diplomatic
- direct/decisive
- energetic
- enthusiastic
- fact-finder
- fast-paced
- flexible
- friendly
- goal-oriented
- highly organized
- improvement
- independent
- initiative
- innovative
- optimistic
- outgoing
- patient
- people-oriented
- persuasive
- precise
- provide variety
- quick
- reflective
- reserved
- results-oriented
- risk-taker
- specialist
- structured
- supportive
- systematic
- team-oriented
- verbal
CHRONOLOGICAL RÉSUMÉ

123 College Street | Murray, KY 42071
chronological@murraystate.edu | 270.123.0000 | linkedin.com/in/chronorésumé

SUMMARY OF QUALIFICATIONS

• Energetic college graduate seeking Public Relations Assistant Director position
• Innovative thinker with strong creative problem solving and analytical skills
• Strong communicator (verbal and written), experienced in technical writing, blogging and presenting
• Technologically savvy, proficient in using social media marketing strategies

EDUCATION

Murray State University (MSU); Murray, KY | BA, Public Relations; May 20XX
• GPA: 3.5/4.0

EXPERIENCE

MSU Career Services; Murray, KY | Social Media Intern; January 20XX - Present
• Create and schedule Facebook, Twitter and Instagram posts, increasing links back to website 65%
• Collaborate with supervisor to develop Facebook ad
• Develop social media standards for organization

Social Sorority; Murray, KY | President; March 20XX - Present
• Direct 10-member executive council to achieve chapter/national goals
• Assess ideas and make recommendations for implementation
• Served as liaison to 225-member organization and national organization

VP of Marketing; March 20XX - February 20XX
• Created, implemented and maintained social media and website
• Managed print and promotional item design, printing and distribution
• Communicated effectively with members, University administration and national representatives

We Are Hip Inc.; Lexington, KY | Sales Manager; Summers/Winter Breaks 20XX and 20XX
• Supervised five sales clerks
• Initiated new reward program for sales clerks, resulting in increased sales both summers
• Maintained budget, inventory and payroll

TECHNICAL SKILLS

General Software: Proficient in Microsoft Word, Excel, PowerPoint and Publisher
Design: Proficient in Adobe Photoshop, InDesign and Illustrator
Social Media: Proficient in Facebook, Twitter, NING and blogging
FUNCTIONAL RÉSUMÉ

222 Poplar Street | Murray, KY 42071 | 270.123.1234 | function@murraystate.edu

HIGHLIGHT OF QUALIFICATIONS
- Creative with experience developing marketing solutions
- Effective and professional communicator (verbal and written)
- Relationship builder recognized for interpersonal skills
- Technically savvy including web design and social media

EDUCATION
Murray State University, Murray, KY
Bachelor of Arts, English Major; May 20xx
- Advertising Minor
- GPA: 3.80/4.00

Humboldt State University; Arcata, CA
National Student Exchange | Aug 20XX-May 20XX
- Completed 30 hours of Advertising courses

KEY SKILLS
Creativity
- Created custom designed logo and promotional materials
- Designed weekly flyers to advertise social functions
- Developed ad lay-outs for school newspaper
- Applicable course work: advertising and public relations

Writing
- Wrote, edited and distributed monthly newsletter for academic honor society
- Published fictional stories in campus literary magazine
- Promoted organization state-wide through press releases
- Applicable course work: business writing

Interpersonal
- Coordinated publication of newsletter with 11 fraternities, Greek Life Office, and printing company to meet deadlines
- Exceeded goals for campus newspaper ad sales
- Communicated via phone and face-to-face with patrons interested in learning about organization
- Applicable course work: personal selling, organizational behavior and persuasive discourse

Computer
- Proficient in Microsoft Office (Word, Excel, PowerPoint, Publisher)
- Design experience with Adobe Photoshop and Illustrator
- Proficient in social media: Facebook, Twitter, Instagram and Hootsuite
- Working knowledge of web page design

EXPERIENCE and ACTIVITIES
Social Fraternity; Murray, KY | Publicity Chair; January 20xx - Present
The Murray Ledger; Murray, KY | Sales Rep; September 20xx - Present
Phi Beta Kappa; Murray, KY | Secretary; March 20xx - 20xx
National Kidney Foundation; Arcata, CA | Intern; January - April 20xx
COMBINATION RÉSUMÉ SAMPLE

COMBINATION RÉSUMÉ

123 Smart Street | Murray, KY 42071
(270) 123-1234 | combo@murraystate.edu

SUMMARY OF QUALIFICATIONS
− Detail-oriented, comfortable editing both technical and creative pieces
− Creative writer with published short stories and poems
− Dynamic communicator whether speaking to small or large groups or individuals
− Culturally aware with international travel experience, comfortable building rapport with diverse groups of people

EDUCATION
Murray State University; Murray, KY
Bachelor of Arts, English Major; May 20XX
− Theatre Minor
− GPA: 3.5/4.0 | Dean’s List: Six (6) semesters

Study Abroad, London, England; Dublin, Ireland | Spring Break 20XX
Study Abroad, Barcelona | Winter Break 20XX
Study Abroad, Shanghai, China | June – July 20XX

WRITING EXPERIENCE
The Murray Ledger; Murray, KY | Editor Intern; April 20XX – Present
− Proof incoming articles for weekly newspaper
− Write editorial pieces on national, local and campus events
− Create short stories for entertainment section bi-weekly

Happy Summer Camp; Small Town, OH | Creative Asst.; Summers 20XX, 20XX
− Wrote, directed and produced student play
− Supervised, edited and compiled 50 campers’ creative writing
− Critiqued and creatively enhanced camp newsletter

KEY SKILLS
Writing
− Edited faculty research paper to be published nationally
− Wrote four (4) short stories and three (3) poems that were published in University literary magazine
− Produced dynamic script for five (5) team members for class presentation

Creativity
− Participated in traveling improv drama group, awarded regional recognition by Paducah Sun
− Designed and presented history of film presentation to audience of 300
− Created posters, flyers and social media ads to promote performances for six sold-out shows

Computer
− Proficient in Microsoft Office (Word, Excel, PowerPoint, Publisher)
− Experienced using social media to market events and organizations: Facebook, Instagram and Twitter
− Working knowledge with Adobe (InDesign, Illustrator, Photoshop)

OTHER EXPERIENCE
Notations, Murray, KY | Contributor; Spring 20XX
Dr. Bob Smith, Murray, KY | Undergraduate Research Assistant; Fall 20XX
FunnyBone, Paducah, KY | Performer; Spring 20XX - Fall 20XX
History of Theatre Course, Murray, KY | Team Member; Fall 20XX
REFERENCES

Mrs. Jane Doe
Advisor
*The Murray Ledger*
1001 Whitnell Ave.
Murray, KY 42071
janedoe@murrayledger.com
270.753.0000

Mr. John Smith
Director
Happy Summer Camp
1212 Plaza
Small Town, OH 12345
j_smith@happycamp.org
111.111.1111

Dr. Sunny Shine
Professor
English Department
Murray State University, KY 42071
sshine1@murraystate.edu
270.809.1234
What is a Curriculum Vitae (CV)?
A curriculum vitae or CV is a comprehensive biographical statement that emphasizes qualifications/activities and is organized so your most relevant areas stand out. It should be clear, concise and consistent. Unless a CV is requested, send a résumé.

Other cultures often expect a CV, but the expectations vary greatly. Make sure to research tips and strategies for applying for jobs internationally.

In the United States, a CV is often used in higher education to pursue teaching, administration and research positions. The CV should highlight academic pursuits, omitting material not directly related to educational background/achievement. One might also use a CV for these activities:

- Locate or change positions
- Update personnel records
- Respond to public announcements
- Re-enter the labor market
- Develop a biography
- Accompany a work annual review
- Accompany a portfolio
- Grant proposal support documentation
- Part of application process
- Presentation introduction background

To Get Started...
Brainstorm everything you might include, both educational and professional. Then, decide what to include and exclude. Write a draft and experiment with format and relevant information. Adapt your CV to fit various needs and update your information at least once a year.

Follow style and layout suggestions in the résumé section, and make sure your name and page number appear on each page.

Outside Readers/Critics
The following people should review your CV before you distribute it:

- Professional who knows you well enough to spot any significant information you may have omitted.
- Professional who does not know you well and will read critically as most of your readers will fall into this category.
- Career Services staff member.

Suggested CV Topics
Education
Professional Studies
Thesis
Master’s Project
Comprehensive Areas
Dissertation Title
Professional Competencies
Professional Highlights
Course Highlights
Areas of Knowledge
Areas of Expertise
Areas of Experience
Professional Experience
Teaching Experience
Research Experience
Administrative Experience
Consulting Experience
Related Experiences
Distinctions
Academic Service
Professional Service
Faculty Leadership
Committee Leadership
Departmental Leadership
Professional Activities
Scholarly Presentations
Conference Presentations
Convention Addresses
Workshop Presentations
Conference Participation
Conference Leadership
Memberships / Affiliations
Professional Organizations
Professional Certifications
Licensure
Special Training
Teaching Interests
Academic Interests
Research Interests
Educational Interests

Professional Interests
Scholarships
Awards / Honors
Fellowships
Publications
Exhibits/Exhibitions
Academic Accomplishments
Activities
Foreign Studies
Travel Abroad
Foreign Languages
References

Reference Page
List three to five people who will speak highly of your past work performance (job, class work, research, etc.). Ask them if they are comfortable serving as a positive reference.

- Past or present employers
- Instructors, advisors, coaches
- Professional business leaders in your community, etc.
- Colleagues/peers (use if you collaborated on a team project)
- Character/peers references (use if requested or choices are limited)

Include the following:
- Name and title: Mr., Ms. or Dr.
- Job title
- Name of the organization
- Work address
- Preferred phone number
- Email address

Check spelling of name, company, official job title and address of each entry. Confirm what phone number and email address they want used.

Educate your references
- Provide a copy of your résumé so they may speak intelligently about your past experiences.
- Inform them of the kind of positions you are seeking.
- Coach them about the skills/strengths you would like them to emphasize.
- Notify them of positions for which you apply so calls are anticipated.
Thank references and notify them when you accept a job.

**Don’t ever...**
- List people you have not contacted.
- Assume people know who you are.
- List people with whom you have had a negative experience.
- Fabricate individuals’ names.
- List contact information that is incomplete or not current.
- Reference page samples, pp. 12 and 19.

**Reference Letters**
An employer or graduate/professional program may request a reference letter. This letter communicates that you are a fit for the position and company. The letter should include the following:
- Job title held and dates of employment (if applicable).
- Relationship of the writer to you.
- Responsibilities observed (if applicable).
- Work ethic.
- Achievements/accomplishments.
- Personal endorsement of character.

Provide them with the following:
- Self-addressed, stamped envelope or correct submission instructions
- Copy of your résumé
- Copy of the job description or information about the graduate/professional school program
- List of skills, experience successes, etc. as they relate to position
- Thank you note

**Reference Letter Content**
The letter should be created in a business letter format, ideally addressed to the specific individual who will review it.

**First paragraph:**
The first paragraph should explain the connection to you, including why the recommender is qualified to write this letter as regards to a job or graduate/professional school.

**Middle paragraph(s):**
The next paragraph (or two) should outline specific information about you, including why you are qualified, what you can contribute, and why he/she is providing a reference letter. If necessary, more than one paragraph can communicate how your skills match the position for which you are applying.

The writer should summarize his/her comfort level with recommending you (“highly recommend,” “recommend without reservation,” etc.) They may also briefly address areas of growth to personalize the letter.

**Closing paragraph:**
Hopefully, the writer will conclude the letter by providing contact information (phone number and/or email address) and stating a willingness to answer any follow-up questions.

**Cover Letter Basics**
Cover letters should be written in a standard business letter format. Use the header from your résumé, setting margins and font to match, so you present a packet of information that goes together. See samples on pp. 23-24. Here are key tips:

**Salutation:** If possible, address the letter to Mr./Ms/Dr. LastName (call and ask to whom to address the letter, the correct spelling and title and/or research on CareerShift and LinkedIn. Address to “Hiring Manager for [name of position]:” if you cannot identify a specific person.

**First paragraph should include**
- The job for which you are applying
- How you learned about the position
- Attention getting summary of your personal traits and skills that make you a fit for the position/company
- Major/graduation date (seniors)
- Name of a person who referred you, if applicable

Consider including a company fact or how the company mission or value statement is significant to you. However, don’t waste space educating reader on his/her organization.

**Second paragraph should include**
- Three (just a suggestion) skills listed in the job description
- Examples of how you have demonstrated selected skills in the past through previous work, volunteer or leadership positions
- Focus on past successes/outcomes

This section should expand on what is listed on your résumé, not reiterate it.

**Third paragraph should include**
- Appreciation of the reader’s time and attention
- What you want the next step to be: how and when you will follow-up or your hopes for their follow-up
- Your availability and flexibility in geographic location, if applicable

**Closing:** End the letter with Sincerely, three spaces and your name. Don’t include signature if submitting online.

Have someone review your cover letter. Computer spell/grammar checks do not catch everything.

**Typical Cover Letter Mistakes**
- Sending résumé without cover letter.
- Failing to address a specific person
- Focusing on what you want instead of what you offer an employer
- Appearing generic, not tailoring your match to the specific position.
- Allowing misspellings or incorrect grammar/punctuation
- Rehashing your résumé
- Focusing on whole story instead of relevant part
- Using qualifiers: “I feel” / “I believe”
- Not sharing follow-up plan
- Starting every sentence with “I” or “my.”
The reader should reach the end of your letter thinking, “This person can do the job,” and “I could work with this person,” because you used the language from the job description and confidently and succinctly told them that you are the match.

### Other Letters (or Emails)

**Prospecting Letters** communicate that you have qualities a company needs in an employee and suggest an action plan such as an interview. Use when there is not a particular job posted.

**Networking Letters** market you and create a connection between you and readers (e.g. MSU alum, mutual acquaintance or similar interest). Do not pressure readers but let them know what kind of job you are seeking. Request a meeting at a mutually convenient time and indicate that you will call to make those arrangements.

**Thank You Letters** focus on strengths and remind them why you should be hired. Personalize the letter with your specific fit. Each letter should be unique and sent to anyone who spent more than ten minutes assisting you.

**Letters of Acceptance** indicate your pleasure in having received the company’s offer. Include your understanding of the offer and confirm start date.

**Letters of Acknowledgment** confirm receipt of the offer, express continued interest in the position and request more time. Indicate when you expect to make your decision. This usually requires a phone conversation, but always follow-up with a letter to verify.

**Response to Letters of Rejection** communicate your gratefulness for having been considered and your wish to be considered for future opportunities that may be a better fit.

**Letters Rejecting Offer** communicate that with considerable thought you have decided not to accept the position. Thank them for their time, effort and consideration, and share your appreciation of their confidence in you.
IMA RACER

123 Smart Street | Murray, KY 42071
(270) 123-1234 | iracer@murraystate.edu

January 24, 20XX

Mr. U. R. Employer
Director, Personnel Department
We Help Others, Incorporated
123 12th Street
Murray, KY 42071

Dear Mr. Employer:

Passionate about helping at-risk juveniles, committed to servant leadership and driven to take initiative, I am excited to apply for the Assistant Director position at We Help Others posted on Racer Tracks. In addition to the bachelor’s in Nonprofit Leadership Studies I will complete at Murray State University in May, I also bring a strong work ethic and sense of humor to this position.

My professional and educational experiences have enabled me to develop and utilize supervisory, leadership and marketing skills. In my current position supervising 10 undergraduate telecounselors, I continually assess their performance to provide meaningful training and feedback to improve customer service and increase recruiting numbers. At Three Springs, an outdoor therapeutic program for troubled teens, my leadership skills allowed for a balance of patience and firm resolve to be demonstrated as I strove to create a balance of organization goals with family member, professional and agency satisfaction. The ability to creatively and effectively use social media for outreach purposes and the design skills to develop print marketing pieces in Microsoft Publisher as well as Adobe Photoshop and InDesign will allow me to immediately influence how We Help Others, Inc. communicates with the public. Please view samples at mywebsite.com.

Excited about the opportunities that We Help Others, Inc. provides, I am confident that both my servant leadership skills and ethical and consistent personal traits will allow me to make an immediate and positive impact on your organization. Thank you for your time and consideration, and I look forward to speaking with you soon.

Sincerely,

Traditional Cover Letter

Traditional Cover Letter

Enclosure
EXECUTIVE SUMMARY STYLE LETTER

EXECUTIVE SUMMARY STYLE LETTER

EXECUTIVE STYLE COVER LETTER SAMPLE

Design header like résumé or follow business letter format, typing name and address in block format

January 24, 20xx

Mr. U. R. Employer
Director, Personnel Department
We Are Successful
123 12th Street
Murray, KY 42071

Dear Mr. Employer:

I am writing to apply for the Public Relations Coordinator position posted on the wearesuccessfuljobs.com site. Not only do I have a degree in public relations from Murray State University, but I have two years of experience using social media for outreach purposes. In addition, I demonstrate the required and desired qualifications in the following ways:

Your Requirements
- Knowledge and application of public relations
- Deal creatively, confidently and professionally with diverse audience
- Take initiative, manage multiple projects and work independently
- Organizational and interpersonal skills

My Qualifications
- Utilized social media to increase annual event attendance by 14% from previous year
- Wrote press releases published in local paper
- Created engaging presentations utilizing PowerPoint and Prezi
- Recognized for effective communication by peers, campus administration and community members
- Initiated development of up-to-date marketing strategies now reaching 1000 daily
- Managed internal and external marketing for organization of over 200 members
- Organized marketing campaign for service event that raised $9000
- Built rapport quickly with diverse audience through service activities

Thank you for your time and consideration. I will contact you next week to confirm receipt of my application and discuss the possibility of meeting.

Sincerely,

Executive Summary Letter

Executive Summary Letter
Before the Interview
1. Research the company/position.
   • Explore the company website.
   • Call alumni.
   • Attend information sessions.
   • Explore CareerShift, LinkedIn or similar resources.
2. Know yourself, work through an assessment like FOCUS (available via our website) and ask yourself the following questions:
   • What are my accomplishments?
   • What is my story?
   • What are my career goals?
   • What do I need to improve?
   • Why should I be hired?
3. Prepare to communicate “your fit” with the company.
4. Prepare to ask and answer questions using specific examples.
5. Prepare appropriate outfit, a suit.
6. Practice initial greeting/handshake.
7. Bring extra copies of your résumé.
8. Bring print and/or digital portfolio (tips on p. 29) if applicable.
9. Prepare to give references and to release transcript information.
10. Determine location and travel time.
11. Schedule a Mock Interview for a formal “dress rehearsal.”

During the Interview
Arrive on time, offer a firm, dry handshake, stand up straight, maintain eye contact, smile and make effective small-talk as appropriate.

Based on your research of the company and position and self reflection, communicate why you WANT the job, why you can DO the job and why YOU are the perfect candidate. Hopefully, it begins to feel more like a conversation than an interrogation.

To stand out above the competition, share your unique value proposition. How does your experience, passion, entrepreneurial outlook, ability to lead teams, etc. make you the best hire? State why you are the right person for the job and that you have the confidence to step right into the role.

Prepare not only to answer questions but to also ask questions. Saying “no” implies you are not interested. Saying “Not at this time,” shows you have not done your homework. Here are some types of questions you will ask:

- Ask about the recruiter’s experience
- Ask about specific job/project
- Ask about the company’s future
- Ask about the hiring timeline

As the interview comes to a close, communicate your sincere interest in the position. Shake hands, thank them for the interview and relay your interest in hearing from them soon.

After the Interview
Obtain a business card from each interviewer. Email a thank you that evening and mail a thank you letter within 24 hours. State your interest in the position and ask for the job!

Phone Interview Tips
The first contact from a potential employer is often a call, and it is an interview regardless of whether or not you planned for it. Review these tips for both planned and impromptu calls.

Preparation
- Create professional voice mail message and turn off hold music.
- Turn alerts or call waiting off so you do not experience interruptions.
- If the time is not convenient, ask if you can talk at another time and suggest an alternative time.
- Keep résumé and any notes in clear view on your desktop/phone.
- Have a short list of accomplishments available to reference.
- Have pen and paper for note taking.
- Have a glass of water available.
- Clear room of roommates and pets.
- Turn off distractions (e.g. stereo, TV).

During
- Use a land-line if you can. It’s more dependable than a cell phone.
- Dress professionally to be in the best frame of mind.
- Don’t smoke, chew gum or eat.
- Smile to change tone of voice and project positive image.
- Speak slowly and enunciate clearly.
- Use the person’s title (Mr., Ms. or Dr. and their last name). Only use a first name if they ask you to do so.
- Do not interrupt the interviewer.
- Take your time. It is perfectly acceptable to take a moment to collect your thoughts.
- Give succinct answers.
- Thank the interviewer, reiterate your interest and ask if it is possible to meet in person.

Skype Interview Tips
Remote interviews are more and more often becoming the second round interview.

Preparation
- Learn how to use Skype.
- Create a professional username.
- Practice with a friend.
- Find a location that provides a broadband connection.
- Your background should be void of personal items and non distracting (blank or neutral is best).
- Your desk should be organized.
- Consider requesting to use Career Services’ interview/conference room.
- Check your connection just before scheduled interview.

During
- Look the part (dress, hair, etc.).
- Smile.
- Look into the camera, not at the screen.
INTERVIEWING

• Stay present and use verbal interjections (“hm” or “yes”) to let interviewer know you hear them.
• If getting repeated blips in communication, let the employer know. A redial may be needed.

Review phone interview tips as well.

What Is a Recruiter Looking For?
Listen carefully to all questions during the interview. Relax as much as possible and think in terms of “What is this recruiter really asking me?” Do not over-analyze but listen carefully and think a moment before responding.

Why did you sign up for this interview? - Demonstrate company research to the recruiter to prove sincere interest.

What is your greatest strength? - Share that you possess the most important position-related strength. Don’t offer an off-the-wall strength that doesn’t relate to the position.

What is your greatest weakness? - Don’t focus on a “deal breaker” negative such as “I’m never on time,” but do be sincere and somewhat transparent. Demonstrate self awareness in areas of needed growth or how you have grown from past mistakes. Avoid generic answers like “I can’t say no,” or “I’m a perfectionist.”

Why aren’t your grades higher than a 2.3? - Prove your ability in spite of average grades. Take responsibility for the GPA and be ready to explain it.

Why did you attend this university? - Demonstrate evaluation and decision making skills. Don’t focus on external forces: “I couldn’t afford Vanderbilt, so I settled for Murray State.”

Think about how you impress the following to the recruiter:

Presentation: Are you professional and dressed appropriately? Did you make eye contact and use open body language? Was your handshake firm and confident? Do you appear to be a fit with the image of their company?

Verbal Communication: Were you persuasive/passionate in presenting ideas? Do you quickly grasp concepts? Did you respond directly to questions? Did you use correct grammar and vocabulary? Did you present ideas logically and succinctly?

Direction: Do you have personal and professional goals? Were you confident in your abilities? Are you proactive and self motivated? Did you demonstrate diligence and the ability to produce quality results in a timely fashion?

Problem Solving: Do you resolve problems with a logical approach and come to reasonable conclusions? Do you enjoy and demonstrate problem solving and common sense?

Leadership: Have you led leadership roles and responsibilities within competitive organizations? Did you demonstrate the ability to move others to action? Do you demonstrate sound judgment? Are you self-reliant? Do you set goals and follow through?

Sincerity: Do you communicate that you are honest and sincere?

Interpersonal Skills: Are you mature, enthusiastic, energetic and motivated? Are you comfortable/confident around many personality types? Do you have an open, engaging and candid demeanor? Do you demonstrate listening skills and empathy?

Flexibility: Do you achieve goals in face of adversity? Are you easily discouraged or do you strive under pressure? Do you develop effective alternatives to achieve goals?

Productivity: Do you thrive under high pressure? Are you successful in managing multiple priorities? Do you have a history of high productivity?

Teamwork: Do you work well on a team? Do you effectively inform, inspire and influence others?

Questions Recruiters Ask
Employers want to know if you have the skill set needed to perform successfully on the job and contribute positively to their organization. Understanding the job description gives you insight into what type of questions you might hear. If the description is lacking, review related job titles on O*Net (onetonline.org) to brainstorm typical skills sought.

Also, review the NACE Career Competencies on p. 6 to identify general skills that all employers seek in viable candidates.

Before you begin interviewing, review the following questions, practice possible responses and discuss them with a career counselor. Practice to be sure you are able to communicate clear, unrehearsed answers to interviewers.

Personal
• Tell me about yourself.
• What do you do in your spare time?
• Why did you choose to interview with our organization?
• Describe your ideal job.
• What can you offer us?
• What do you consider to be your greatest strengths? Weaknesses?
• How do you think your friends would describe you?
• Define success. Define failure.
• Have you ever had any failures? What did you learn from them?
• Of which accomplishments are you most proud?
• Who are your role models? Why?
• How does your college education or experience relate to this job?
• What motivates you most in a job?
• How have you handled getting along with a difficult former professor/supervisor/co-worker?
• Have you ever spoken before a group of people? How large?
• Why should we hire you rather than another candidate?
• What do you know about our organization (products/services)?
• Where do you want to be in five years? Ten years?
• Do you plan to further your education?

Education
• Why did you choose your major?
• Why did you choose to attend your university?
• Do you think you received a good education? In what ways?
• In which campus activities did you participate? Tell me about your leadership skills.
• Which classes in your major did you like best? Least? Why?
• If you started over, how would you change your education?
• Which elective classes did you like best? Least? Why?
• Do your grades accurately reflect your ability? Why or why not?

Experience
• What job-related skills have you developed?
• In what positions did you work while in school?
• What did you learn from these work experiences?
• What did you enjoy most about your last employment? Least?
• Have you ever quit a job? Why?
• Give an example of a situation in which you provided a solution to an employer.
• Share a time when you worked under deadline pressure.
• Do you have volunteer experience?
• How would a former supervisor/coworker describe your work?

Career Goals
• What kind of boss do you prefer?
• Would you be successful working with a team?
• Do you prefer large or small organizations? Why?
• What other types of positions are you considering?
• How do you feel about working in a structured environment?
• Are you able to work on several assignments at once?
• How do you feel about working overtime? Flex time?
• How do you feel about travel?
• How do you feel about the possibility of relocating?

General
• Why are you interested in our company?
• What are your goals? Where will you be in five years?
• What do you consider your strengths?
• What personal weaknesses would you like to improve?
• What experience in your past do you believe has prepared you for the future?

Behavioral Interview Questions
Many recruiters ask behavioral-based questions to probe your past behavior in jobs, classrooms, group projects and activities. As you listen to the question, think about what quality or skill they are evaluating.

STAR Method
The STAR Method is an effective strategy to answer behavioral-based questions. When asked this type of question, utilize the following steps:

• Situation: Briefly outline background information to frame the situation.
• Task: Briefly narrate what you were trying to accomplish.
• Action: Give example of how you utilized relevant skills and qualities to resolve the situation, achieve a goal or complete a task.
• Result: Briefly summarize the positive outcome.

Below are sample questions by category of what skills recruiters may be evaluating throughout an interview.

Problem Solving
• Which class challenged you the most?
• What are the biggest challenges encountered in college?
• Give an example of when you refused to give up.

Adaptability
• How was your transition from high school to college?
• When your priorities are changed by someone else, how do you adjust to such situations?

Time Management
• How do you manage priorities?
• Tell me about a time you planned an event and what steps you took to make sure everything went well.
• Tell me about your method for personal organization and time management.
• Tell me about a time you were faced with conflicting priorities. How did you determine your course of action?
• Tell me about a time you managed multiple responsibilities. How did you organize the work you needed to do?

Leadership
• Tell me about a time you helped someone else be successful.
• Tell me about a time you were suddenly called on or forced to be a leader.
• Tell me about a time you experienced initial failure in convincing someone else to do something. What ultimately happened? What did you learn?
• Share a time when you recruited someone to help you with a project.
• Give a specific example of something you did that helped build enthusiasm in others.
• Give me an example of a time you had to persuade other people to take action. Were you successful?
• Tell me about a time you inspired someone toward a goal.
• Tell me about a time when you were dissatisfied with the performance of someone who worked with you on a project. What did you do? How did he/she react?

**Communication**
• Describe a time a presentation went extremely well. How did you know it went well?

**Interpersonal**
• Tell me about a time when you had to deal with a difficult person. How did you handle the situation?

**Teamwork**
• Tell me about a time when you had to work with a difficult manager, classmate or peer.

**Decision Making**
• Give me an example of a time you had to make an important decision. How did you make the decision?
• Tell me the most unpopular decision you have made, why you chose to make it and what happened.

**Stress Management**
• Tell me about a difficult situation when it was desirable for you to keep a positive attitude.

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**Strategies to Answer Questions**

Below are sample questions with suggested strategies to answer the questions:

**Briefly tell me about the highlights of your educational and work experiences that are relevant to this job.**

- Share a related educational or work experiences when you prioritized your time and completed tasks with “too much to do in too little time.”

**Imagine that you are on a team with a person whose behavioral style is different from yours. You find it hard to work together because you disagree about how things should be done. How would you handle this situation?**

- Share a time when you were in this situation and dealt with it directly, succinctly and successfully.

**Tell me about a time you sacrificed or put your personal goals aside to achieve an overall goal for the group.**

- Share what it means to be part of a whole and how you do and do not contribute to that group.

**Tell me about a time when you took on a significant new challenge at school or a job in order to achieve personal or professional growth.**

- Share an example that pushed you outside your comfort zone where you can note growth.

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**Questions to ask Employers**

It is typical in an interview for the recruiter to ask, “Do you have any questions for me?” You should have questions. These questions demonstrate a more sincere interest and awareness of the company and position. Here are some sample questions to consider:

- I’m excited about the job; are there any additional expectations not outlined in the job description?
- What kinds of assignments might I expect in the first six months?
- Does your company encourage further education?
- What products are in the developmental stage now?
- What are your growth projections for next year?
- In what ways is a career with your company better than one with your competitors?
- What is the largest single problem facing your staff?
- What do you like best about your position? This organization?
- Once the probation period is completed, how much authority will I have over decisions?

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**Handling Illegal Questions**

Various federal, state and local laws regulate the questions a prospective employer can ask. An employer’s questions must be related to the job you are seeking. For the employer, the focus must be: “What do I need to know to decide whether this person can perform the functions of this job?”

If asked an illegal question, you have three options:

- Answer the question but remember you are giving information that isn't related to the job.
- Refuse to answer the question, which is well within your rights but may appear confrontational.
- Examine the question for its intent and respond with an answer as it might apply to the job. For example:

**Q: Are you a U.S. citizen?**

A: I am authorized to work in the United States.

**Q: Who is going to take care of your children when you have to travel for the job?**

A: I can meet the travel and work schedule that this job requires.

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Resource: jobweb.com/resources/library/Interviews/Handling_Illegal_46_02.htm
In addition to your cover letter and résumé, there are other ways that you can effectively market yourself throughout the job search process. Consider how a business and career portfolio might help you better market yourself to employers.

**Portfolio**
A professional portfolio is a way to collect and present your achievements, work samples and background information to an employer. It should demonstrate your experiences, skills, education, interests and professional goals/ objectives.

Your portfolio should be up-to-date, creative, well structured/organized and presented in an attractive, applicable way. Printed documents should be in a protective folder. Consider developing an on-line portfolio or providing documents/images on a jump drive.

Portfolios are typically used in these fields: education, art, graphic design, theatre and writing jobs but may be used for other opportunities as well.

**What to Include**
The content is often called “artifacts,” and it will vary greatly depending on your career field and the specific job for which you are applying. Here are some artifacts to consider including:

- Cover page
- Table of contents
- Cover letter/Résumé
- Statement of work/teaching philosophy
- References
- Letters of recommendation
- Evaluations from past supervisors
- Transcript(s)
- Published work (articles, blogs, etc.)
- Awards, certificates and memberships
- Research subjects/papers
- Creative design work
- Special events you helped host/hosted
- Volunteer work
- Conference/workshop participation
- Sample syllabus, course materials, assignments and learning outcomes

**Don’t Forget**
- Update your portfolio regularly.
- Don’t use original documents as the employer may want to keep a copy.
- Create headers and supporting comments as needed to enable the portfolio to speak for itself.
- Keep it professional (not scrapbook-like) by using page protectors, tabs, quality paper and a uniform design/format.

**Online Portfolio**
There are many on-line portfolio options. Your academic department may support one or there may be targeted sites for various career paths. However, in general these free options are a good way to market yourself:

- LinkedIn.com
- Wordpress.com
- Blogger.com
- Weebly.com
- Prezi.com
- YouTube.com

**Business Card**
Create a unique and well designed business card that includes your contact information, academic background and a brief highlight of your skills. Avoid templates and attempts to be cute or pretty. Both Microsoft Word and Publisher have layout settings to aid you in printing to business card paper (with perforated edges). Don’t attempt to cut them yourself. Consider using the front and back of the card. Here is an example of what you might include:

**DUNKER B. AWESOME**
Self-Motivated | Organized | Team Player | Communicator

English Major | Business Administration Minor
Bachelor of Arts | May 20XX
Murray State University | Murray, KY

123 Murray Lane | Murray, KY 42071
123.456.1234 | dawesome@murraystate.edu
“You never get a second chance to make a first impression.” You do not need a lot of clothes for interviews, but what you have should be of good quality, fit properly, and be clean, ironed and reflective of current business styles.

Business Professional attire is expected at Career Services Events (Career Expo, Teacher Career Fair) and is expected in many work environments.

Acceptable Business Casual attire varies greatly. Research the organization’s environment and dress for the job you want, not the one you have. Remember that Business Casual is often different from Casual and Trendy.

Women

Business Professional
- Wear a conservative tailored suit or dress suit.
- Blouse should be frill-less and white or cream.
- Skirt should hit top of knee; avoid extreme slits.
- Wear shined basic medium/low-heeled pumps.
- Limit jewelry and select subtle options.
- Choose small handbag or portfolio.
- Nails: Conservative length and polish

Business Casual
- If it’s something you wear “out,” you probably shouldn’t wear it.
- Choose casual pants or skirts that aren’t too tight.
- Choose skirts that come to the knee while standing and cover your thighs when seated.
- Top: shirts, blouses, sweaters and sweater sets that are not tight and do not reveal cleavage.

Men

Business Professional
- Select a high quality, dark tone suit to communicate respect, experience and professionalism.
- Select white or blue cotton shirts; avoid bright colors or stripes.
- Select subdued, traditional tie.
- Match belt and shoe color.
- Shine your black or cordovan shoes. Wear dark, mid-calf socks.
- Wear conservative watch, avoid earrings and other jewelry.
- Button an American-cut blazer/jacket when you stand.

Business Casual
- Shave and have well-groomed, professional-looking hair.
- Wear long-sleeved or short-sleeved (in summer) shirts.
- Iron and wear slacks or khakis.
- Wear leather shoes (no sandals, athletic shoes or boots) with matching mid-calf socks.
- Tie is generally not needed, but if in doubt, wear one.
- Match belt with shoe color.
- Avoid earrings/jewelry

Everyone
- Bring a folder/portfolio to hold résumé copies and a pen.
- Have well groomed hair and beard (if applicable)
- Have clean, manicured fingernails.
- Don’t wear cologne/perfume.
- Wear shoes that are well maintained.
- Iron/press your clothing.
- Look at yourself: Hair neat? Shirt tucked? Tie is knotted properly? etc.
- Dress for the job you want, not the one you have!

These are never appropriate:
- T-shirts
- Shorts/jeans/short skirts
- Flip-flops
- Tight or baggy fits
- Excessive perfume or cologne
- Missing buttons, tears or rips.
Know Your Value/Research
Most entry-level candidates do not have much clout in salary negotiations, as many entry-level jobs have fixed, non-negotiable starting salaries. However, you will not get more unless you ask. Your ability to negotiate within the set range depends on your qualifications and information gathered through research. There is no substitute for knowing the facts and using them to your benefit. Understand your bargaining power: assess your worth, identify special skills, recognize what you bring to the relationship and analyze the competition.

- Evaluate realistic personal salary requirements. How much do you need to earn to "live"?
- Find out what your skills and level of experience are worth in the job market (i.e. internships, co-ops, volunteer and part-time work, education level, etc.). Speak to a career counselor regarding your experience level and estimated market averages based on experience.
- Research career fields and salary averages for various occupations. Review web resources such as the Occupational Outlook Handbook and NACE salary survey.
- Investigate cost of living adjustments to salary based on employment location: salary.com, homefair.com, usacitylink.com.
- Develop a salary range (not too broad) with a high, low and middle range.
- Examine company’s hiring history. Conduct informational interviews or utilize your network to gather information. Many companies’ websites list their job postings and may list salary ranges and job descriptions.

Know When to Negotiate
Ideally, the best time to negotiate is after an offer is made by the employer. Discussing salary before an offer is made may screen you out of the job if your requirements are too high or it may lock you into a low salary.

When asked what your salary requirements are by a potential employer during an interview, indicate a range, not a dollar amount. (“Based on the industry average and my level of experience, I am seeking between $33k and $37K.”) This range should be slightly higher than the low end of your range. Once the offer is made, then consider negotiations.

Occasionally there will be circumstances where salary requirements will be discussed prior to an offer. Handle each situation with confidence. While these are not negotiations, they can influence how later ones may go. Here are examples of situations where salaries may be discussed and suggestions on how to handle them:

- When responding to an ad/application, indicate “open” or “negotiable” under salary requirements. Under salary history, indicate “competitive” unless it asks for a specific amount. If asked for specific salary dollars, list total compensation package (base salary, bonuses, medical, profit sharing, etc.). Be truthful as most companies verify past salaries with previous employers.
- At networking events, discuss what your interests are (not specifics) and get their opinions on salary ranges for those positions.
- When dealing with recruiters and employment agencies, be honest about expectations and salary history.
- Try not to negotiate over the phone. Ask to meet in person to discuss if possible.

When Employer Makes An Offer
Maintain an honest yet non-emotional response. This response should be based on your research. First, restate the offer, then “digest” it. Your body language should demonstrate thought, not emotion. If it is less than you expect, you can indicate that it is lower than you expected based on your research.

Be prepared to verify how and where you researched. Then counter their offer with your researched response and desired range. Remain objective, positive and courteous during this conversation. They will respond with what they are able or not able to offer. Sometimes this may involve speaking to another person in the company and getting back to you. Know that employers will not usually rescind an original offer as a result of your counter offer. In rare instances, however, employers may be forced to rescind based on current corporate circumstances such as downsizing, mergers, acquisitions etc. The employer should return with a response which, hopefully, meets your needs; otherwise they will discuss why they are unwilling to negotiate and state that the offer stands.

Negotiate Beyond Salary
When salary is non-negotiable from the start, know that you have other options to negotiate. These include bonuses, salary reviews (consider timing, basis and percentage), health, dental, life and disability insurance, pension plans or retirement, overtime policies, profit sharing plans, sick days and vacation, tuition reimbursement, employee discount, company car/expense accounts, termination contract, stock options, relocation/moving expenses, professional memberships, certifications and sign on bonuses.

For example, you may negotiate the timing of your first salary increase. Instead of receiving your first increase at one year, you may negotiate to be
SALARY NEGOTIATIONS

evaluated in six months and receive the same percentage allowable at that time based on your performance.

**Overcome Objections**

You may hear the following objections (O). Here are some responses (R) to overcome these:

O: Not within the budget.
R: Communicate your VALUE to the employer.

O: Others in the organization with similar qualifications and experience aren't paid that much.
R: Emphasize compensation for performance based on VALUE.

O: Your salary history does not justify such an increase.
R: Stress that you expect to be compensated for the VALUE of your work and what you expect to achieve.

**Know When to Say When**

If you feel like the employer is getting frustrated with your proposals or states that is all they can do for you, stop and evaluate what is on the table. You do not want to appear greedy or impatient. When the company comes back to you with their final offer, evaluate the offer and make a decision.

**The Final Offer**

Take time to evaluate the offer - one to two days is usually acceptable. Weigh your options and evaluate your total compensation package (salary, benefits, incentives, allowances, etc.). Ensure you are clear on specific duties, performance expectations and responsibilities.

Get the offer in writing: Once both parties have confirmed an offer verbally, ask for a written copy. Then send a thank you letter outlining your understanding of the offer, your enthusiasm about starting and your appreciation for their decision to hire you.

**Difficult Conversations**

Employers may ask the following:

- Have you thought about salary?
- What salary are you expecting?
- What is the minimum salary you would accept?

If possible, answer the question with a question.

- What is the salary range for this position?
- Most of my peers who are also graduating in xyz major have been receiving offers in the $$$K range. What range is authorized for this position?
- My current salary is $$$K. What are your guidelines?

If the employer tells you, “We’re going to pay somewhere in the range of $32,000 to $34,000,” you say, “Considering the demands of the position, and the hard work I’m going to put into this job to make sure it’s done right, I believe my salary should be in the area of $34,000 to $36,000.” You’ve set up a bargaining situation in which it’s logical to strike a deal at $34,000 or $35,000. Use this response cautiously. You may find the tension level created by using this to be uncomfortable.

If living costs are a concern, try, “As you know, it’s expensive to live in this city. I’ve planned very carefully and don’t think I could afford to live here on $32,000 a year. Do you think a consideration could be made?” Chances are, however, that cost-of-living has already been factored into your salary offer. If you have other offers, you can use them to strengthen your case.

**Plan what and how you will say it:**

Identify the major points you want to make. Summarize the requirements of the job and match your skills and abilities to them. Anticipate how you will deal with any response from the employer. Many times, no matter how unusual his or her response (anger, quietness, etc.), the interviewer is checking your reactions and tenacity. Develop convincing arguments to possible objections. Your task is to convince him or her that what you bring to the relationship is valuable and should be reimbursed.

**Practice ahead of time:** Rehearse (with someone or recording yourself) what you will say and how you will handle any questions. Approach the process of negotiation with a cooperative, friendly, but persistent attitude.

You must also consider how long you are willing to hold out for a specific job. Remember, a higher salary will not necessarily make up for the salary lost as you continue to job hunt. Also, if the company reviews salaries frequently, the starting salary is less significant.

**Calculate Take Home Pay**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary</td>
<td>$</td>
</tr>
<tr>
<td>Sign-on bonus</td>
<td>+ $</td>
</tr>
<tr>
<td>Relocation bonus</td>
<td>+ $</td>
</tr>
<tr>
<td>Performance bonus</td>
<td>+ $</td>
</tr>
<tr>
<td>Year-end bonus</td>
<td>+ $</td>
</tr>
<tr>
<td>35% tax / social security</td>
<td>- $</td>
</tr>
<tr>
<td>Insurance</td>
<td>- $</td>
</tr>
<tr>
<td>Deductibles</td>
<td>- $</td>
</tr>
<tr>
<td>Retirement/life insurance</td>
<td>- $</td>
</tr>
<tr>
<td><strong>Net figure</strong></td>
<td>= $</td>
</tr>
</tbody>
</table>

**Equals the amount available to live on including rent, car payments, student loans, utilities, telephone, food, entertainment, dry cleaning, laundry, clothing and shoe purchases, travel home, furniture purchases, kitchen utensils, etc.**

Also, review cost of living comparison charts to assess costs in the location you are considering.
Budgeting
Before you start spending, create a budget and establish an emergency savings account of at least one month's salary. Then create a line in your budget for the "toys" you've been dreaming of owning, and do not buy them on credit. Ultimately, you should have an emergency savings account equal to three months' income.

If you feel that you can't afford to save $1000, get a second job or sell stuff you don't need. Establish an emergency savings account and then start saving for retirement.

When developing your budget, note where you spent money over two months to create a more accurate budget, and then in the third month budget every dollar (to zero) so you know where all of your money went at the end of the month. Don't forget to budget for unexpected expenses. See the sample budget to the right for suggested categories.

 Completing Tax Forms
Review rules and regulations at irs.gov.

Do I need new clothes?
Not everyone will need a new wardrobe, but clubbing clothes don't translate to work clothes. Also, companies/organizations define business professional and business casual very differently, so do your research or ask. The following tend to be universally accepted:

- Iron your clothes. Wrinkled clothing implies that you don't care about details or your own appearance, and others may think you will approach work the same way.
- Shine your shoes and get rid of or repair shoes with worn soles.
- Do not wear flip flops.
- Avoid noisy jewelry that may cause a distraction in the work place.
- Women: Camisoles are not appropriate. Also, be careful of V-neck cuts. Invest in tank tops to go under sweaters or buy higher cut V-necks to avoid exposing cleavage.
- Men: Socks should be dark and match your pants.
- See "Dressing for Success" on p. 30.

To Buy or Rent
Home/Condo/Apartment
Buying makes sense if monthly payments are no more than a fourth of your take home pay, you plan to own it for at least five years and you can put down at least 15%. Don't put all of your savings into the down payment because then you aren't prepared for something to go wrong. If you are the homeowner, the landlord doesn't come to fix broken pipes. You fix it or pay to have it fixed.

So, if you aren't prepared or don't know how long you will be living somewhere, rent a cheap, yet safe, apartment and save like crazy for a down payment.

Vehicle
Save money to buy a used car with cash. Research your options. You want safe and economical; dream cars come later. Cars depreciate 20-40% upon leaving the lot. Do not lease. ALWAYS have the power to walk-away.

Crunch the Numbers
- bankrate.com/brm/mortgage-calculator.asp
- bankrate.com/brm/auto-loan-calculator.asp

Sample Budget
Donations
Emergency Savings
Investment Savings
Student Loan(s)
Mortgage/Rent* (repairs)
Electricity
Water
Trash
Phone/Data Plan
Cable/Satellite
Internet/Wireless Connection
Newspaper/Subscriptions
Car Payment* (repairs)
Insurance (car, home, rental, etc.)
Life Insurance
Memberships (gym, etc.)
Gas*
Groceries*
Clothing*
Dry Cleaning
Entertainment
Hair/Make-up
Gifts
Vacation
Medical
Miscellaneous
Take Home Pay
Total Expenses

*Pay for these things first and then take care of the others. It doesn't make sense to pay off your credit card if you can't eat dinner or get to work.
LIFE AFTER COLLEGE

Do I Need Insurance?
Insurance is a way to transfer risk, and until you have lots of cash, you should have insurance as some losses could bankrupt you. Research the following types of insurance:

- Homeowners/Rent
- Auto
- Health
- Disability
- Life Insurance
- Avoid the following types of insurance
  - Credit life and credit disability
  - Credit card protection
  - Cancer and hospital indemnity
  - Accidental death insurance
  - Any insurance with cash value, investment or refund
  - Prepaid burial policies
  - Mortgage life insurance
  - Any kind of duplicate coverage

Do I need a Retirement Plan?
It is advantageous to plan for the future and to start early. Here are the different types of retirement plans (always do your research on any updates on laws):

- IRA (Individual Retirement Account)
- Roth IRA
- SEPP (Simplified Employee Pension Plan)
- 401K, 403B and 457

Do I Set Up Investments?
There are lots of ways to invest your money and plan for retirement. Dave Ramsey recommends using the “KISS Rule of Investing,” which stands for “Keep it Simple, Stupid.” Make sure you do your research. Here are different types of investments:

- Money Markets
- Single Stocks
- Bonds
- Mutual Funds
- Rental Real Estate
- Annuities
- Commodities and Futures

Do I Decorate My Office?
This will vary depending on your work environment. Some work environments require that you leave all personal items at home. Some are more open to personal pictures, decor and plants. Observe and mimic your supervisor’s office and those of other respected employees to develop your work space.

In general, keep your work space neat. Do not leave old food or candy wrappers lying around. Create a filing or organization system… we all organize our space differently, but have some sort of system that works for you. If personal items are allowed, make sure that they are appropriate for your work environment. For example, do not post Spring Break pictures of you in your smallest bikini holding a fish bowl drink. Leave potentially offensive pieces at home as well. While you may find a sticker humorous, another may find it hurtful or offensive.

Do I Build a Social Life?
- Join professional organizations.
- Find an alumni group in your area.
- Apply for a young leaders program.
- Join service clubs and organizations.
- Volunteer.
- Visit and/or join a religious group.
- Join a gym or a club sport team.
- Take classes in an area of interest: cooking, gardening, dance, golf, etc.

Be careful about building your social life around your co-workers as you want to maintain a professional relationship with those you are with during the work day. That does not mean you can’t see them after hours. Dinner after hours can be a great way to build rapport; partying into the wee hours of the night is not.

How do I Stay Healthy?
Find a time of day that you can commit to exercise. Gyms don’t tend to be as busy between 4:30 and 6:00 a.m. If you go during that time, classes won’t likely be as full, and you will have your pick of equipment. Find a park with a walk/jog trail where you can walk for free. If all else fails, take the stairs instead of the elevator and park farther away in the parking lot.

Take your lunch to work. It’s cheaper, and you can control how healthy it is. Nutritionists suggest eating six small meals a day. Eat breakfast and take two small snacks (almonds, low fat yogurt, cottage cheese, veggies, fruit, etc.) for morning and afternoon. Cut out the carbonated drinks and drink more water. If you choose to drink alcohol, you should drink no more than two glasses of wine, beer or mixed drinks a day.

Succeeding on the Job
NACE’s Job Choices describes the first year in a new job as a “separate and distinct career stage” – a time when you aren’t a college student, but you aren’t yet respected as a professional. There are different rules to follow during this “breaking-in stage.” Take time to figure out how to “establish yourself, learn the way ‘things are done’ and figure out what you need to do to earn credibility and respect.” Learn the culture and the unspoken rules of the organization. Keep your eyes and ears open and your mouth shut until you understand the company. It is only then that your ideas will have true impact and respect.

- Be the first one to the office.
- Avoid office politics and gossiping. (If people are willing to gossip with someone they barely know, who are they telling about the conversation with you?)
- Gracefully mourn the loss of Spring Break. Don’t look shocked when
they tell you there is no built in week-off and do not whine about it!

• Continue to meet new people, have more experiences and challenge yourself intellectually, spiritually and emotionally.
• Give back to your community and volunteer your time to serve others.
• Take classes in areas of interest or pursue another degree to exercise your mind.
• Challenge yourself to experience other cultures so you learn how the world is bigger than you realized.

12 Tips to First-Year Success

1) Adopt the right attitudes.
2) Adjust your expectations.
3) Master breaking-in skills.
4) Manage the impressions you make.
5) Build effective relationships.
6) Become a good follower.
7) Understand organization’s culture.
8) Develop organizational savvy.
9) Understand your new-hire role.
10) Develop work savvy.
11) Master the tasks of your job.
12) Acquire knowledge, skills and abilities you need.

Cell Phone Etiquette
• Turn your phone off during meetings or important lunches.
• If expecting a call/text that cannot be postponed, notify your companion ahead of time.
• When you receive a call/text, excuse yourself from the table or conversation and make the call brief.
• Buy a professional watch rather than using your phone as a time piece.
• When on the phone in a public place, be at least two arm lengths away from those around you.

Phone Messages
Voicemail messages, both work AND personal should be professional.

Hello, you have reached FirstName LastName (insert company name and title if applicable). Please leave a message, and I will return your call as soon as possible.

When leaving a message, state your name and phone number twice, and succinctly communicate the purpose of your call. Any message should be less than two minutes.

Hello, this is FirstName LastName with xyz company. I wanted to talk with you about your inquiry regarding next season’s inventory. Please call me back at your convenience at 123.123.1234. Again, this is FirstName LastName, and you may reach me at 123.123.1234.

If you know you will be unable to check messages in a timely manner, update your voicemail to reflect when you plan to review messages and return calls.

Email Etiquette
• Craft a compelling and succinct subject line.
• Never send when you are angry.
• Respond to email messages within 24 - 36 hours.
• Before hitting send, re-read your message, check spelling and grammar and make sure any attachments have attached.

Professional Behavior
• Use titles (Mr. Ms. Dr.), not first names until instructed to do otherwise.
• Be on time or 5-15 minutes early. Earlier than that can be awkward and invasive.
• Prepare for meeting, developing an agenda if you are leading the meeting.
• Do not interrupt meeting agendas, but in a timely manner, be confident in concisely sharing on-topic ideas/opinions.
• Do not get intoxicated at work functions.
• Do not use profanity or tell off-colored jokes at work or related functions.

Cell Phone Etiquette
• Turn your phone off during meetings or important lunches.
• If expecting a call/text that cannot be postponed, notify your companion ahead of time.
• When you receive a call/text, excuse yourself from the table or conversation and make the call brief.
• Buy a professional watch rather than using your phone as a time piece.
• When on the phone in a public place, be at least two arm lengths away from those around you.

Introducing Yourself
• Look people in the eyes and smile in order to appear confident.
• If you receive a name tag, place it high on the right shoulder. This puts it in the sight line of the person shaking your hand.
• Know how to say what you do and what your company does in 15 seconds.
• If you are seated while being introduced, stand to greet that person and shake his or her hand.

Email Etiquette
• Craft a compelling and succinct subject line.
• Never send when you are angry.
• Respond to email messages within 24 - 36 hours.
• Before hitting send, re-read your message, check spelling and grammar and make sure any attachments have attached.
• Do not engage in office gossip.
• Bring a positive attitude to the office and leave personal drama at home.
• Do not air work-related frustrations via social media.
  (These people make me sick. #ISITFRIDAYYET)

**General Dining Etiquette**

- Do not order foods that are eaten with your hands.
- Pass food from left to right.
- If asked for the salt or pepper, pass both.
- Never season food before tasting it.
- Food is served from the left, dishes removed from the right.
- Butters, spreads or dips should be transferred to your serving dish before spreading or eating.
- Do not ask for a “to-go box” unless it is an informal dining situation.
- For hard to scoop items like peas, use a piece of bread, not your finger, to push items onto the fork.
- If hot food is burning your mouth, discretely drink something cool.
- Napkins belong in your lap. Wait until the host unfolds his or her napkin before you do.
- If you excuse yourself from the table, loosely fold your napkin (do not refold your napkin or wad it up) and place it beside your dinner plate.
- Meeting materials or briefcases should be left under your chair until it is time to discuss business.
- Do not ask to taste someone else’s food or offer to let them taste yours.
- Do not blow your nose at the table. Politely excuse yourself to the restroom.

**Casual Dining Exceptions**

- You may order foods that are eaten with your hands.
- When sharing chips and salsa, you don’t have to transfer salsa to your plate but do not double dip.

**Leaving a Tip**

- Fifteen to 20 percent of the bill total is customary, but for exemplary service, a greater percentage is accepted.
- For poor service, ask to speak to the manager; not tipping is not an option.

**Place Setting Tips**

- The general rule for silverware is to work from the outside in as the meal progresses.
- The dinner plate is the center of the place setting. When finished, do not push the plate away from you. Instead place both your fork and knife across the center of the plate, handles to the right.
- Between bites, your fork and knife are placed on the plate, handles to the right, not touching the table.
- The dessert spoon/fork is above the dinner plate.
- Drinks are to the right of your plate, bread to the left. To remember this, make an “OK” sign with both hands; your left hand makes a “b” for bread, your right hand makes a “d” for drinks.
Take the first step in investing for your future by obtaining an advanced degree. Students are often interested in graduate school for a variety of reasons. They are looking to change careers, interested in furthering their education or want to advance their careers by receiving a master’s degree. Graduate school at Murray State University is here to help you achieve those educational and professional goals. We offer more than 60 program options including certifications, specialist’s degrees, distance learning options, low residency programs or classroom experiences on our main campus or any of our regional extended learning campuses in Hopkinsville, Madisonville, Paducah, Henderson and Fort Campbell.

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