Career Counseling

What’s in Here...

What’s in Here...

Career Exploration

Job-Search

Skills & Tools

Graduate and Professional School


The University of Pennsylvania values diversity and seeks talented students, faculty, and staff from diverse backgrounds. The University of Pennsylvania does not discriminate on the basis of race, sex, sexual orientation, gender identity, religion, color, national or ethnic origin, age, disability, or status as a Vietnam Era veteran or disabled veteran in the administration of educational policies, programs, or activities; admissions policies; scholarship and loan awards; athletic, or other University-administered programs or employment. Questions or complaints regarding this policy should be directed to the Executive Director, Office of Affirmative Action and Equal Opportunity Programs, Sansom Place East, 3600 Chestnut Street, Suite 228, Philadelphia, PA 19104-6106 or by phone at (215) 898-6093.
Join us this recruitment season to learn more about opportunities at Guggenheim:

**Investment Banking Presentation**
September 8, 2014 at 6:00pm at Jon M. Huntsman Hall—Room G55

**Full-Time Investment Banking Interviews**
September 16, 2014—resume submission deadline September 7, 2014

**Internship Investment Banking Interviews**
February 2, 2015—resume submission deadline January 20, 2015

Visit us at GuggenheimPartners.com and PennLink to learn more about our recruiting events and programs. Guggenheim will also be on campus this winter for presentations and intern interviews.

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Blackstone

Blackstone is one of the world’s leading investment and advisory firms. Founded in 1985, the firm employs approximately 1,800 people across its various business lines worldwide, with 25 global offices including New York, Boston, Menlo Park, Hong Kong, and London.

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Information Session:
Thursday, September 4, 2014
7:00 p.m. – 8:00 p.m.
The Inn at Penn
Career Services Staff

Not pictured: Helen Cheung, Sharon Fleshman, Sue Russoniello, Julie Vick
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WE HAVE
OPTIONS

To find out more about career opportunities, please visit www.morganstanley.com/careers.
Staff Directory

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Suite 20, McNeil Building
3718 Locust Walk, Philadelphia, PA 19104-6209
www.vpul.upenn.edu/careerservices
Phone: 215-898-7531
Fax: 215-898-2687 or 215-573-3169

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Job and Internship Hunting

Advising
Advisors are available to critique resumes, C.V.s, and job-hunting correspondence; discuss interviewing strategies; suggest options; and assist in decision-making, including negotiating offers. They offer scheduled appointments and walk-in hours; all meetings are confidential.

To schedule an appointment, call the Career Services assistant for your school. Whether you feel totally confused or just have a few specific questions, advisors are happy to meet with you.

Workshops
Sessions are conducted to help you prepare for all aspects of your job search. Topics include resume writing, interviewing, job and internship hunting, summer job searching, and finding international opportunities.

Mock Interviews
Students and alumni can take advantage of mock interviews with a career advisor, customized to your industry of interest. In addition, we offer online interview practice through our website.

Graduate Study Preparation

Advising
Advisors can discuss options and help you through the application process. You may be asked to attend a workshop before you schedule an individual appointment.

Graduate & Professional School Recruiting
Representatives of approximately 30 to 40 schools visit campus each year. Most visits are informational, but some may include screening interviews.

Health Professions Advisory Board (HPAB)
Career Services provides the formal institutional support required of applicants to graduate study in the health professions. For more information and to ensure you meet deadlines, see www.vpul.upenn.edu/careerservices/gradprof.

Admission Statistics
The success rates of previous Penn students in obtaining admission to law and medical schools are detailed in these summaries of admission in relation to grades and test scores. They are available in the Career Services Library.

Panels and Information Sessions
A series of panels provides information about applying to graduate and professional school through meetings with recruiters from a wide range of programs.

Letters of Recommendation
You may need letters of recommendation when applying for graduate school, fellowships, or employment. If you are applying to a health professions school (medical, dental, veterinary), you should open a file at Career Services, and have letters sent there. More information can be found on the Career Services website. For all other purposes, we have partnered with Interfolio, the leading credentials and dossier service. To learn how to establish a file at Interfolio, and for more information, see www.interfolio.com.

Funding Information
Resources on funding for dissertation support and postdoctoral research, and directories and materials from funding organizations are housed in the Career Services Library. Extensive information is posted on our website.

Library
The Career Services Library maintains an extensive collection of materials on graduate schools, career planning, career fields, funding, employers, and job opportunities, including over two dozen online subscriptions.

Contact with Employers

Job and Internship Listings
Career Services posts thousands of announcements of permanent, summer, and part-time vacancies from a wide variety of organizations on PennLink. Additional listings of permanent positions and job newsletters as well as periodicals containing job ads are located in the Career Services Library and e-mailed to students through distribution lists.

Career Fairs
Career Services invites employers to campus to answer questions and provide information about job opportunities with their organizations. Yearly career days include: Career Link and CareerFIRE (Fall), Engineering (Fall), Policy and Government (Fall), International Opportunities (Fall), GSE and Social Work (Spring), Nursing (Fall), School of Design (Spring), Biomedical (Spring), Start-Up (Spring), and the Creative Careers Fair and Spring Career Fair (Spring). Career Services publicizes off-campus career fairs on our website.

Employer Presentations
These provide information about organizations and the positions for which they recruit. Held August through April, some are general information sessions, and some are more formal night-before-interview receptions. A calendar of programs is posted on the Career Services website and PennLink.
Overview

On-Campus Recruiting (OCR)
OCR enables employers to come on campus to interview students for permanent and summer jobs. Orientation sessions for graduating students are held in August; summer recruiting orientations are held later. Attending an orientation is an essential first step for on-campus interviewing.

Special Programs
Summer Internship Panels
Student panelists discuss their summer experiences and give advice about job search strategies.

Career Panels and Chats
Professionals in a variety of fields discuss employment opportunities and job hunting strategies, and give an insider’s view of their industries.

Graduate Student Career Conferences/
Faculty Conversations
Each semester Career Services sponsors workshops and panels to address topics of interest to graduate students in scholarly and professional fields.

Publications and Web Resources

The Academic Job Search Handbook
Career Services advisors published a complete guide for doctoral students on the academic job market. Copies may be purchased from the graduate student administrative assistant.

Career Plans Survey Reports
Career Services publishes reports on employment and internship choices, job market trends, current salaries, and patterns of graduate admission for each school we serve. They are posted on the Career Services website.

Professional School Guides
These guides explain application procedures: Guide to the Law School Admissions Process; and the Medical School Applicant’s Manual. Both are on the website.

Resume Guides
These guides, prepared by Career Services advisors, include a brief explanation and sample resumes. They are available on the Career Services website.

Test Prep Materials
Our library offers preparation materials for the LSAT, MCAT, GRE, and GMAT.

Social Media
Follow us on Facebook, Twitter, and LinkedIn for announcements on programs, jobs and internships, and networking opportunities. Career advice on a variety of topics is available on our blog, Penn & Beyond. Check out the career-related videos on our Vimeo page and pins on our Pinterest boards.

Alumni Contacts
Alumni are available to discuss their organizations, jobs, and industries through QuakerNet. To learn more about QuakerNet and to connect with alumni, click on the networking link on the Career Services website.

Distribution Lists
Career Services has established specialized e-mail distribution lists to keep students informed of opportunities and special career events. Check with the Career Services assistant for your school to subscribe to the appropriate one.

Resources for Specific Populations
Career Services maintains targeted resources on the website and in the Career Services Library for specific populations such as students of color, international students, LGBT students, and students with disabilities. The office also publicizes numerous programs offered by employers and others who seek to recruit or reach out to students in affinity groups. Advisors also conduct workshops for particular groups, co-sponsor programs with student groups or other offices, and on occasion hold walk-ins in the cultural centers and the Carriage House.

Services for Alumni
Alumni have access to the full range of services available to current students, with the exception of on-campus recruiting (though students within one year of graduation may participate in OCR upon request). To receive an alumni password to view online job listings, fill out an online PennLink Alumni Registration Form. Follow the instructions for first-time alumni users at www.vpul.upenn.edu/careerservices/pennlink_jobseekers.php. The alumni section of our website provides assistance exploring career options.

Assessments
Career Services offers a variety of assessments including career exploration tools such as SIGI 3, Myers-Briggs Type Indicator, Strong Interest Inventory, and StrengthsQuest.

Video Conferencing
Career Services offers video conferencing to allow employers to interview students from remote locations throughout the country and across the world. This is a great option for students to interview with employers who are located at a distance from Penn.
Starwood Capital Group Global, LLC is a leading private investment firm that brings more than just capital to the investment process.

Founded in 1991, and headquartered in Greenwich, Connecticut, Starwood employs more than 500 professionals in its seven offices located throughout the U.S. and in international affiliated offices in London, Luxembourg, Paris, Frankfurt and Sao Paulo. Our size enables our analysts to work closely on investments with our Senior Management Team. We hire a select group of analysts globally for real estate, infrastructure and hedge fund investing.

Firm Presentation: Thursday, August 28th
6:00pm - 7:00pm
Wharton School Building
Jon M. Huntsman Hall - Room G55

Interviews: Thursday, September 18th

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Tokyo
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Zurich

Bring your career into focus

Company Presentation
September 17, 2014, 6:00 pm
Jon M. Huntsman Hall, Room G-55

Resume Drop Date
September 22, 2014

Round One Interviews
October 8, 2014

Apply online at www.zsassociates.com/careers
Sometimes people will encourage you to cut corners, saying “Everybody does it” or “No one will ever know.” They are wrong. There are widely accepted standards of ethical behavior for applying for jobs and for graduate schools. Furthermore, the world turns out to be smaller than candidates expect; when unethical actions come to light, the word often spreads. Everyone suffers when unethical practices are seen as the norm.

Career Services Expectations of Students
We are committed to ensuring compliance with these standards. Violations may involve sanctions, whether invoked by the University judicial system, the employer or graduate school, Career Services, or, in extreme cases, the legal system.

• Present your credentials, background, and experience honestly, both on paper and in interviews. Be scrupulous in reporting academic work on your resume and graduate school applications.

• Do not steal, “borrow,” or vandalize Career Services Library or other office materials.

• If you are studying abroad during interview season, you may not sign up for on-campus interviews.

• Once you have accepted a job or internship offer, either verbally or in writing, do not interview or apply for any other positions. Cancel any interviews you still have scheduled, both on and off campus.

• Once you have accepted an offer, it is unethical and unprofessional to consider reneging. “At will” employment does not mean that you can continue to interview for other opportunities.

• Show respect for other students and do not interfere with their job searches or graduate school applications. If you have ethical concerns about the way another student is conducting a search or application, discuss these with a Career Services advisor. It is not appropriate for you to take action on your own.

• Once you have scheduled an appointment with a recruiter, a graduate school representative, or a Career Services advisor, show up for it or cancel well in advance.

• If an employer is reimbursing travel expenses, ask in advance what are considered reasonable expenses, and limit yourself to those. If two employers are reimbursing travel to a city, tell both so they can split the cost.

Career Services Expectations of Employers
We take these standards seriously. If you feel a violation has occurred, speak to your Career Services advisor. With your permission (and only with it), we will follow up with the organization. Many problems turn out to be easily resolved.

Employers and graduate schools must treat candidates with respect during interviews. Questions asked must be relevant and legal. Employers who recruit on campus or list positions with Career Services must obey all relevant employment laws, including anti-discrimination laws, the Americans with Disabilities Act, and University of Pennsylvania policy.

Full-Time Recruiting Policies
• For companies recruiting for full-time positions, interviewing begins September 16, 2014.

• For employers making offers at the end of the summer to their interns returning to campus for their final year, we ask that they give students until October 28, 2014, to decide, to enable participation in fall on-campus recruiting. We hope employers can accommodate students requesting extensions.

• We ask employers who make offers to students through fall recruiting to give students three weeks or until December 1, 2014, (whichever comes later) to decide, and that offers made on or after January 1, 2015, be held open for two weeks.

• We also request that no large exploding bonuses (bonuses contingent upon accepting an offer by a specific date) be offered for early acceptances. We ask that if there is a sign-on bonus, it be honored whenever the student accepts the offer.

Summer Recruiting Policies
• For companies interviewing for summer interns, internship recruiting begins February 2, 2015. We ask that employers give interns until February 23, 2015, or one week (whichever comes later) to decide on offers.

• If employers rescind their written offers prior to the date agreed upon for a decision, they risk losing their recruiting privileges at the University of Pennsylvania.

• Employers must accurately represent the positions they are posting or for which they are interviewing.

• Offers of positions and announcements of graduate school admission and funding should be made in writing.

• Note that during the 2014–2015 year, we will allow internship recruiting in the fall for computer science or engineering internships only between November 3 and November 21, 2014. Companies recruiting for technical or engineering internships during November should give students four weeks, or until December 22, 2014, (whichever is later) to decide whether to accept the opportunity. Please check PennLink for a listing of companies participating and internships available through this program.
Bessemer Venture Partners (BVP) is the oldest venture capital practice in the United States, carrying on a tradition of active venture investing that has continued since 1911. With offices in Silicon Valley, Boston, New York, Israel, Brazil and India, the firm manages one of the largest venture funds in the industry. Over the course of its history, BVP has taken more than 100 companies public and generated top-decile venture returns.

* Spring interview date is February 3, 2015. Resume submission dates are January 2-21, 2015.

**Bessemer Venture Partners (BVP)** is looking for an entrepreneurial **self-starter** to join our team as a Venture Analyst in our New York office.

Resume Drop Dates: August 19 – September 7, 2014
Interview Date: September 18, 2014

Come work at the cutting edge of business, technology, and innovation while identifying the next generation of game-changing companies.
The Career Services Library

The Career Services Library contains a wide range of career-related materials to help you in your career planning, graduate study exploration, and job or internship search. Resources are coded with colored tape on the spine of each book.

A complete list of library holdings is posted on our website as a searchable database. If you have questions, our receptionist, librarian, and other Career Services staff members are available to assist you.

Career Information

The Career Information section includes material in the following categories:

- summer jobs/internships;
- career decision-making;
- general occupational information;
- geographic and general directories;
- career fields; the career fields category is divided into many areas, from accounting/finance to scientific research, and includes:
  - books describing occupations;
  - directories of employers;
  - current professional journals and newsletters.

Organizations Recruiting Penn Students

In this section, there are binders of business cards from recruiters who have participated in OCR at Penn in the past several years.

Graduate and Professional School Information

Shelved here are:

- directories of graduate schools;
- books about financial aid;
- resources about specific graduate and professional school programs;
- statistics and comments about Penn students’ admissions success at a variety of law and medical schools;
- test prep books.

Copy Machine

Because nothing may be removed from the library, a copy machine is provided for student use. Each copy costs 10 cents. We appreciate your cooperation in re-shelving materials.

Online Subscriptions

PennKey holders have free access to various online subscriptions that are helpful to many job and internship seekers, including:

- Vault & WetFeet Guides;
- internship listings;
- industry-specific job and internship listings;
- international job and employer search guides;
- industry-specific directories.

Questions You Can Answer

- What are the major publishing companies in San Francisco?
- How does one look for a job with the U.S. government?
- How can I identify good programs in East European Area Studies?
- Where can I find jobs with an environmental organization?
- Which recruiters from McKinsey visited OCR last year?
- Is there anything that lists research labs in the southwest?
- What careers would let me use my writing skills?
- What is the projected demand for computer programmers?
- I’ve got a learning disability. Should I tell potential employers?

Security System

A security device is positioned at the door. Attempted theft of any library materials may result in the denial of career services and a report to the Office of Student Conduct/Student Disciplinary System.

Now playing on the Penn Career Services Channel

www.vimeo.com/penncareerserv
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Strategies for Career Decision Making

Maybe you know what you want to do, or maybe you’re still trying to decide. As you know, there are a bewildering variety of careers to choose from, and narrowing the field is far from an exact science. However, there are steps you can take to focus your thinking and feel more comfortable with the choices you are making.

Self-Assess
The first step is to ask yourself questions about what you do and do not like. As you go, think on paper! If you write down ideas as they occur to you, you will not need to start from scratch every time you approach the topic.

• Identify five things you really enjoy doing. List them and see if any patterns emerge.

• Think of people who have jobs that sound terrific. What makes their jobs so appealing to you?

• Try to remember all the things you wanted to be “when you grew up.”

• How would your friends describe you? How do you describe yourself? (If you don’t know, now is the time to ask.)

• List at least six jobs you would never take, ever. What do they have in common?

• What’s your favorite job or favorite activity you’ve ever done? (It needn’t have been for pay—think volunteer, extracurricular activities or class projects.) What did you love about it?

• Think about your work preferences. Large or small organization? High or low pressure? Loosely or highly structured work? Travel and/or frequent relocation, or no travel and/or geographic stability? Working behind the scenes or out front? Formal or informal atmosphere?

• Decide how much money you would like to earn, how much you must earn, and how you evaluate salary in relation to other things that are important to you. Be honest. Attach real figures to your answers.

• Consider who and what has influenced your career decisions. Try to evaluate whether these external pressures have been constructive or limiting.

• Write a description of a job that you would consider ideal. Use as much detail as you can. Are there any jobs like it?

• Review job boards and note positions or companies that seem intriguing. What, if anything, do they have in common?

• Complete this sentence, “Of course it’s impossible, but if I could, I would…”

• What do you do when you “don’t have the time”? What’s so much a part of you that you do it regardless of convenience?

Okay, you’ve spent the past five days or five years answering questions like these. What next? Try not to be too worried about making a decision; instead, take this time to increase your knowledge of potential jobs and career paths. There are a number of methods for researching your options.

Research and Explore Career Options
Websites, blogs, social media, magazines, newspapers, and trade publications all contain information about careers that may mesh with your “profile.” Keep yourself and your interests in mind when you are reading the news or listening to a professor’s lecture.

Spend Time on the Career Services Website
See www.vpul.upenn.edu/careerservices/careerexploration, which offers information and advice, as well as hundreds of links to online resources.

Under Identifying & Exploring Potential Careers, you will find:

• The Occupational Outlook Handbook, a government source that describes the requirements and salary expectations of nearly every job in the United States

• The Riley Guide: How to Job Search, Explore Careers, and Get Educated, a remarkably comprehensive clearinghouse for career-related sites

Under Self-Assessment, you can:

• Explore your own skills and interests by looking at the Career Inventory and Self-Assessment section

• Take SIGI 3, an online career guidance program that can help you examine your work-related values and skills in an interactive structured manner
Use the Internet as a Career Search Tool
Once you’ve picked up some professional buzzwords, use search engines to perform keyword searches on job titles, industries, and employers. Some resources to get you started:
- www.vault.com and www.wetfeet.com (Access through Career Services Online Subscriptions page, PennKey required)
- Homepages for professional associations, where you’ll find career information and job postings
- Homepages for organizations and employers

The Career Services Library offers a wealth of advice and information. The General Occupations area is a terrific place to get started, and sections dedicated to specific career fields offer overviews, insight, and directories of companies and organizations.

Talk to Everyone—Network!

Take Your Questions and Concerns to a Career Services Advisor
Effective career research and evaluation requires managing a great deal of information. Consulting with a career advisor is a good way to develop strategies for organizing and thinking through your research more productively. Advisors can also help you brainstorm career ideas and identify and locate the resources you need.

Talk to People about What They Do
They can provide special insight into the rewards and rigors of a particular occupation, as well as give you specific information about their organization. People with the same job title in the same type of industry might perform very different functions.

Learn about Careers by Conducting Informational Interviews
This process of speaking with people about their profession is sometimes referred to as informational interviewing. The primary purpose of this conversation is to gather information, rather than to get a job. Here’s how you go about it:

Identify the Occupation/Industry/Company You Want to Study
- Now that you have some ideas about careers that appeal to your interests and skills, supplement this list by talking to friends, family, and faculty about other careers that might interest you.
- Keep a written list of careers, industries, and/or employers that have made you interested enough to want to learn firsthand.

Identify Contacts
- Start with friends, family, neighbors, and faculty. Let everyone know that you are interested in “X” and ask them if they know anyone working in the field.
- Use QuakerNet, an online alumni database including alumni who have volunteered to be career advisors and mentors, to locate alumni who work in a particular field or at a particular company.
- Connect with employers of interest on LinkedIn by viewing their profiles and joining relevant groups, including the Penn alumni group.
- Professional organizations, organizational directories, and websites are also good sources of contacts.
- If you learn of someone’s name through an article, a project they managed, or a newspaper quote, this gives you enough information to approach them intelligently.

Arrange a Meeting
You may contact the person you wish to interview by:
- Sending an e-mail message
- Writing a letter of introduction followed by a telephone call
- Having someone who knows the person set up a meeting for you

For a more casual interview, with the mother of your best friend, for example, a phone call is probably sufficient. If, however, you wish to speak with the vice president of a major corporation, a formal letter of introduction is in order. Indicate how you learned of this person, your interest in the profession and organization and your desire to speak with her/him about it. Follow up with a phone call or e-mail. On the phone, be clear that you are not looking for a job but for information on which to base a career decision.

Prepare for the Conversation
“What do I need to know about this career in order to evaluate whether it is for me?” Prepare your questions ahead of time.

It is also important, prior to your meeting, to conduct some research on the organization where your contact works. Having done so, you may skip basic questions and ask more in-depth questions about the structure, environment, and operations of the organization.

Sample Questions
- How did you choose this career field?
- What has been your career path?
- How did you prepare for this kind of work?
- On a typical day, what do you do?
- What training, education, or licenses are required for this type of work?
- What prior experience is essential?
- What types of employment or internships would you recommend?
- What personal qualities or abilities are important to succeed in this job?
• What are the toughest problems you face?
• What is the most rewarding part of your job?
• What opportunities for advancement are there in this field?
• If things develop as you would like, what does the future hold for your career?
• Does your work become more interesting as you stay longer?
• What entry-level opportunities offer the most ability to learn a great deal?
• What is the typical salary range for these positions?
• How do people find out about these jobs? How are they advertised, or is word of mouth more important?
• How do you see this field changing?
• What commitments to work do you have outside of the regular work week?
• How much flexibility do you have in terms of dress, hours of work, vacation schedule, place of residence?
• What special advice would you give a person entering this field?
• If you had it to do all over, knowing what you know now, what would you do differently?
• Which journals and organizations would help me learn more about the field?
• How does your organization compare with/differ from its competitors?
• With the information you have about my education, skills, and experience, what other fields would you suggest I research before making a decision?
• What is your opinion of my background/resume? Do you see any problem areas or weaknesses? What should I do to strengthen them?
• Whom do you know who also might be willing to speak with me? May I use your name when contacting him/her?

For additional questions, go to the “Informational Interviews” section on the Career Services website at www.vpul.upenn.edu/careerservices/networking/InfoInterviews.php.

Conduct the Interview
Dress appropriately, arrive on time, and be professional. Be considerate of your contact’s time; stay on track and do not overstay your welcome. Refer to your questions, but leave room for spontaneous discussions. Be prepared to answer questions about your own interests and motivations; your contact will want to know something about you in order to frame the advice he or she provides.

Before you leave, be sure you have your contact’s business card. Additionally, ask your contact to suggest others who might be helpful to your research. Ask permission to use your contact’s name when reaching out to these new people.

Be careful not to overvalue a single person’s experience or to form an opinion about a career after speaking with only one or two people. Speaking with a variety of people from a variety of organizations provides you with a much more nuanced picture of what a potential career holds.

Follow Up
Immediately following the interview, take the time to jot down your thoughts, impressions, and information gathered. Send a thank-you note right away. Mention a few specific things you learned or found especially helpful.

Experiment through Internships, Volunteering, and Job Shadowing
As your interest in an area becomes more serious, do everything you can to gain experience to see whether it makes sense for you. You can explore both the type of work you are considering and the environment in which you hope to do it. The Career Services internship and job listings on www.vpul.upenn.edu/careerservices and resources in the Career Services Library can help you get started on finding related experience.

Decide What to Do Next
Now that you have given thought to what you want from a career, gathered information, and tested some hypotheses, what’s next? Deciding is not an exact science and is frequently difficult. The fact that no one career alternative appears overwhelmingly obvious means you could probably find satisfaction in several areas, and that any decision you make—particularly after having given it so much thought and research—is likely to be a good and reasonable one.

You may discover the career decision you’ve made is the right one for now and decide to pursue a job in one of the fields you’ve researched. You may decide to take time to do something you’ve always wanted to do short-term and can’t imagine doing long-term. You may decide to attend a graduate program to prepare to enter the field you’ve chosen. Before you make this investment, however, do your best to be fairly certain of your goals. If you are not yet sure, the best move is often to work now and apply in the future once your goals are clearer. Whatever you do, there is never a clear “right” or “wrong,” and, most importantly, your decision won’t be irrevocable. It is possible to change directions at any time in your career. If you continue to be aware of your goals and priorities and how they fit into the world of work, you won’t have to worry about what you’ll be doing 5 or 25 years from now. You’ll have many options and will know how to pursue them.
Graduate and Professional School Study

Graduate and professional school study involves a significant commitment of your time, money, and energy, even more so in many ways than undergraduate study, but it can also yield many rewards. Pursuing advanced graduate study is not a decision to be taken lightly; rather, it requires serious interest and engagement in the subject matter, as well as a keen focus on your professional goals. Graduate-level programs may either prepare you for entry into a given profession, as in the case of law, medicine, and social work programs, for example, or for an academic career as a scholar/researcher, in the case of Ph.D. programs. To that end, it is imperative that you devote much thought to long-term career plans before embarking upon graduate study—it should never be merely a way to delay career planning and job seeking.

Selecting the right graduate program for your professional goals and personal needs requires a good deal of research and preparation, as well as self-reflection. There are, of course, good reasons (and less good reasons) to go to graduate school. You should examine carefully your motivations for entering into the application process. To begin your thinking about this, here are some points to consider:

Some good reasons to go to graduate school:

• You are passionate about scholarly work and academic study.
• You are certain about your career path and, after having researched this field extensively, you know that an advanced degree will either be a requirement or significantly broaden your career prospects.
• You enjoy pursuing your own research topics in a specific discipline independently and can envision yourself conducting such research for several years to come.
• You have a realistic understanding of what graduate school entails, including the costs, and you have thoughtfully considered your other options.

Some less good reasons to go to graduate school:

• The job market is weak and you have serious concerns about your job prospects.
• You have excelled at being a student thus far and don’t know what else to do.
• You assume, without having done much investigation, that you will not find “a good job” unless you have a graduate degree.
• Your family, friends and/or professors think it’s the right decision for you.
• You want to delay your entry into the workforce.

It is also important to be thorough in researching graduate and professional school programs. Finding strong options might involve locating a good mentor, someone who has a strong reputation in his/her area of research and practice. You should also discuss programs that would be a good fit for you with your professors at Penn, and advisors in Career Services are available to help you with your graduate school decision-making as well.

As a graduate student, you will be encouraged to think of yourself as an emerging professional in your chosen discipline. You will learn the particular jargon of the field; you will be trained in the requisite research, technical, or clinical skills; and you will become familiar with the profession’s intellectual, research, and ethical standards, along with your colleagues’ expectations. Remember, a graduate degree is usually not a generalist’s degree; you should enter a graduate program only after you have done your research and know how you will specifically use the degree in your future professional endeavors.

How Career Services Can Help

If you are thinking about applying to graduate or professional school, Career Services can help in many ways. We recommend that you schedule an appointment with an advisor, as early as your sophomore or junior year, to discuss your interest and ask any questions you might have. Be sure to subscribe to the appropriate distribution list (pre-graduate, pre-health, and/or pre-law) on our section of the Career Services website. Attend application seminars and preparatory workshops, as well as on-campus information sessions and panels by graduate school representatives. All of these resources will help deepen your knowledge of the application process and, potentially, of specific graduate and professional school programs.

Likewise, the Graduate and Professional School Advising section of the website and the Career Services Library contain relevant information about the application process, standardized tests, financial aid, and directories of graduate and professional programs. You should also note that we maintain updated statistics about the admissions success of applicants, both across the country and from Penn specifically, for law school and medical school.

Types of Programs

Ph.D. and Academic Master’s Programs

Ph.D. Programs

Ph.D. programs most often prepare students for a career in research, often in academia. While the idea of a doctoral program may be intellectually exciting, it is not something to enter into lightly. To complete a Ph.D. program successfully, you must have a serious passion for your area of study and a firm commitment to tackling great academic demands while receiving limited financial compensation. Although you do not necessarily need to major in the area in which you intend to do your graduate study, you must have demonstrated your capacity for advanced study in the field—through taking sufficient
courses and gaining relevant research experience. As an undergraduate, completing a senior honors thesis is a good way to get research experience, as is assisting a professor in his or her research projects.

If you’re thinking about applying to Ph.D. programs, it is a very good idea to speak to faculty in the field you are interested in—or a field closely related to it—in addition to using the advising resources available in Career Services. Faculty members are the most important source of information about Ph.D. programs, because they are the experts in the field and know what research their colleagues are engaged in at other universities. It will also be crucial to have the support of faculty, in the form of letters of recommendation, as you apply.

In a Ph.D. program, you generally take two to three years of formal coursework, beginning with foundational classes that train you in theory or research methods, and ending with upper-level seminars on specific topics. The latter often produce seminar papers that are publishable or provide you with research topics that may be a source for your dissertation. In addition to coursework, you undergo a series of oral and written examinations: master’s level (comprehensive) and then Ph.D. level (qualifying) exams.

The capstone of the process is your dissertation; writing this, depending on the field, can take anywhere from four years to five or more, especially in the humanities. In addition to working on all your coursework and the dissertation, you may well spend time as a teaching assistant in order to fund your degree and gain teaching experience.

Graduate students can expect funding for Ph.D. programs, including a stipend for living expenses as well as tuition coverage. This may come in the form of a teaching fellowship, a research fellowship, and/or an award without service requirements. It may be renewable every year, depending upon whether or not you meet certain performance criteria, or you may be promised a fellowship for several years up front. Funding should play an important part in your choice of graduate school. If you go somewhere for a Ph.D. where you do not get funding, most likely that means that the support for you in that department is lukewarm.

**Academic Master’s Programs**

An academic master’s degree—as opposed to a professional master’s degree, designed for training in skills necessary for a specific career—provides greater depth of study in an academic subject you might have taken as an undergraduate, such as sociology, biology or English. Its purpose is to deepen your knowledge of a field. While it is generally quite possible to enroll directly in a Ph.D. program with an undergraduate degree, an academic master’s degree can serve as a step towards further study as a Ph.D. candidate.

That being said, in some technically oriented fields—such as computer science or engineering—a master’s degree provides you with sufficient technical or quantitative skills to enable you to pursue non-academic jobs after graduation. Master’s programs in the humanities also develop useful skills, especially in archival research and writing, and sometimes these may be used in non-academic settings—for example, museum education, high school teaching, or archival work. Finally, some people who get a master’s degree in a particular discipline are motivated by a desire for intellectual enrichment or passion for the field. These are both valid reasons, but it is important to consider the cost of such programs and your longer-term career goals. Note that if you enroll in an academic master’s program, rather than a Ph.D. program, you will most likely not be funded through grants or fellowships.

Most master’s programs are two years long. These are typically capped by a research thesis and/or a comprehensive examination that assesses how well you have learned the theories, information and methodologies of your discipline.

**Professional Degree Programs**

**Law School**

Unlike many other professional programs, law schools do not look for students who follow a specific course of study. In fact, a wide range of majors can be found in the humanities, social sciences, natural sciences, engineering, and business. What is most important to law schools is that you have pursued an academic area that appeals to you and one in which you have excelled.

While there are no specific courses required for admission, law schools are extremely interested in your overall academic record and your performance on the Law School Admission Test (LSAT), as well as qualitative factors such as your personal statement, letters of recommendation, extracurricular activities (especially leadership positions), and work experience. Admissions Committees also consider the rigor of your academic program and look for individuals who have challenged themselves with a well-rounded curriculum that trains them to analyze, read, speak and write well. If your major is heavily technical or quantitative, you should enroll in some writing intensive and/or humanities classes to demonstrate that you are capable of communicating well and have pursued a breadth of coursework.

In selecting a list of law schools to which to apply, it is essential that you consider several factors, such as: class size; location and setting (urban vs. suburban vs. university campus); student atmosphere (competitive vs. collaborative); diversity of the faculty and student body; overall reputation (national vs. regional); career placement; and the overall fit for your interests, among others. It is also critical to develop a well-balanced list of law schools in terms of their selectivity, so that you have options to consider at the end of the application process. A pre-law advisor can be an excellent resource as you cultivate and fine tune such a list.

A J.D. (Juris Doctor) degree takes three years to complete. All law schools maintain full-time programs, while some offer part-time and/or evening programs as well. It is worth noting that the method of presenting material in law school differs...
from how you are taught as an undergraduate. The Socratic method (or some version of this technique) is often used, in which the professor poses a series of systematically related questions to one or two students during a class period that highlight key legal points.

In your first year (1L) of law school, the courses you take are foundational and prescribed for the most part—some law schools will offer students one or two elective credits in their first year, however. These courses usually include civil procedure, constitutional law, contracts, torts, criminal law, property law, legal research and writing and a moot court experience.

During your second (2L) and third (3L) years, your coursework is almost entirely elective, which enables you to follow up on specific academic interests and/or explore new ones. You may also become involved with law journals, participate in clinics, become active in student organizations, and apply for summer internships and associateships.

After graduation, in order to practice as an attorney, you must take the bar exam for the state(s) in which you intend to work. Since many law schools offer a broad-based academic preparation and do not emphasize state-specific law in their curricula, bar review courses are offered by private companies in order to prepare.

**Medical School**

Admission to medical school is a competitive and lengthy process. It is imperative that you meet with your pre-health advisor early in order to discuss your undergraduate preparation—both academically and otherwise—to maximize your chances of admission to medical school.

Getting into medical school requires that you take, and excel in, sequences of prerequisite courses in biology, chemistry, organic chemistry, physics, mathematics, and English/writing. In addition, you must perform well in your overall course of study at Penn and score well on the Medical College Admission Test (MCAT). Besides academic achievement, it is essential to gain significant experience working (usually as a volunteer) in a clinical setting; this conveys to Admissions Committees that you have explored your intended profession and can appreciate what working with sick people really entails. Medical schools look for academically talented, compassionate individuals, with a genuine commitment to serving others.

Training in medicine is very extensive and long term in nature. Both allopathic medical degrees (M.D.) and osteopathic medical degrees (D.O.) require very intense courses of study—medical school is four years and, depending on your area of specialization, residency programs are three to five years, if not longer. Your training can take up to nine years and it is not uncommon to then pursue an additional fellowship after that.

In the first two years of medical school, it is required that you take a series of basic science courses (e.g., anatomy, physiology, immunology) and, at the completion of this coursework, you will take your first set of national board examinations. The third and fourth years of medical school are comprised of clinical rotations in a wide variety of specialties so you can more fully explore them.

Assessment of your performance in medical school involves both traditional examinations and observations of your clinical skills. During your fourth year of medical school, you take the second set of national board exams and then proceed to your residency program. The latter is well known for its lengthy 36-hour shifts when you are on call and represents a very demanding, though essential, aspect of your training, both mentally and physically.

In addition to medical school (M.D. and D.O.) programs, there are many other health professions programs to explore and consider, all of which have their own specific requirements. Some of these include:

- Dental Medicine (D.D.S. or D.M.D.)
- Nutrition (M.S. or Ph.D.)
- Optometry (O.D.)
- Pharmacy (Pharm.D.)
- Physical Therapy (M.S. or D.P.T.)
- Physician’s Assistant (P.A.)
- Podiatry (D.P.M.)
- Veterinary Medicine (D.V.M. or V.M.D.)

**Professional Master’s Programs**

These are programs that provide a theoretical framework as well as training in a range of skills necessary for specific careers. Typically, professional master’s programs are one or two years in duration, and several of the programs require that you have at least two years of work experience in the field before applying. Some examples are:

- Architecture
- Business Administration
- Criminology/Criminal Justice
- Public Administration
- Public Health
- Public Policy
- Social Work
- Urban/Regional Planning
These master's degrees are often essential for advancement to mid- or upper-level positions in these fields. Occasionally, individuals will find themselves more engaged in the research process or in scholarly work than they were upon entry into the master's program and decide to continue for a Ph.D. in a related discipline.

Taking Time between Penn and Graduate School

As you consider pursuing graduate and professional school, remember that you don’t have to go directly from Penn. In fact, it is very common, and often beneficial, for students to take time between completing their undergraduate work and starting an advanced degree. The average age of students entering law school and medical school is around 24, and both types of programs routinely accept applicants who are 30 years of age or older. Most business schools expect students to spend at least two years working full time after college so that they may gain the experience they need to contribute to discussions and group projects in their MBA classes. Likewise, many master's programs in, for example, public health, social work, public administration, and public policy, generally prefer to admit students who have had practical experience in a relevant field. Moreover, if you are still exploring your options, working after graduation can help you figure out what you want.

Although some students worry that they might lose momentum for graduate study, the opposite is in fact true. Those who have taken time before graduate school routinely report that their work experiences not only helped them find greater professional focus, but also made them more attractive candidates and all the more excited to do their graduate work. Work experience can be especially important for students who had academic difficulties as undergraduates, as an interesting employment history can sometimes help strengthen a graduate school application. Everyone should bear in mind that there are plenty of options for what to do in gap years. What you do can often be instrumental in preparing you for graduate or professional school—and can enhance your application in the process.

After all is said and done, you should go to graduate or professional school when you are really ready for it—when you have both the academic skills and the experience to make the most of it.

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Private Equity & Sankaty Advisors Analyst
First Round Interviews:
Thursday, September 18, 2014 | OCR, Suite 90, McNeil Building

Sankaty Advisors Summer Analyst & Bain Capital Analyst
Information Session:
Thursday, January 15, 2015 | University City Sheraton

First Round Interviews:
Tuesday, February 3, 2015 | Inn at Penn

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Utilizing Career Services
If you are thinking about graduate or professional school, Career Services has many resources to assist you in your exploration and decision-making processes. We have a good deal of useful information for students, which can be found both on our website and in our library, and we disseminate even more information through our distribution lists. In addition, you can (and should!) make an appointment to discuss your plans and options with an advisor.

Understanding What to Do and When to Do It
Some graduate programs require that you start preparing your application as much as a year and a half in advance of matriculation. Visit the schools’ respective websites for information on deadlines, remembering that it is often to your advantage to submit your application materials well in advance of stated deadlines. Also, check out the Career Services websites on graduate and professional study for information about timing. It is a good idea to keep records of when each item is due for each school. We also suggest that you plan backward from deadlines and allow extra time to deal with last-minute problems.

Standardized Tests
Often you need to prepare for and take standardized tests long before you fill out applications. Exams for graduate and professional schools include, but are not limited to: the Graduate Record Examination (GRE) general test, GRE subject tests, the Medical College Admission Test (MCAT), the Law School Admission Test (LSAT), and the Graduate Management Admission Test (GMAT). Be sure you know exactly which tests are required, when and where they are offered, and budget enough time for adequate preparation. In addition, different tests remain valid for different lengths of time, so consider carefully when you want to sit for the exams.

Start Collecting Letters of Recommendation Early
Most graduate programs require letters of recommendation written by your professors or supervisors. You should also have back-ups in mind to ensure that you have enough letters to meet application deadlines.

If you are applying to medical or dental school, you must open a credentials file at Career Services, and have letters of recommendation sent there. For all other purposes, Career Services has partnered with Interfolio, the leading credentials and dossier service, for storing letters of recommendation. It is important that you request letters of recommendation from the appropriate people, depending upon the type of school to which you are applying. Seek advice on these matters from Career Services advisors and from faculty. It is also essential, after asking for letters and waiting a few weeks, for you to follow up to confirm that your letters have been written and sent.

For graduate programs in the arts and sciences, it is essential that your recommenders address your academic abilities and your potential as a researcher or scholar. Letters of recommendation should be written by faculty, preferably from the department related to your proposed field of study. Letters written by individuals who have directed relevant research projects with which you have been involved are also appropriate. You will likely want to send at least three letters, but you should check for specific requirements with the programs to which you are applying. Letters of recommendation may be for graduate study in general, or they may target specific graduate departments and explain how your training and research interests fit a particular program.

Professional-school programs require that some of your letters of recommendation deal with your academic mastery of course material. It is most important that these come from individuals who can attest to the quality of your academic work and your skills in science or research or analysis. With that in mind, it is also acceptable to have them written by teaching assistants who know you well from sections or recitations. It is also important, if you are involved in research, to have your supervisor or mentor write about your research skills. In general, the letters of recommendation you submit for professional programs should reflect all aspects of your candidacy that may be relevant to your study in that field.

Application Timelines and Logistics
Master’s and Ph.D. Programs
The timeframe for applying to master’s and Ph.D. programs is not dissimilar from your experience in applying to college. Application deadlines can vary greatly from program to program, and while many range from mid-December to mid-February, be sure to check the exact application procedures for your chosen programs. Late or hastily submitted applications will not reflect well upon your candidacy.

The general GRE and GMAT tests are computer based, offered year round, and score reports are available quickly. This enables you to retake them relatively easily, if necessary.
Law School

The law school admissions process begins somewhat earlier, in the fall of the year before you wish to enroll. Law schools review applications on a rolling basis, so it is even more important to ensure that all of your application materials arrive early; we generally recommend that students have their applications completed by the end of October. Law school admission remains competitive, so the timeliness and quality of your application is exceedingly important.

The LSAT is a paper-based exam offered four times per year (February, June, October, and December) and will require preparation and planning on your part. You can retake the LSAT, but we only recommend doing so if you are confident that your score will increase substantially.

The pre-law advisors in Career Services offer Law School Application Seminars each semester to review the entire process and answer questions. If you have specific questions about applying, including choosing schools, make an appointment to meet with an advisor individually.

Health Professions Schools

Applying to health professions schools is a long and arduous process. Students seeking admission to medical, dental or veterinary school start the application process in the spring in order to gain admission for the fall of the following year. To prepare, you should meet with a pre-health advisor in Career Services early on in your undergraduate career. For example, if you wish to enter medical school directly after graduation, you must meet with an advisor and prepare to begin the admission process during your junior year. Meeting with a pre-health advisor early is important, as you need to complete the academic and non-academic requirements for admission.

If you are applying to medical or dental school, you must attend a mandatory Applicants’ Workshop in the spring, which will provide detailed information about the application process and your responsibilities. Applicants for other health professions schools should meet individually with an advisor to discuss their plans, options, and logistical concerns.

Applicants to health professions schools will be required to take a standardized test, often particular to the field in which they are seeking admission. In addition to the MCAT, specific exams exist for dental school (DAT), optometry school (OAT), and others. Check the requirements of your desired field to ensure that you know the particular standardized test requirements.

Writing Admissions Essays

Your admissions essay is an essential part of your application. Graduate programs require statements of purpose, whereas professional programs usually require personal statements. The statement of purpose should discuss your professional goals, academic interests and research experience. It is important to read the question carefully before answering, as some programs are very specific about the kinds of information they want in this statement.

This type of essay should typically address what you want to study in graduate school and why; what your preparation has been thus far that will enable you to pursue advanced study; what your long-term goals are and how this degree will help you meet them; and why a particular department is a good fit.

If you know the research interests of the faculty in the department to which you are applying, highlight how your methodological training and/or undergraduate research relate to his/her research. If the school has resources that are particularly useful for the type of research in which you want to engage (e.g., an historical archive, a particular kind of laboratory), mention how you will make use of these facilities. It is also important to indicate how your research interests address current issues in your discipline. Don’t wax poetic about your love of the subject—that is a given. Rather, you should give specific reasons for why you are embarking on this challenging course of study.

The personal statement, on the other hand, tends to be open ended. You are expected to write something personal, that is, about yourself. You may wish to recount a relevant experience from which you learned a great deal. Personal statements are intended to allow the admissions committee to get to know you—to understand what is important to you, how you approach situations, or what draws you to the particular field that interests you. Anecdotes are most effective in personal statements.

It is not helpful merely to reiterate information already on your application or make this a rehashing of your resume. Nor should you expostulate on a controversial subject such as the death penalty, or legalized euthanasia, or expound upon legal or scientific matters. None of these topics shed any light upon you as a person. It is better not to write about intimate matters—such as severe family crises, addictions, mental illness, religious or political views—unless you have unusual emotional maturity in your perspective on the topic.

Investigating Financial Aid Opportunities

As you are getting your application materials together, it is equally important to check for deadlines and procedures for financial aid and fellowships. Some require you to complete a Free Application for Federal Student Aid (FAFSA) form, which you should do as early as you have your tax information available from the previous year. Frequently, admissions offices will want your parents to fill out their portion of the FAFSA form as well.

There are various sources of funding for graduate school—and fewer, but still significant, sources for professional school. If you are undertaking a Ph.D. program, you should expect to be funded by the institution. This does not mean that you should not look for external funding, which is available at all stages.
of a graduate career. Some professional schools are able to provide financial support for students, and there are merit scholarships, possible external funding, or loan forgiveness possibilities.

You should look for funding early—many deadlines for competitive fellowships come up even earlier than application deadlines for graduate schools. Career Services has extensive funding information in the library and on the website. The Center for Undergraduate Research and Fellowships (CURF) is also an excellent source of funding information, and administers several major and international fellowships. You may also ask faculty in relevant departments and administrative offices about funding opportunities. Van Pelt Library reference staff is another useful resource in any search for funding.

Making Your Decision

Should you be fortunate enough to receive more than one acceptance, there are a number of things to consider before you make your decision. It is important that you wait until all your decisions and offers of financial aid are in—and in writing—before committing yourself. Ideally, you would also visit the programs you are considering. Your choice of program is not one to be made lightly.

For Professional School:
Factors to consider include:
• Reputation of the school—often that might be significant regionally, not just nationally
• Your fit with the student body
• Faculty/student relationships and ratio
• Location
• Class size
• Structure and content of the curriculum
• Opportunities to gain practical experience
• Career prospects after graduation

For Graduate School:
It is essential that you consult with your faculty advisors about where you have been accepted. They will usually be able to give you guidance about the philosophical or methodological orientation of the programs, and perhaps insider information about your potential thesis advisor. The latter is crucial because a good working relationship with an advisor is so important to your happiness and success in graduate school.

Make contact with faculty and graduate students at programs you visit. Ask the graduate students how supportive and available faculty are with their advisees. Try to get a feel for the professor's personality, and whether you think you would work comfortably with that person. Find out where students have received job offers after completing the Ph.D. It is probably best, though, not to enter a department where there is only one faculty member with whom you can imagine working; you will benefit from cultivating relationships with several faculty members.

Some things to consider about a potential Ph.D. dissertation advisor might include:
• How many Ph.D. candidates the professor advises
• Whether the advisor engages graduate students in ongoing research
• Whether the advisor has co-authored papers or co-presented at conferences with graduate students

Other considerations include:
• Structure of the curriculum: when exams are scheduled and how you are assessed, how many years of coursework you must take, and requirements for the dissertation
• The social environment of the program
• Location and housing options

Financial Aid

For both graduate and professional programs, it is important to evaluate the financial aid packages you might be offered, and consider what your financial position will be at the end of your program.

If you are accepted somewhere, but not offered financial aid, you need to consider if you are willing to go into debt to finance your graduate or professional education. You must also find out if you will be able to work while you are pursuing your degree, how much debt you already have from your undergraduate education, and when you will have to start paying it back.

In some fields it is fairly normal to go into debt for your education, and worth it. In other fields, however, you may not have a guarantee of a certain and sufficiently well-paying job at the end of your study. What you do is your personal decision—but it is a serious one, and you should think it through thoroughly before committing yourself to a program.

Re-evaluating (and Re-applying)

Should you not be fortunate enough to be accepted when you first apply, you can work with your mentors and your advisors at Career Services to discuss what you might improve in your application. It is certainly possible to be admitted to programs as a re-applicant, but there needs to be something new and improved about your candidacy. Many people also choose to re-evaluate their choice of program and career path, and the advisors at Career Services are also more than happy to discuss such issues with you.
Graduate and Professional Schools: Where Do Penn Students Go?

The lists below represent some of the graduate schools, health professions schools, and law schools to which Penn students and alumni matriculated most recently.

Graduate Schools
Arizona State University
Boston University
Brown University
California Institute of Technology
California Institute of the Arts
Carnegie Mellon University
College of William and Mary
Columbia University
Cornell University
Dublin Institute of Technology
Drexel University
Duquesne University
Emory University
Florida State University
George Washington University
Georgetown University
Golden Gate University
Harvard University
Jewish Theological Seminary of America
Johns Hopkins University
Kellogg School of Management at Northwestern University
London School of Economics and Political Science
Massachusetts Institute of Technology
McCombs School of Business
Montclair State University
New York University
Northwestern University
Oxford University
Princeton University
Queen’s University Belfast
Sciences Po Paris
Stanford University
Technion–Israel Institute of Technology
Temple University
Tufts University
Universidad Autonoma de Guadalajara
University of Alabama
University of California, Berkeley
University of California, Los Angeles
University of California, San Francisco
University of California, Santa Barbara
University of California, Santa Cruz
University of Cambridge
University of Colorado
University of Connecticut
University of Edinburgh
University of Illinois at Urbana-Champaign
University of North Carolina
University of Notre Dame
University of Oxford
University of Pennsylvania
University of Pittsburgh
University of Rochester
University of Southern California
University of Texas, Austin
University of Texas, Houston
University of Texas, Southwestern
University of Toronto
University of Virginia
Yale University

Health Professions Schools (Medical, Dental, Veterinary)
Albany Medical College
Albert Einstein College of Medicine
Baylor College of Medicine
Boston University School of Medicine
Case Western Reserve University School of Medicine
Columbia University College of Physicians & Surgeons
Columbia University College of Dental Medicine
Commonwealth Medical College
Cooper Medical School of Rowan University
David Geffen School of Medicine at University of California, Los Angeles
Drexel University College of Medicine
Duke University School of Medicine
Eastern Virginia Medical School
Emory University School of Medicine
Feinberg School of Medicine at Northwestern University
Herbert Wertheim College of Medicine at Florida International University
Geisel School of Medicine at Dartmouth University
Georgetown University School of Medicine
Harvard Medical School
Harvard School of Dental Medicine
Hofstra University North Shore Long Island Jewish School of Medicine
Howard University College of Medicine
Jefferson Medical College
John A. Burns School of Medicine, University of Hawaii at Manoa
Johns Hopkins University School of Medicine
Keck School of Medicine at University of Southern California
Loma Linda University School of Medicine
Medical University of South Carolina
Meharry Medical College
Mercer University School of Medicine
Michigan State University College of Human Medicine
Mount Sinai School of Medicine
New York Medical College
New York University School of Medicine
New York University College of Dentistry
Oakland University William Beaumont School of Medicine
Ohio State University College of Medicine
Paul L. Foster School of Medicine at Texas Tech University
Perelman School of Medicine at the University of Pennsylvania
Pritzker School of Medicine at University of Chicago
Ross University School of Veterinary Medicine
Rush Medical College
Rutgers New Jersey Medical School
Rutgers Robert Wood Johnson Medical School
School of Medicine & Health Science at George Washington University
Stanford University School of Medicine
Stony Brook University School of Medicine
Stritch School of Medicine at Loyola University Chicago
State University of New York, Buffalo
University School of Medicine and Biomedical Sciences
State University of New York, Downstate Medical Center
State University of New York, Upstate Medical University
Temple University School of Medicine
Tufts University School of Medicine
Tulane University School of Medicine
Tuskegee University School of Veterinary Medicine
University of California, Davis, School of Medicine
University of California, San Diego, School of Medicine
University of California, San Francisco, School of Medicine
University of Central Florida College of Medicine
University of Cincinnati College of Medicine
University of Colorado School of Medicine
University of Connecticut School of Medicine
University of Illinois at Chicago, College of Medicine
University of Maryland School of Medicine
University of Massachusetts Medical School
University of Miami, Leonard E. Miller School of Medicine
University of Michigan Medical School
University of Nebraska College of Medicine
University of Nevada School of Medicine
University of North Carolina School of Medicine
University of Pennsylvania School of Dental Medicine
University of Pennsylvania School of Veterinary Medicine
University of Pittsburgh School of Medicine
University of Rochester School of Medicine & Dentistry
University of South Florida Morsani College of Medicine
University of Tennessee College of Medicine
University of Texas Medical School at Houston
University of Texas Southwestern Medical Center at Dallas
University of Toledo College of Medicine and Life Sciences
University of Utah School of Medicine
University of Virginia School of Medicine
University of Washington School of Medicine
University of Wisconsin School of Medicine and Public Health
Vanderbilt University School of Medicine
Virginia Tech Carilion School of Medicine & Research Institute
Warren Alpert Medical School of Brown University
Washington University School of Medicine in St. Louis
Wayne State University School of Medicine
Weill Medical College of Cornell University
Yale School of Medicine

Law Schools
American University
Boston College
Boston University
Brooklyn University
Columbia University
Cornell University
Drexel University
Duke University
Emory University
Fordham University
George Mason University
George Washington University
Georgetown University
Harvard University
Lewis and Clark University
Loyola Marymount University
New York University
Northeastern University
Northwestern University
Notre Dame University
Pepperdine University
Rutgers University, Camden
Rutgers University, Newark
St. Johns University
Santa Clara University
Seton Hall University
Stanford University
Temple University
Tulane University
University of California, Berkeley
University of California, Los Angeles
University of California, Davis
University of California, Hastings
University of California, Irvine
University of Chicago
University of Colorado
University of Connecticut
University of Maryland
University of Miami
University of Michigan
University of Minnesota
University of North Carolina
University of Oregon
University of Pennsylvania
University of Pittsburgh
University of Richmond
University of San Diego
University of Southern California
University of Texas
University of Virginia
University of Washington
Vanderbilt University
Villanova University
Wake Forest University
Washington and Lee University
Widener University
William and Mary University
Yale University
Yeshiva University (Cardozo)
Getting Letters of Recommendation

Letters of Recommendation

Throughout your career, you may be asked to submit letters of recommendation to potential employers or graduate programs. As such, you may want to establish a permanent file of recommendations, sometimes called a credentials file. Career Services partners with Interfolio, Inc., the premier web-based credential file management firm, to provide this service. We believe that Interfolio offers you the greatest convenience and accessibility for managing your letters of recommendation. Interfolio is successfully used by over 200 colleges and universities, including many of our peer institutions. For a small fee, you can store your letters electronically with Interfolio and have them delivered whenever you apply for graduate school admission, employment or funding.

Penn students and alumni who want assistance with their letters of recommendation are encouraged to use Interfolio, Inc. You can contact Interfolio to register for an account (www.interfolio.com). Interfolio charges a modest annual fee and there will be a small fee for each request you make for letters of recommendation to be sent to graduate programs, potential employment, or other opportunities which require letters of recommendation.

Pre-Health Applicants ONLY
Letters of recommendation for medical and dental school only are stored in Credentials Files in Career Services.

Features of Interfolio
• Quick turnaround on delivery requests
• Multiple delivery options, including overnight and/or electronic delivery where available
• Secure online credit card payments are accepted along with checks and money orders
• Both confidential and non-confidential letters may be stored in your file
• Additional documents such as writing samples, articles, test scores, and unofficial transcripts may be stored
• Letter writers may upload their documents electronically (at no charge) into Interfolio’s safe and secure system, or mail letters on your behalf to Interfolio
• Letter writers maintain access to uploaded documents through a free letter writer account, giving them access and allowing them to make updates to the letters, if necessary
• Portfolio service: You can easily create your own webpage; highlight your professional identity; share your research, presentations, classroom videos and work samples with potential employers and/or search committees
• Customer service is accessible by phone (877-997-8807) or e-mail (help@interfolio.com)

Both Career Services and Interfolio are committed to the confidentiality of your credentials and are FERPA compliant. Robust technological safeguards, including multiple levels of encryption, keep your stored documents protected, secure, and private. A rigorous quality control process ensures the accuracy of all documents and mailings, and digital backups are stored at a secure, off-site location to further protect your important documents. You can read Interfolio’s Privacy Policies and Security information on their website: www.interfolio.com. This information has also been reviewed by Penn’s University Counsel and Privacy Officer.

Thinking about grad school?
PhD to MBA, our pre-grad advisors can help.
Requesting Letters of Recommendation

Letters of recommendation are an essential part of applications for graduate or professional school. If you are job hunting, you may be asked either for letters or for references whom a potential employer may contact. Giving thought to how you obtain letters of recommendation increases the likelihood that they will strongly support your candidacy.

Deciding Whom to Ask

It is helpful if a recommender is well known in his or her field, but it is more important that he or she knows you, thinks well of you, and will take the time to write a thoughtful evaluation. It’s better to have a detailed recommendation from a teaching assistant than a few lines from a famous person who barely seems to know who you are.

Consider the purposes for which you’ll want to use letters of recommendation and try to obtain letters directed to those purposes. For example, for graduate study in the sciences, it is important to have a letter from someone familiar with your ability to do research. For employment, include a letter of recommendation from a former employer or internship supervisor. Character references from people who have not worked with you are rarely requested.

Be sure that anyone who writes a letter of recommendation on your behalf is truly willing to do so. No one is obligated to recommend you or to display more enthusiasm than he or she feels is warranted. Always ask potential recommenders in such a way that anyone who feels uncomfortable recommending you can gracefully decline. One tactful approach is, “I’d appreciate a letter of recommendation if you feel you know me well enough to write one.”

You may need a letter of recommendation from someone who you are not sure is enthusiastic about you. Conversation often clears the air. If someone had reasonable doubts about you (for example, you missed several deadlines), and you can demonstrate that you have learned from the experience and changed your behavior, he or she may now be glad to recommend you.

Working with Your Recommenders

Letters of recommendation are most effective when they describe you as well suited to a particular goal, so discuss your plans or the options you are considering with whomever agrees to write for you. If you have more than one goal, you may want to ask for more than one letter, each focused on a specific goal.

You should request a letter well in advance of the time you need it. Recommenders, particularly faculty members, may receive many requests for letters of recommendation. Suggest a specific date by which you would like it written and find out whether the person considers that a reasonable time frame. If not possible, find out when the recommender will be able to complete your letter. Accept this information graciously, and plan accordingly. Provide materials that make it easier for your recommender to write a strong letter. A paper you wrote, your resume, an application essay, or a summary of a special project done in class or on the job are all appropriate. Such materials can improve your chances of obtaining a letter that highlights the information you want included. Ask recommenders to submit letters of recommendation to Interfolio, not Career Services, unless you are applying to a health professions school. You can check Interfolio to see if your recommendation has arrived. If a recommendation hasn’t arrived when its author told you to expect it, it is appropriate to send a polite reminder.

Planning and Managing the Process:

- Make a sensible selection of recommenders
- Request letters of recommendation far in advance
- Check your file online at www.interfolio.com

References

Some employers prefer to speak directly to your designated references, so it is important to let them know where you have applied, and to expect phone calls. Additionally, calls may be made to people whom you have not listed as references. If you have worked with someone an employer knows, he or she may call that person, whether or not you’ve listed him or her as a reference. In most cases, however, potential employers will not call a current employer without your permission.
EVERCORE is seeking outstanding University of Pennsylvania Seniors for Analyst roles and Juniors for Summer Analyst roles.

Evercore is a leading investment banking advisory firm providing services to prominent multinational corporations on significant strategic corporate transactions with a focus on building long-term relationships and providing truly objective advice.

Evercore has advised on over $1.5 trillion of transactions. Selected transactions include:

- Advised Dell on its $22.6 billion sale to Michael Dell and Silver Lake
- Advised McGraw-Hill Companies on its $2.5 billion sale of its Education business to Apollo
- Advised Kinder Morgan on its $37.8 billion merger with El Paso
- Advised Kraft Foods on $36.1 billion spin-off of Kraft
- Advised Exelon on its $11.4 billion merger with Constellation Energy
- Advised GM on its $23.1 billion dual-tranche IPO of common and mandatory convertible preferred stock
- Advised Sanofi on its $20.1 billion acquisition of Genzyme
- Advised CenturyLink on its $22.4 billion merger with Qwest
- Advised BNSF Railway on its $43.8 billion sale to Berkshire Hathaway
- Advised Wyeth on its $67.9 billion sale to Pfizer
- Advised General Motors on restructuring alternatives affecting approximately $80 billion of debt
- Advised Time Warner Cable on its $42.1 billion separation from Time Warner
- Advised E*TRADE on its $13.9 billion sale to Hewlett Packard
- Advised E*TRADE on its $2.55 billion common stock, notes, and ABS portfolio sale to Citadel
- Advised CVS on its $26.5 billion merger of equals with Caremark
- Advised AT&T on its $89 billion acquisition of BellSouth

Please submit resumes through OCRS.
Identifying Employers

The Internet

The internet is the perfect place to begin your research, and the Career Services website makes it easy for you to get started. Visit the Career Services website for survey data showing employers of recent graduates in your major(s). The Riley Guide: How to Job Search, Explore Careers, and Get Educated is a vast and carefully reviewed compendium.

The Career Services Library

The Career Services Library includes directories that can help you identify employers by career field, industry, and geographic location, as well as learn more about them.Directories such as the Encyclopedia of Associations, the Research Centers Directory, Design Firm Directory, and the Philadelphia Business Journal Book of Lists are shelved in the career-fields sections of the library.

The Online Subscriptions webpage gives you electronic access to employer databases such as:

- Uniworld (a directory of American organizations with international subsidiaries and international organizations with American subsidiaries)
- GoinGlobal (a directory of international job announcements, as well as country and city guides)
- Vault and WetFeet online career guides
- Internships.com and internships-usa.com

The Penn Libraries

The Van Pelt Library reference section has many directories of employers in specific fields. Lippincott Library has the most extensive holdings of corporate information on campus, including directories and searchable databases, employer directories, industry directories, and business, trade and professional journals. Departmental libraries have holdings on employment in specific areas, including Social Work, Engineering, and Communications.

Handouts and bibliographies on researching employers are available at the reference desk and on the library website.

Reference staff offers orientations to the library for job hunters.

Talk to People

Some of your best sources of information are the people with whom you have contact. Family, friends, friends’ parents and parents’ friends, faculty, previous employers, high school classmates and teachers, Penn alumni, and staff at Career Services are all potential sources of employer information. A local clergy person may know about an employer from congregants. The person you’re sitting next to on a train to New York or a flight home, might have information that could be useful to you.

Just by virtue of your being at Penn, you have access to wide networks of individuals who can help. Faculty, administrators, and coaches may know people for you to contact.

QuakerNet is a searchable database of alumni, including volunteers interested in helping you with your career. They can answer questions about particular employers and career fields, and can help you learn who the key players are in different industries.

Employer Research Checklist

- Career Services website
- Internet search
- Websites of organizations and professional associations
- Career Services Library offerings
- Online directories and databases (e.g., Lexis-Nexis, Hoovers)
- Informational interviewing (QuakerNet)

Learning More about Specific Employers

Once you have identified some employers of interest, you can then begin to refine your research. Think about issues that might be important to you:

- The overall size of the organization: do you want to work for a large or small organization?
- The priority or mission: is it compatible with what you consider important?
- The position in the industry: where does the organization rank? Is it a newly formed organization?
- The ownership and financial status: is the organization stable? Is it ripe for acquisition?
- The organizational culture: what will it be like to work there? Will you find it compatible?

With these types of questions in mind, look at an organization’s website. What does it say about itself, and how does it say it? If possible, also check out any newsletters, annual reports, or other communications put out by the organization. Use the Penn libraries to help you find print materials.

In addition, read what others are saying about the organization. Scour the web for information. Check out newspapers, specialized trade magazines and publications, and newsletters. Do a Lexis-Nexis search, or try other online databases that cover different employers and industries.
Writing an Effective Resume

Your resume is one of the most important tools in your job search, so prepare it with care. Detailed writing guides and resume samples are available on the Career Services website. Advisors will be happy to critique your resume for content and style.

Resumes are most effective if they are concise and directed toward a particular goal. Think about the employers you are targeting. What are they looking for in a candidate? If you can highlight the qualifications an employer wants, you will be more likely to be selected.

Make a complete list of your educational, extracurricular, volunteer and work history, and any special skills you have to offer. You probably won’t use all of this information, but it will help you get started.

Key Resume Writing Tips
- Direct your resume toward a particular goal/audience
- Use active verbs to describe accomplishments and results
- Use keywords and industry language to describe your talents
- Make your document clear and visually appealing

Content

Resumes begin with contact information: your name, address, phone number, e-mail address, and URL, if you have a website that is professionally focused.

You may choose to have an “Objective,” stating the kind of work you want to do. It must be reasonably specific to be meaningful. If you have more than one goal, prepare separate resumes for each, using a different objective and highlighting different aspects of your experience.

The next section focuses on your education, including degree, major and relevant coursework, and GPA (if 3.0 or above). This section can also include honors, awards, activities, and independent research, or you can place these in their own section(s).

The way you structure the next section, “Experience,” will depend both on what you have done and what you are looking for. It should include information about internships, jobs, and activities related to the position you are pursuing. List your experiences in reverse chronological order.

Each entry should be brief and as interesting as possible. Use active verbs and describe accomplishments and results. Devote the most space to your most relevant experience. Discuss everything as positively as you can without exaggerating.

If you have special skills or certifications, highlight them. For example, if you are familiar with statistical software, foreign languages, or have a real estate license, say so. You can include this information as a part of one of the sections above, or set it on its own as a “Skills” section.

You may want to convey information about travel, hobbies, or other interesting facts in a section called “Interests.” While not essential, it can contribute to making the reader think it would be interesting and enjoyable to talk to you.

Style

Resumes are often skimmed quickly, so make yours visually appealing. Unless you have a great deal of full-time work experience or have completed a Ph.D. and are applying for a research position, your resume should be only one page. Choose a layout with plenty of white space and at least 10 point type. Use indentations, bold, and capitals to call attention to the most important information, which should also be given the most space. Proofread your final version meticulously.

Special Considerations for Electronic and Scannable Resumes

Many employers are scanning resumes and maintaining their own databases of applicants. Others are using online databanks which store scannable information about job seekers. To be effective:
- Don’t use italics, underlining, boxes, shading, graphics, hollow bullets or other design features. Bold usually scans properly.
- If you use two pages, be sure your name is at the top of the second page. If you are e-mailing your resume, name all attachments clearly, for example, JaneSmithResume.doc.
- Use key words to describe your assets, because that is how the databases will be searched. Use terms common to the industry you are considering. Job ads show you what these words are.
Sample Resume of a College Student applying for a Position in Education

Ann History

Current: 588 Locust Street  •  Philadelphia, PA 19103  •  (215) 555-5555  •  Permanent: 555 Desert Street  •  Phoenix, AZ 85016  •  (602)

SKILL SUMMARY

- Experienced working with children in a variety of settings
- Able to coach soccer and basketball, as well as other sports
- Proficient with Word, Excel, and conducting internet research
- Proficient in French

EDUCATION

University of Pennsylvania, Philadelphia, PA
Candidate for Bachelor of Arts in European History, May 2015
Cumulative GPA: 3.7

Friends School, Baltimore, MD
Graduated with honors, June 2010

TEACHING EXPERIENCE

Teachers Aide, Mount Washington Pediatric Hospital, Baltimore, MD
- Assisted in supervision of convalescent hospital patients in individualized curriculum
- Taught emotionally and physically handicapped patients in math and reading
- Assisted in recreational outings

Director of Dance Department, Camp Mechem for Girls, Lewisburg, WV
Summers 2012 and 2013
- Supervised dance programming staff of six and counseling staff of seven
- Designed activities and supervised unit of 34 girls ages 12 - 16
- Tracked attendance in box office revenue

Tutor, West Philadelphia Tutoring Program, University of Pennsylvania, Philadelphia, PA
- Tutored elementary students in reading and math twice each week

ADDITIONAL WORK EXPERIENCE

Assistant, Acquisitions Dept., Van Pelt Library, University of Pennsylvania, Philadelphia, PA
- Ordered, catalogued, and filed new additions to library collection
- Managed fee assessment and contracting of corporate sponsorship

Staff Assistant, Center for Philadelphia Studies, Philadelphia, PA
- Assisted Strategic Planner in an in-depth investigation of city’s policy environment
- Compiled, edited, and published task force reports

ACTIVITIES

University of Pennsylvania
- President, Penn Singers
- Member, Undergraduate History Club
- Admission Tour Guide Volunteer, Kita and Key

Friends School
- Member, Quill Club
- Player, Varsity Soccer
- Member, Mixed Chorus
- Chairman, Facilities Committee

Sample Resume of a College Student applying for a Position in Education

Starting Your Search/Resumes and Letters

Management T. Junior

Expected Graduation: May 2015

Current Address: 123 Main St, City, State, Zip Code
Permanent Address: 456 Second St, Another City, State, Zip Code

SKILLS:

- Knowledgeable in hardware replacement/repair
- Familiar with Microsoft OS and Office, QuarkXPress, Adobe Suite, AutoCAD
- Experinced at internet research

EDUCATION

University of Pennsylvania, Philadelphia, PA
Bachelor of Science in Engineering, May 2015
Cumulative GPA: 3.7

The Wharton School
Bachelor of Science in Economics
Concentrations: Management, Real Estate

Expected Graduation: May 2015

Expected Graduation: May 2015

Cumulative GPA: 3.75-4.0

Rutgers University
Bachelor of Science in Economics
Concentrations: Management, Real Estate

EXPERIENCE

Aradia Land Campaign, Wayne, PA
- Performed analysis of differing costs between traditional architecture and conventional structures in order to identify means of saving
- Designed structures for integrating natural elements into buildings with high aesthetics
- Created service quotes and negotiating terms in order to change quotes of distance between buildings and natural gas pipeline; contacted many industry representatives to determine cost difference.

Tutored emotionally and physically handicapped patients in individualized curriculum

Director of Dance Department, Mount Washington Pediatric Hospital, Baltimore, MD
- Managed fee assessment and contracting of corporate sponsorship
- Designed guidelines for maintaining traditional feel when building high elevations
- Performed pro forma analysis for each submitted site for new construction

Collegiate athletic director for Beach Volleyball Tournament and Carvela Roller Disco
- Managed patrols of sponsors, as well as rental packages
- Managed the procurement and contracting of corporate sponsorship for the event.

Fluent in HTML, Knowledge of JavaScript, C

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Rutgers University
Bachelor of Science in Economics
Concentrations: Management, Real Estate
Find your own path to success with Macquarie: full-time and summer internship opportunities

Macquarie Group is a global provider of banking, financial, advisory, investment and funds management services. Come and talk to Macquarie on campus this fall about the full-time and summer internship opportunities available for a variety of disciplines.

For more information on Macquarie’s activities on campus and resume submission deadlines:
- Visit Penn’s Career Services
- Log onto Macquarie’s recruitment website at macquarie.com/graduates/americas

macquarie.com/careers

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Discover our world at oliverwyman.com/careers

Some people know precisely where they want to go. Others seek the adventure of discovering uncharted territory. Whatever you want your professional journey to be, you’ll find what you’re looking for at Oliver Wyman.

Oliver Wyman is a leading global management consulting firm that combines deep industry knowledge with specialized expertise in strategy, operations, risk management, and organization transformation. With offices in 50+ cities across 25 countries, Oliver Wyman works with the CEOs and executive teams of Global 1000 companies.

An equal opportunity employer M/F/D/V.

INFORMATION SESSION & PANEL
Wednesday, September 3rd, 7:00pm, The Inn at Penn

FULL-TIME APPLICATION DEADLINE
Sunday, September 7th at 11:59pm. Please follow instructions on PennLink to submit an application.

Discover our world at oliverwyman.com/careers
Undergraduate Resume Guidelines: Rules for Writing Your Resume

The following guidelines have been developed to ensure that your resume is as accurate as possible.

**Official School Names**
- College = College of Arts and Sciences
  (Note: The Annenberg School for Communication is not an undergraduate school; hence, Communications majors get degrees from the College, not Annenberg.)
- Engineering = School of Engineering and Applied Science
- Nursing = School of Nursing
- Wharton = Wharton School (not Wharton School of Business)

**Degrees**
- College: All degrees are Bachelor of Arts. The College does not award a Bachelor of Science
- Wharton: Bachelor of Science in Economics
- Engineering: Bachelor of Science in Engineering or Bachelor of Applied Science
- Nursing: Bachelor of Science in Nursing

**Graduation Date**
List your graduation date by month and year of your graduation (e.g., May 2015 or 5/15). Do not use “Class of ____”. You don’t need to use inclusive dates (e.g., 2011–2015).

**Majors/Minors, Concentrations**
Students in the College and Engineering have *majors*. Wharton does not have “majors” in its curriculum, it has *concentrations*. Students must be matriculated in Wharton (dual degrees or Wharton only) to list a Wharton concentration.

The College, SEAS, Fine Arts, and Nursing all offer minors to students in any school. Wharton does not offer minors.

Penn offers a number of interschool minors, including American Public Policy, Consumer Psychology, and Nutrition. These can be listed as “University Minor” or by identifying the schools, for example, “Actuarial Mathematics minor (Wharton School and College of Arts and Sciences).”

**Listing Courses**
You may include any courses you have completed or are currently taking. If you are including current coursework, indicate it (e.g., “Current Coursework” or “Fall/Spring Semester Courses”).

**Listing GPA**
While there is no requirement that you include your GPA on your resume, most employers look for it. It is preferable to report your overall (cumulative) GPA, though you may include your major GPA (or some other sub-categorization). If you list anything other than your overall GPA, you must list the number of courses included to arrive at that GPA (e.g., “GPA in English 3.63 (10 courses)”).

*Your GPA must be listed exactly as it appears on Penn-in-Touch. Do not round your GPA.*

Transfer students:
- You may list all the schools you attended, or just Penn. If you are just listing Penn (and opt to include your GPA), the above rules for listing your Penn-only GPA apply.
- If you are listing the school(s) from which you transferred, you may include your GPA(s) from that school(s), or just your Penn GPA. However, if you wish to include a “Combined GPA” which accurately averages both your transfer and your Penn GPAs, then you must list each of the schools you attended and the specific GPA at each as well.

You should plan to update your resume regularly, whenever there are any changes in your address, telephone number, e-mail, GPA, courses, activities.

**Ethical Responsibility**
You must represent all information on your documents accurately. Career Services staff checks your resume against your official transcript to verify all information, including GPA and SAT scores. Falsification of any resume or unofficial transcript information will result in the loss of recruiting privileges and notification of your Dean and the Office of Student Conduct.
Can You See Yourself In Investment Banking?
You Will.

You’ll be trained and challenged. You’ll be given real responsibility and opportunity. You’ll be an integral part of deals – and of our team – from the very start. You’ll be on your way to a successful career.

We’ve created an experience for investment banking analysts that is unmatched in the industry. And we want you to be part of it.

“At Raymond James, you have the opportunity to step up and take on more responsibility – and make a bigger impact – than other platforms allow.”

ZACH HUNGATE Analyst
Financial Services Investment Banking // New York

INFO SESSION:
September 8, 2014 • 5 – 6 p.m.
Jon M. Huntsman Hall, Room G50

CAMPUS INTERVIEWS:
September 22, 2014
### Job-Hunting Correspondence

At every stage of your job search, your job-hunting correspondence conveys your professionalism, judgment, and ability to express yourself in writing. Prepare all of this correspondence carefully.

A cover letter is often your first opportunity to impress an employer. A thank-you letter is an important follow-up to every personal meeting. A letter of acceptance and declining other pursuits are the final steps in your job search. Generic letters that are not thoughtfully tailored to the position or the employer are rarely effective.

A formal but natural style is appropriate. Convey your qualifications through specific relevant examples rather than exaggerated statements, and be concise. Before you mail any letter, make sure it is perfectly typed in standard business form on high quality paper and contains no spelling or grammatical errors. If you send it by e-mail, pay equal attention to its accuracy and format.

#### Cover Letters

Your cover letter should address: why you are writing; what your experience/education offers; why you are interested in and qualified for the position and the organization; and finally, what you want to happen next. Write each letter to a specific person, not, if you can possibly avoid it, to “Dear Sir or Madam.” If it takes a few exploratory phone calls to obtain this information, make them.

**Why You Are Writing**
- Always mention the position, the organization, how you learned about it, and your current status. “I was glad to see on your website that Blythe Pharmaceuticals is looking for a Sales Representative. I will graduate from the University of Pennsylvania in May with a major in Biology and coursework in Marketing from the Wharton School and will be able to begin work immediately after graduation.”
- If you are sending your resume to organizations that have not formally advertised positions, explain your interest: “I am sending you a copy of my resume in hope that Tektronix will be hiring mechanical engineers in the fall. I will graduate in August from the University of Pennsylvania with a degree in Mechanical Engineering and Applied Mechanics, and will be available for work starting in mid-August.”

**What You Can Offer**
- Refer to your resume and highlight the aspects of your background that are strong qualifications for the position for which you are applying. If, for example, an advertisement for a fifth grade teacher stresses a need for innovative approaches, you might write: “As my enclosed resume indicates, I have had broad experience working with fifth graders. For example, at Madison Elementary School I developed a new environmental curriculum that included new outdoor experiences.”
- If you are responding to an advertised position, you may organize your description of your qualifications in the same way the ad was organized.
- If you are writing in the absence of a specific position description, you may explain why the position is attractive to you. Be specific and relevant.
- The opening paragraph should explain why you are writing, giving your specific employment interest. Mention how you learned about the position. If it was advertised, refer to the publication in which you saw it. If it was made known to you by a contact, mention that person’s name.
- The middle paragraph(s) should highlight the aspects of your background and skills that will interest the employer. Highlight your achievements and qualifications, especially those which make you the right candidate for the position. Do not repeat the resume verbatim. Instead, relate key items geared to the specific needs of the organization. The more information you have about the organization and the employer’s needs, the better able you will be to write a strong, impressive letter.
- You may also explain why the position is attractive to you. Be specific and relevant.
- The closing paragraph should pave the way for the interview. You may ask for an appointment, provide extra materials, or suggest that you will call the employer soon.

Sincerely,

Your Name

---

#### Structure of a Cover Letter

Your Street Address  
City, State, Zip Code  

Today’s Date  

Mr./Ms./Dr. First Name Last Name  
Title  
Employer  
Address  
City, State, Zip Code  

Dear ___________:  

The opening paragraph should explain why you are writing, giving your specific employment interest. Mention how you learned about the position. If it was advertised, refer to the publication in which you saw it. If it was made known to you by a contact, mention that person’s name.

The middle paragraph(s) should highlight the aspects of your background and skills that will interest the employer. Highlight your achievements and qualifications, especially those which make you the right candidate for the position. Do not repeat the resume verbatim. Instead, relate key items geared to the specific needs of the organization. The more information you have about the organization and the employer’s needs, the better able you will be to write a strong, impressive letter.

You may also explain why the position is attractive to you. Be specific and relevant.

The closing paragraph should pave the way for the interview. You may ask for an appointment, provide extra materials, or suggest that you will call the employer soon.

Sincerely,

Your Name
Why You Are Interested in the Position and the Organization

- Say something about why you want to work for this employer. For example, if you are interested in working for a particular radio station, you might say something like:

  “As an avid listener to WHYY-FM, I have come to value your unique mix of public affairs and cultural programming, and would welcome the chance to work with you.”

- Avoid flattering phrases unsubstantiated by data. Don’t say, “I am aware of your fine reputation,” unless you are prepared to say more about the organization. Your reasons for wanting to work somewhere should be specific, and targeted to each organization to which you apply. A generic sentence like “The caliber of your staff and your global presence are exciting to me” implies that you have not taken the time to learn anything meaningful about the organization.

What Will Happen Next

This is your chance to structure what you hope the next steps will be. You can offer to provide additional materials, indicate interest in an interview, and state that you will call to learn the status of your application. Retain as much control as possible.

Thank-You Letters

Thank-you letters are essential.

- Send a typed thank-you letter within 48 hours after every interview, whether it was an informational meeting or a job interview. When you know a hiring decision will be made quickly, an e-mail note is appropriate.

- Following a job interview, address the letter to the person who initially invited you for the interview (usually the person with the authority to hire you).

- If your interview was arranged by a human resources representative, it is appropriate to write both to that person and to the hiring manager.

- However, it is not necessary or desirable to write to everyone you saw in the course of a visit. You can ask the one or two to whom you write to thank the others on your behalf.

- Mention the title of the position for which you interviewed.

An Example of a Thank-You Letter

3718 Locust Walk
Philadelphia, PA 19104

May 3, 2015

Dr. Jane Doe
Director, French Department
ABC School
42 Education Road
Academia, PA 18765

Dear Dr. Doe:

I sincerely enjoyed meeting you and the French Department staff on Wednesday. Our conversation reinforced my interest in the position of French Teacher at the ABC School.

I was particularly impressed by the number and range of resources that would be available to use in my teaching, which would certainly contribute to my ability to be innovative in curriculum design. I believe I can be an asset to your team, and know that I would love to have the opportunity to join ABC’s staff.

Thank you for an interesting and informative interview. If there is any further information I can provide, please let me know. I look forward to hearing from you.

Sincerely,

Jeremy Jones
If You Are Interested in the Position
• Express your continuing interest in the position.
• Refer directly to what you learned in the interview in relation to your understanding of the job, or to your confidence in your ability to excel in this role.
• Thank the interviewer for the time, information, and consideration that he or she gave you.
• Be succinct. The interview itself was your opportunity to impress the employer. The thank-you letter is an opportunity to show that you listened to what he or she had to say in the interview.

If You Are Not Interested in the Position
• Write a thank-you letter anyway. Express appreciation for the interviewer's time and attention to you.
• If you don't wish to be considered further for the position, say so. It is not necessary to elaborate on why not. The tone of this letter should be entirely positive.

Accepting and Declining Offers
While accepting an offer verbally is a commitment, be sure to confirm a job acceptance in writing. Restate the significant terms of the offer as you understand them and reaffirm your enthusiasm for the position.

When you write to decline the offer of a position, it is your choice whether or not to give any detail about what you will be doing instead. Anything from “I have decided to decline your offer,” to “I have accepted an offer from X, and therefore need to decline your offer” is fine. However, it’s best not to mention a specific alternative that contradicts the career goals you described in your interview. Make sure you say something positive about the organization you’re turning down and express appreciation for the time people there spent speaking with you.
**IMPORTANT DATES for 2014-2015:**

- **September 3rd:** PIMCO at Penn CareerFIRE 2014, University City Sheraton
- **September 10th:** Full-time application deadline via PennLink
- **October 1st:** Full-time interviews for the Class of 2015
- **November 4th:** PIMCO Company Information Session for Summer Internships
- **January 21st:** Summer Internship application deadline via PennLink
- **February 4th:** Summer Internship interviews for the Class of 2016

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**When opportunity knocks, it could knock here...**

At PwC, opportunities are everywhere. Learn about full-time careers by attending an upcoming information session.

**Full-time Information Session**
Thursday, September 11, 2014 at 7:00pm
Wharton School Building – Jon M. Huntsman Hall – Room G65

**Full-time Resume Submission Deadline**
Wednesday, September 17, 2014

**Full-time Interviews**
Thursday, October 2, 2014
Location: McNeil Building - OCR

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Job and Internship Search Strategies

To conduct an effective search, learn as much as you can about the field and jobs in which you’re interested, let as many people as possible know what you’re looking for, and get your resume into the hands of those who can hire you. It’s your responsibility to take the initiative to identify and approach employers, especially if they do not visit campus. Since employers in many industries do not recruit on campus, it’s important to be familiar with these job search strategies.

Identify Sources of Position Announcements

Identify the main sources of job listings. In most cases it should include:

- PennLink and iNet for jobs and internships posted directly with Career Services
- Specialized sites related to your field such as www.idealist.org for nonprofit jobs or www.usajobs.gov for government jobs
- Internet job boards—The Riley Guide offers many excellent suggestions for specialized sites
- Job search aggregators such as SimplyHired.com and Indeed.com
- Employer and professional association websites

Tell everyone you know about the type of job or internship you hope to find. Listen to their advice and ask for referrals. Don’t limit your inquiries to people working in your field of interest. Anyone may know someone whose organization interests you.

Job Search Checklist:

- Identify where to look
- Prepare or update your resume
- Organize your search by keeping track of positions to which you have applied or plan to apply and everyone with whom you speak
- Network
- Follow-up on applications after a reasonable amount of time (usually two weeks) unless the posting says “no phone calls”

How to Apply

When a Position Is Advertised

Carefully follow the directions given in the announcement or website when you apply for a posted position.

If you can, find out the name of the hiring manager. This is not always possible, but sometimes you can find a name by phoning and asking, by consulting the organization’s website, or by asking a contact inside the organization if you’ve developed one. If you can identify this person, send an additional copy of your resume with a cover letter to let him or her know that you’ve applied via the requested procedure and are also writing directly to them because of your strong interest in the position.

Following Up

After an employer has had a chance to receive and review your resume, if you’ve been able to find a contact person and phone number, call to express your continued interest in the position and to inquire about the hiring process and timetable. It is fine to express your willingness to schedule an interview, but always be sensitive to how your phone call is received. Some employers are less receptive to calls than others. If a posting says, “Do not call,” then don’t.

When No Position Is Advertised

When you are particularly interested in an organization, try to arrange a brief informal conversation with someone who works there to get advice about what might be available and the best way to apply for it. This exchange could also take place by e-mail. Finding someone who will share information with you is sometimes a challenge. Find contact names through any ethical means your ingenuity suggests.

- Ask people you know if they know anyone in your target organizations
- Find names on employers’ websites or publications
- Identify people who are interviewed or who author articles in business and professional journals or in newspapers
- Consult professional membership directories
- Also see “Talk to Everyone—Network!” on p. 14

If you receive useful information about an opening, send a resume to the appropriate contact person. Refer to what you’ve learned, and tailor your cover letter to that specific position.

Keep Your Job Search Organized

Keep track of everyone you meet during your search, when and how you contacted them, suggestions they made to you, and any dates you plan to get back to them. Keep these records even after you accept an offer. Let people who have helped you know what you end up doing. These contacts are the beginning of a professional network you can use throughout your career.
Get the career guidance you need, 
*when* and *where* you want it.

http://www.vpul.upenn.edu/careerservices
Applying for Jobs and Internships

Why Is an Online Search Important?
Many employers conduct online searches of candidates because what you do online can tell them more than just a resume. Pictures you post, blogs you write, articles you’re mentioned in, etc. are ways for a future employer to get to know your personality, interests, qualifications and general background. There is a risk, however, if you’re unaware or not proud of what an online search might yield. Until more legal decisions are established, best practices are shared, and policies are created by employers and professional associations, it is important to consider the various areas discussed here. You can be prepared for your search results and what an employer will see by following a few steps.

Quick Steps to Influence an Employer’s Online Search on You
- Set up a Google Alert on your name. Anytime something is added online about you, you will be aware of it.
- Create a LinkedIn Profile and Claim Your Public Profile URL. This is often the first result in a search and is linked to a positive, professional profile. Career Services also offers profile reviews.
- Go through your existing online accounts, e.g., Facebook, Twitter, blogs, to remove content you don’t want public and adjust your privacy settings.
- Assume, no matter what, anything online is public and can be found. Don’t post anything online that could embarrass you or damage your reputation.

Why Online Tools Can Enhance Your Online Presence
One strategy to influence your online presence and search results, especially if you are worried about existing content online, is to create new content. A variety of free tools are available to help you accomplish this goal. Furthermore, these tools are resources you can tap if more traditional ones (e.g., job boards or networking events) have not brought success. A new resource can help you increase your chance to make a connection for a job or other professional networking. For instance, if you are extremely interested in an employer, you could follow their LinkedIn page and get regular updates.

Online Tools You Can Utilize
- Twitter: This live information network can help you stay up to date on the latest news on an employer or industry. Follow thought leaders and employers, and learn about events where you can meet recruiters or practitioners in your field.

RBC Capital Markets
It all adds up to an exceptional career decision.

RBC Capital Markets is coming to campus! Join us during the Spring 2015 recruitment season to learn about the programs and opportunities that RBC Capital Markets has to offer.

On campus interviews for firm wide internships will be held on February 10, 2015.
campus.rbccm.com
BE EXCEPTIONAL. TOGETHER.

The BCG difference lies in the power of individuals. Challenged by mentors, supported by teams, motivated by sustainable, long-lasting impact. Here, you’ll drive client results, helping leaders in business change the rules of the game, not just play better.

Important Penn Recruiting Dates:
- Full-Time Associate Info Session – 8.27.2014
- Case Interview Workshop – 9.2.2014
- Full-Time Associate Resume Submission Deadline – 9.4.2014
- Summer Associate Info Session – 11.11.2014
- Case Interview Workshop – 1.20.2015
- Summer Associate Resume Submission Deadline – 1.20.2015

For more information, email us at NYC.Associate.Recruiting@bcg.com
Many employers give on-campus presentations. These are typically, though not always, in advance of on-campus interviews. There are two types: general presentations, which are open to all, and “night-before-interview” presentations, which are restricted to students who are scheduled to interview. You can find scheduled presentations in PennLink.

**General/Open Presentations**

Open presentations offer you an opportunity to:

- Learn about various industries and opportunities employers offer
- Get a sense of an employer’s vision of itself and its culture
- Consider whether you are excited about the opportunity to work for an organization
- Meet staff members and make a positive impression
- Pick up the current buzzwords in the industries that interest you; this helps in constructing a resume, writing a cover letter, and ultimately in interviewing

Typically presentations have two components (a structured presentation and an informal reception, which may include food) and provide a chance to speak with employer representatives. Frequently large organizations send several representatives in addition to the main presenter.

For general or open presentations, you usually do not need to sign up or RSVP. Please read all descriptions and correspondence carefully. If the organization strongly interests you and you want to make a great impression, do some research beforehand to be up to date on any important news about the employer.

**Night-Before-Interview Presentations**

A sizeable number of recruiters present information sessions specifically for students who are on their on-campus interview schedules. These are called “night-before-interview” presentations. If you are on an organization’s interview schedule, you are expected to attend the night-before-interview session, unless you have a significant conflict, such as a class or a performance. If you know you will not be able to attend, you need to e-mail the employer expressing your regret for missing the session and explaining the reason. If two night-before-interview presentations are scheduled at the same time, it is probably best to attend half of each, sending an e-mail to each employer to let them know in advance.

Though many employers will e-mail you to invite you to their night-before-interview presentation, it is your responsibility to find out if an organization with whom you are interviewing has a night-before session. If you miss a night-before-interview presentation and have not been able to notify the employer in advance that you would not be attending, be prepared to answer questions about why you missed it during your interview.
Employer Information Sessions 2013–2014

Employer Information Sessions offer an opportunity for you to learn about organizations interested in hiring Penn students. Frequently there is an opportunity to speak informally with organizations’ representatives prior to campus interviews. The 2013–2014 information is provided below because not all 2014–2015 recruiting information was finalized when Pathways was set to print. Check PennLink for information on 2014–2015 employer information sessions. The names of Pathways advertisers appear in bold print. For more information about them, check the indicated pages where their ads appear. We are grateful to employers who support our office through grants and through advertisements in Pathways, and who support the educational mission of the University through a partnership with our schools. We are happy to provide these employers with priority scheduling for a variety of on-campus recruiting activities.

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Employer Information Sessions 2013–2014

Employer Information Sessions offer an opportunity for you to learn about organizations interested in hiring Penn students. Frequently there is an opportunity to speak informally with organizations’ representatives prior to campus interviews. The 2013–2014 information is provided below because not all 2014–2015 recruiting information was finalized when Pathways was set to print. Check PennLink for information on 2014–2015 employer information sessions. The names of Pathways advertisers appear in bold print. For more information about them, check the indicated pages where their ads appear. We are grateful to employers who support our office through grants and through advertisements in Pathways, and who support the educational mission of the University through a partnership with our schools. We are happy to provide these employers with priority scheduling for a variety of on-campus recruiting activities.
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State Public Interest Research Group
Stifel, p. 12
Stripes Group
SunEdison
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TD Securities
Teach For America
Teach For China
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This is how we do it

Peter J. Solomon Company (PJSC) provides the highest quality investment banking advisory services to the global retail, media, consumer products and healthcare industries. To date, the firm has successfully completed over 500 strategic and financial advisory assignments, in the form of mergers, acquisitions, divestitures, recapitalizations, restructurings and fairness opinions.

PJSC’s goal is to bring the partnership’s collective wisdom, superior talent and knowledge of negotiation to reach the optimum value of a transaction and to create an enduring advisory relationship.

Consider becoming a member of our team.

Investment Banking Presentation:
Wednesday, September 10, 2014
6:00 - 7:00pm
Houston Hall in Perelman Quad, Golkin Rm
Refreshments will be served.

Interviews:
Tuesday, September 16, 2014
9:00am - 5:30pm
The Inn at Penn

Resume Drop Date:
September 10, 2014

Peter J Solomon Company
1345 Avenue of the Americas | New York, NY
www.pjsc.com
L.E.K. Consulting is a global strategy consulting firm with a reputation for delivering strategic, fact-based advice to some of the world’s most successful companies. We’re looking for exceptional individuals who can think creatively and collaborate with clients to accelerate the pace and precision of their most critical business decisions. Please join us on Tuesday, September 16, 2014 in Jon M. Huntsman Hall (Room G-50) at 5:00pm to learn more about opportunities with our firm.

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L.E.K. Consulting
Making the Most of Career Fairs

Career fairs, or job fairs, as they are sometimes called, offer an opportunity to meet with numerous employers in one place and to learn about the careers available in a variety of industries. They also give you valuable experience in presenting yourself to employers.

Career Services sponsors a number of career fairs including Career Link (opportunities in Consulting, Communications, Consumer Products, Education, Manufacturing, Marketing, Nonprofits, and Retail), CareerFIRE (opportunities in Finance, Insurance, and Real Estate), Engineering, Design, Education and Social Services, Nursing, International Opportunities, Policy and Government, Biomedical, Start-Up, Creative Careers, and the general Spring Career Fair, as well as fairs off campus cosponsored by Penn. All fairs will be announced on the Career Services website.

Fairs are also sponsored by other universities, professional associations, corporations, chambers of commerce, and employment agencies. To learn about fairs off campus, check local and national newspapers and websites, and the chambers of commerce in cities where you want to work.

Preparation

It is important to be well prepared in order to get the most benefit from what can be a long day. A career fair is not for browsing or wandering around picking up company giveaways. Your focus should be either your job/internship search or career exploration.

Do your homework before you go so you can focus your efforts on the employers of most interest. When possible, identify the employers attending, research their webpages, and read job descriptions if available. Some fairs encourage you to put your resume on line before the fair; be sure to get all the pertinent details. Check the starting and ending times of the event, and find out what the recommended dress is. If it is not stated, wear business attire.

Have plenty of copies of your resume on hand and easily accessible. Take pen and paper for notetaking after you meet the representatives.

Identify the skills, experience, and background that set you apart from others. Be ready to talk about them in a minute to a minute and a half. Think of the things that you would like to hear if you were the recruiter. In addition, have a few questions ready for the representatives. For example, what skills or background are you seeking, what is the application process, may I have your business card for future contact?

What to Do Once You Get There

• Introduce yourself, shake hands and make eye contact.

• This is the opportunity to sell yourself. Relate your background to the organization, demonstrate your knowledge of it, and do so with enthusiasm and interest in 60 seconds. Give the representative a copy of your resume. Be aware of others waiting in line behind you, and do not monopolize the recruiter’s time.

• Make the interaction a conversation, not merely a question-and-answer session. Ask questions that give the employer an invitation to talk.

• Find out how to follow up. Should you write for an application or complete a special form? Ask the representative for a business card and thank him or her for speaking with you. After you walk away jot down a few notes about the conversation on the back of the card.

• Some organizations will bring promotional gift items. You may take a give-away after you’ve spoken with the employer. Do not take more than you can carry inconspicuously.

• Be discreet in talking to employers while you are at the fair. For fairs at Penn, employers often send recent hires, some of whom you may know. Keep in mind they now represent their employers, and keep your conversations professional.

Follow Up

Keep track of all the the contacts you made. Refer to the notes you took after you met with the representatives to personalize your thank-you letters to the employers that interest you most.

Virtual Fairs

A virtual career fair typically involves a limited time period during which candidates can read and respond to job announcements posted to a website. Some may also have chat rooms allowing for discussion with employers. Some employers may list more than one position in this kind of forum. Make sure that the materials you send to an organization reflect a clear focus. If you apply for completely unrelated types of positions with the same organization, you will probably disqualify yourself from serious consideration for any of them.
CareerFIRE—Opportunities in Finance, Insurance, and Real Estate
September 3, 2014

Engineering Career Day
September 4, 2014

Career Link—Opportunities in Business
September 5, 2014

Biomedical & Life Sciences Career Fair
October 1, 2014

Policy and Government Career Fair
October 7, 2014

International Opportunities Fair
November 7, 2014

International Opportunities Virtual Career Fair
November 12–December 9, 2014

Nursing Career Day
December 5, 2014

Creative Careers Fair
February 18, 2015

Start-Up Fair
February 19, 2015

Spring Career Fair
February 20, 2015

Education & Social Services Career Fair
February 2015

All Ivy Environmental and Sustainable Development Career Fair
February 27, 2015, New York, NY

PennDesign Career Connection Day
March 27, 2015

Career fairs offer you the opportunity to meet representatives from a wide variety of organizations. All Penn students and alumni may attend these events. Information about the 2014–2015 fairs will be posted to www.vpul.upenn.edu/careerservices as the fairs are scheduled. The names of Pathways advertisers appear in bold print. For more information about them, check the indicated pages where their ads appear. We are grateful to employers who support our office through grants and through advertisements in Pathways, and who support the educational mission of the University through a partnership with our schools. We are happy to provide these employers with priority scheduling for a variety of on-campus recruiting activities.

Biomedical and Life Sciences Career Fair
AAAS Science & Technology Policy Fellowships
AdMed, Inc.
Alliance Pharma, Inc.
American Association for Cancer Research, Inc.
Children’s Hospital of Philadelphia
ClearView Healthcare Partners
ETHOS Health Communications
Global Prior Art, Inc.
Graphene Frontiers
Henry M. Jackson Foundation
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L.E.K. Consulting, p. 46
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Merck Research Labs
Nature Publishing Group
Navigant Consulting Inc.
Nucleus Global
Phase Five Communications
Regeneron Pharmaceuticals, Inc.
Riverside Law LLP
Tech Atlas Group
University of Pennsylvania—Center for Technology Transfer
Woodrow Wilson National Fellowship Foundation

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Berkeley Research Group
BluePrint Research Group
Boston Consulting Group, p. 42
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Burger King
Burlington
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Censoo Consulting Group
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Gap Inc.
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General Motors
GEP
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GlaxoSmithKline
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NERA Economic Consulting
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New York Life Insurance Company
Nielsen
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Accenture
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Akuna Capital LLC
Alvarez & Marsal
Analysis Group
Analytics Operations Engineering
Anheuser-Busch InBev, p. 12
Aon Hewitt
Applied Predictive Technologies (APT)
AOR Capital Management
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**WHERE TO FIND US**
www.flowtraders.com

CAREER FIRE
Wed, September 3rd

INFO SESSION & TRADING COMPETITION
Thurs, September 11th
Wharton School Building
Jon M. Huntsman Hall - Room G50
*Prizes will be awarded & refreshments served*
5pm

ON CAMPUS INTERVIEWS
Wed, October 1st
Apply online via PennLink

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Prudential
Putnam Associates, p. 91
Putnam Investments
Raymond James & Associates, p. 34
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Rosetta
RBS
Saks Fifth Ave
Savino Financial Group
SEO
Simon-Kucher & Partners
SKIM
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Stripes Group
Susquehanna International Group (SIG)
TD Bank
Teach For America
Teach For China
TJX Companies, Inc.
Towers Watson
Two Sigma Investments
United States Air Force
UPMC
Urban Teacher Center
Venture for America
Vornado Realty Trust
Young & Partners
ZS Associates, p. 8

Education and Social Services
Career Day
Ameson Foundation
Building Excellent Schools
Carson Valley Children’s Aid
City Year Greater Philadelphia
COMHAR, Inc.
Community Education Alliance of West Philadelphia
Defender Association of Philadelphia
Democracy Prep Public Schools
District of Columbia Public Schools
East Harlem Scholars Academies
Educational Testing Service
EF Education First
Elite Scholars of China
Episcopal Academy
Explore Schools
JBP India
JFK Behavioral Health Center
KIPP Philadelphia Schools
LEAP Academy University Charter School
Mariana Bracetti Academy Charter School
MCC Warwick Family Services
Milton Hershey School
NorthEast Treatment Centers
Options for College
Peace Corps
People’s Prep Charter School
SABIS Educational Systems
Scholar Academies
School District of Philadelphia
Southern Teachers Agency
Teach For China
Truth Teacher Services
Uncommon Schools
Wilmington Friends School

Engineering Career Day
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Alcoa, Inc.
AllianceBernstein
Amazon
Amtrak
Andreesen Horowitz
Anheuser-Busch InBev, p. 12
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AT&T
Barclays, p. 74
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Bloomberg
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Boeing Company
Box
BrightEdge Technologies, Inc.
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eBay, Inc.
Electronic Arts
Epic
Ericsson
Evonik Corporation
Excella Consulting
Exponent
ExxonMobil
Facebook
Federal Energy Regulatory Commission
FindTheBest
First Quality Enterprises, Inc.
Five Rings, LLC
Gameloft
GGB Bearing Technology
GlaxoSmithKline
Goldman Sachs
GoldTier
Google Inc.
Groupon
Henkels & McCoy
Holtec International
Indiegogo Inc.
Inductotherm Corp.
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Knewton
Kulicke & Soffa
LHP
LinkedIn
Lutron Electronics
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Merck and Co. Inc.
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MIT Lincoln Laboratory
Moat
MongoDB, Inc. (formerly 10gen)
Morgan Stanley, p. 4
NASA Glenn Research Center
NewsCred
Oracle
Palantir Technologies
Philadelphia Gas Works
Pittsburgh Technology Council
Pivotal Labs
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Raytheon BBN Technologies
Regeneron Pharmaceuticals, Inc.
Rocket Fuel
Rovi
RPA Engineering
S&P Capital IQ/McGraw Hill Financial
SAP
Schlumberger
SKIM
There’s no such thing as a global bank

Agile minds beg to differ

Deutsche Bank Employer Information Session

Employing over 100,000 people in 71 countries, our heritage may be European, but our influence is global. As a global universal bank, we know that the heart of our success lies in the global network of agile minds we have nurtured. As a graduate, you’ll be able to enjoy a more supportive and open environment than you can get anywhere else, all the while working on global projects and bringing your ideas to life every day.

Date: Tuesday, November 18, 2014
Time: 7:00pm - 8:00pm
Location: The Inn at Penn
Application Deadline: Tuesday, January 20, 2015

Discover graduate careers with a difference at db.com/careers
There's no such thing as a global bank. Agile minds beg to differ.

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STV Inc.
Susquehanna International Group (SIG)
Tesla Motors
Trifacta Technologies
TripAdvisor
Tumblr
Two Sigma Investments
Uber Technologies, Inc.
US Navy
Venmo
VMware
Yahoo!
Yelp Inc.
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Zynga

International Opportunities Fair
2Seeds Network, Inc.
Amezon Foundation
Ashoka Emprendedores Sociales
México y Centroamérica
Child Family Health International
CISabroad
Cultural Embrace by API
Cultural Vistas
EF Education First
Embassy of Switzerland
German Academic Exchange Service
GlobaLinks Learning Abroad
IES Abroad
One Acre Fund
Peace Corps
Penn Botswana-UPenn Partnership
Penn Center for the Advanced Study of India
Penn Foreign Language and Area Studies Fellowships
Penn GSE International Educational Development Program
Penn International Development Summer Institute
Penn’s International Internship Program
Projects Abroad
Swedish American Chamber of Commerce Philadelphia
Teach For China
Teaching House
WorldTeach

Nursing Career Day
Carolina Healthcare Systems Center for Advanced Practice—ACP Fellowship Program
Children’s Hospital of Philadelphia
Children’s National Medical Center
Christiana Care Health System
Cigna
Einstein Medical Center Philadelphia
Emory University School of Nursing
Georgetown University School of Nursing & Health Studies
Houston Methodist Hospital
International Service Learning
Johns Hopkins University School of Nursing
Main Line Health
MedStar Georgetown University Hospital
Memorial Sloan Kettering Cancer Center
NYU College of Nursing
Penn Medicine
Texas Children’s Hospital
UC Davis Health System
University of Maryland School of Nursing
University of Pennsylvania, School of Nursing, Alumni Office
University of Pittsburgh School of Nursing
Yale School of Nursing

PennDesign Career Connection Day
Adrian Smith + Gordon Gill Architecture
AECOM
Array Architects
Ballinger
City of Philadelphia
Cooper, Robertson & Partners
Cooper’s Ferry Partnership
Delaware Valley Regional Planning Commission
Doyle Real Estate Advisors, LLC
Econsult Solutions, Inc.
EwingCole
Federal Reserve Bank of Philadelphia—Community Development Studies
Fleisher Art Memorial
FXFOWLE Architects
Gensler
GF55 Partners
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Heritage Consulting Inc.
HLW International
JKR Partners
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Kruhly Architects
KSS Architects LLP
Mills + Schnoering Architects
MulvannyG2 Architecture
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OLIN
Parsons Brinkerhoff
Partners for Sacred Places
Pennsylvania Environmental Council
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Perkins Eastman
Perkins+Will
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Philadelphia Water Department
Pickard Chilton
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South Street Headhouse District
STV Incorporated
SWA Group
Tacony Community Development Corporation
Transportation Resource Associates, Inc.
University of Pennsylvania
VSBA Architects and Planners
Wallace Roberts & Todd
Weiss/Manfredi
ZGF Architects LLP

Policy and Government Career Fair
Acumen, LLC
American Enterprise Institute
American Institutes for Research
Bronner Group, LLC
City Year Greater Philadelphia
Clinton Health Access Initiative Corporation for National and Community Service
Deloitte Consulting LLP, p. 34
Drug Enforcement Administration
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Peace Corps
Penn in Washington
Pennsylvania State Civil Service Commission
Philadelphia Police Department
Philadelphia VA Medical Center
Social Security Administration
Teach For America
U.S. Department of Labor
U.S. Department of State
U.S. Marine Corps
U.S. Navy
U.S. Public Interest Research Group
Urban Teacher Center
Wharton Public Policy Initiative

Spring Career Fair
AIPAC (American Israel Public Affairs Committee)
Alcoa, Inc.
Alliance Bernstein
Amadeus
Amazon
AT&T
Balsam Brands
Bank of America
Berkeley Research Group
Blackstone Group, inside back cover
Bloomberg
Bluefin Trading
BluePrint Research Group
BRAG
BrightRoll
Burger King
Camden Coalition of Healthcare Providers
CEB (formerly Corporate Executive Board)
Change Corps
Cigna
City Year Greater Philadelphia
College Possible
Comcast
comScore, Inc.
Contact Singapore
CPEX Real Estate Services
Cyan Inc.
Daily Thermetrics
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EF Education First
Environment America
Epic
Ericsson
Ernst & Young
Facebook
Financial Software Systems
First Quality Enterprises
Franklin Square Capital Partners
Gap Inc.
Glass-U
GlaxoSmithKline
Glenmede Trust Company, N.A.
Grantek Systems Integration
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National Geospatial-Intelligence Agency
Netter Center for Community Partnerships
New York Times
Nielsen
Office of the Comptroller of the Currency
One Acre Fund
Opportunity Finance Network
Oracle
ORC International, Inc.
Palantir Technologies
Paul, Weiss, Rifkind, Wharton & Garrison LLP
Penn in Washington
Power Home Remodeling Group
Regeneron Pharmaceuticals, Inc.
Repair the World
RetailMeNot, Inc.
Rite Aid Corporation
Rockefeller University
RBS
S&P Capital IQ/McGraw Hill Financial
SAP
Schlumberger
Slomin’s, Inc.
Spot Trading
Stripes Group
Teach For China
TJX Companies, Inc.
TomTom International
Tradeweb
Travelers Companies, Inc.
United States Secret Service
University of Pennsylvania

Start-Up Fair
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50onRed
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Ampush Media
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APX Labs
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Bounce Exchange
BrightEdge Technologies Inc.
Cater2.me
CipherHealth
Civis Analytics
CoreDial, LLC
Curalate, Inc.
Dataminr, Inc.
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FindTheBest
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Glass-U
Global Experiences
hearo.fm
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Lua
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Moat
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MongoDB, Inc. (formerly 10gen)
Montage Healthcare Solutions
MyGradPad
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<td>Venture For America</td>
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Applying for Jobs and Internships

Using PennLink and iNet: Penn’s Job and Internship Databases

PennLink is Career Services’ dedicated online site through which employers can let you know about positions they have available. It is an integrated system through which you have access to jobs and internships that employers post for Penn students and to all On-Campus Recruiting activities. iNet is an internship consortium created and shared by the University of Pennsylvania, Duke University, Georgetown University, Harvard University, Massachusetts Institute of Technology, New York University, Northwestern University, Rice University, Stanford University, University of Southern California, and Yale University. Employers may choose to post internships on this site so that students from all eleven universities can apply for them. Both PennLink and iNet can be accessed from the Career Services website. You will find many similarities between PennLink and iNet since they use the same technology platform.

For specific information about using PennLink for On-Campus Recruiting, see the “Guide to On-Campus Recruiting” article on p. 65.

Through PennLink and iNet you can:
- Find internships in the U.S. and abroad;
- Read position and organizational descriptions;
- Upload resumes, cover letters, unofficial transcripts, and other job application materials;
- Submit application materials (resumes, cover letters, unofficial transcripts) for employers to review.

Through PennLink you can also:
- Find and apply for non-OCR postgraduate job opportunities;
- Find out everything you need to know about On-Campus Recruiting, including:
  - which organizations are coming to Penn to recruit;
  - if you have been selected for particular interviews;
  - signing up for interviews;
- Find out the schedule of employer presentations;
- Browse upcoming career fairs;
- Make sure all details on your documents including graduation date, grade point average and SAT scores (if included) are accurate.

PennLink and iNet Tips:
- Register for both systems through the Career Services website:
  - PennLink: Use PennKey and password to log-in
  - iNet: Use Penn e-mail address and fill out the registration form
- Check both often, as new opportunities are posted daily, year round
- Keep searches broad so you don’t miss out on opportunities of interest
- Be sure the name on your uploaded documents is identical to the name used to register for each system

Registering for PennLink and iNet
To use PennLink or iNet—even to submit one resume, one time, to one organization—you must first register at: www.vpul.upenn.edu/careerservices/pennlink_jobseekers.php.

Use your PennKey username and password to log into PennLink. You will be prompted to register and complete a “Profile.” The registration process is extremely straightforward. Be as accurate and complete as possible.

If you’ve previously registered, check to be sure that your registration information is up to date. Check your address and any other information that may have changed. You can update your registration information by clicking on the “Profile” tab at the top of the system, and then editing any of the information.

Through your registration and use of PennLink or iNet, you automatically authorize that your documents may be submitted to employers, and that your profile and documents are true and accurate.

You may indicate if you would like to receive e-mail notifications through either system through the “Privacy” tab. These e-mails are valuable ways to receive messages from employers to whom you have submitted applications.

Doctoral students who are post-master’s/ABD should select graduation date based on preferred date to begin working, if there is not a specific date by which you must complete your degree requirements.

Uploading Documents

In order to apply for jobs, internships, or to use On-Campus Recruiting, you must first upload the documents you will need. Some employers will request a resume only, while others will ask for additional documents.

Both systems allow you to upload and store up to 10 different documents at a time, including resumes, cover letters, unofficial transcripts, etc. You may delete documents once you’ve submitted them for a particular position in order to have room to upload new ones for other employers.

Be sure that your name on your resume (and all other documents you upload to PennLink or iNet) is identical to the name you used to register in each system.

To upload documents:
- Click on the “Documents” tab from the homepage. Click on the “Add New” button to upload a new document.
• Give the document a sensible label (since employers will see it!) and indicate what type of document it is (e.g., resume, cover letter, unofficial transcript, writing sample, etc.).
• Use the “Browse” button on your computer to locate the file (PDF or Microsoft Word) you wish to upload. If uploading a PDF, make certain that it is under 500 megabytes. If uploading a Word document, it will take a moment for the system to convert your file to a PDF format. Upon completion, you will be able to preview the document in PDF format, which is what the employer will see.
• If you choose to convert your documents to PDFs before uploading them, be sure to ONLY use one of the approved PDF converters listed at the top of the “Documents” tab.
• A copy of the document in its original format will also be available if you wish to edit it in the future.
If you upload more than one resume, you will be required to designate one as your “default resume.” The “default resume” will then appear as the first choice when applying for jobs.

To upload an unofficial copy of your transcript:
• Copy and paste your transcript exactly as it is from “Penn-in-Touch” into a Word document. Do not alter any information.
• Since “Penn-in-Touch” does not have your name on each page, you’ll need to add it. If you don’t, the employer will not know whose transcript it is, and will consider your application incomplete.
• Make sure your name on this document matches the name on your resume and the name you registered with on PennLink or iNet.
• The Word document can then be uploaded into each system.
• Do not upload a screenshot or an official transcript from the Registrar. This can cause printing problems when employers download these files.

Make sure that all details on your documents, including graduation date, grade point average and, if included, SAT scores, are accurate. Changing any data on your academic transcript is an academic integrity violation and will result in a charge of academic dishonesty and revocation of OCR privileges. If you have any questions about Career Services’ resume guidelines, review the article titled “Undergraduate Resume Guidelines” or the resume guide (available on the Career Services website), and talk to an advisor at Career Services. Career Services checks documents to ensure accuracy.

Finding Listings on PennLink and iNet
PennLink and iNet contain thousands of listings, covering almost every imaginable career field. The positions in PennLink may be posted only to students and alumni at the University of Pennsylvania or may be “multi-school” postings which are posted at additional schools. iNet listings can be viewed by students at all eleven consortium universities.

You can search jobs on a variety of criteria, including:
• specific industries that might interest you
• specific types of jobs
• specific geographic location
• position type (e.g., full-time, internship, part-time, etc.)
• date of posting or application deadline
• keyword

To access all listings in PennLink, click on the “Jobs” tab from the main PennLink homepage (or the Internships tab in iNet). The “PennLink Listings” option under this tab will show you all job listings, including On-Campus Recruiting, non-OCR job listings and career fair postings, that employers have opted to advertise to Penn students. You can sort jobs by application deadline in the “Sort by” category.

You can also add specific positions to your “Favorites” tab to follow up on at a later date. To do this, click on the light star next to the job title. It will change to a green plus when selected. The “Employers” tab provides a list of employers who have posted positions in the past, although not all of them will have open positions at all times.

There are various ways to search the PennLink job listings. The “Advanced Search” link will allow you to quickly find certain kinds of listings, such as “On-Campus Recruiting” positions, “Career Fair” postings, etc. “Position Type” indicates whether positions are full-time (postgraduate), internships, fellowships or part-time opportunities. From the “Jobs” tab you can easily search on industry or keyword.

The “Advanced Search” tab also lets you refine your search further by items such as location or job function. You can also search by major/concentration to see if any employers specifically requested students with your academic background. However, because some of the listings are “multi-school” postings (posted at more than one school through the NACELink network, of which PennLink is a member), the majors at Penn may not coincide exactly with those from other schools. In addition, many employers do not specify the specific majors they are seeking. We suggest using this as a tool, but also conducting a more open search by using keywords so that you don’t miss out on positions which might be of interest to you.

Distinguishing between “Industry” and “Job Function” enables you to see the very wide range of choices that exist in PennLink. You would look at the industry list if you were interested, for example, in career fields like “Museum and Libraries” or “Government/Public Administration,” but weren’t sure of the exact type of job you wanted. Looking at the list of “Job Functions” lets you search by the type of work, for example “Computer Science/Statistics” or “Arts/Design/Planning,” without specifying the particular career field or industry.
In both systems, each job description is divided into two sections. The left side contains information on the specific position, including a job description, qualifications, location, etc. The right side of the position description will tell you how to apply, lists “Important Dates” such as the application deadline, and provides contact information if the employer chose to provide it.

Employers, not Career Services staff members, enter all the information for every position they post. They decide how to describe the position, the requirements, the application process, etc. In addition, the employer decides whether or not to include a contact name and address.

PennLink and iNet listings are constantly being posted. As an active job or internship seeker, it pays to check frequently so that you do not miss out on any opportunities.

Keep Your Searches Broad
In general, it is advisable to keep your searches fairly broad, as this will give you access to the maximum number of listings. If you know you want a summer internship in the Chicago area, search only on “Illinois” and “Internship” on the “Advanced Search” tab. That way you’ll see everything in the region.

If you want a marketing-related job in the Chicago area, you can use the state pull down menu for “Illinois” and then enter “marketing” in the “Keyword Search” box. That will give you all the jobs that contain the word “marketing” that are located in Illinois.

Searching by keyword can often be the most effective choice, as it lets you truly tailor your search. As an example, if you are interested in becoming an equities trader and you try the “Job Function” pull-down menu in PennLink, you won’t find “trader” listed. That doesn’t mean there are no trading jobs, just that there are no specific menus for it. If you enter “trader” in the Keyword Search, you’ll find many listings.

Search Agents
Both PennLink and iNet allow you to create job-search agents, which will alert you via e-mail when there are new jobs posted to the system that meet specific criteria that you have set. To set up a search agent in PennLink, click on the “Advanced Search” tab and select your criteria. After you run the search, name your agent by clicking on the “Saved Searches” link. You can enable it to run on a schedule by selecting the frequency on the drop-down menu under “Send via email.” In iNet, access the “Advanced Search” link under the “Internships” tab.

Applying for Positions
Each position posted in PennLink and iNet will have instructions on how to apply. The instructions can be found on the top right side of the position description.

• You may be asked to submit your material(s) directly through the system. You must have previously uploaded documents in the system to be able to submit them. You may be directed to e-mail or mail your documents directly to a contact person at the organization. You may be provided with a link that connects directly to the employer’s Web-based job application system.

• In some cases, you will be instructed both to submit your resume through the system, and also go directly to the employer’s website to complete a separate online application.

• If there are no specific instructions, but there is a contact name and e-mail address, use that address to submit your materials.

• You can track all your “non-On-Campus Recruiting” applications through the “Applications” subtab under “Jobs” in PennLink. (Note that you can track your On-Campus Recruiting applications through the “Interviews” tab.)

You can withdraw and/or resubmit materials for positions to which you have applied up until the application deadline. However, for all “non-On-Campus Recruiting” jobs, employers can choose to review resumes immediately, so they may see your documents before you change or delete them. Make sure that all your documents are perfect before you submit them.

A resume will always be required, and sometimes employers will also require other documents such as cover letters and unofficial transcripts. You must submit all the required documents when you apply. If employers simply “request” additional documents, you may choose to submit the additional materials if you wish. A red asterisk will indicate that a particular document is required. Some employers will only accept resumes and do not want to receive additional materials, in which case you will not be able to submit them. Read this section carefully, as occasionally employers will provide additional application information in the space.

Final Tips
Even if you know exactly what you want to do, job and internship searches can be challenging and time consuming. Here are some suggestions to help you manage your search:

• While PennLink and iNet are excellent tools for your job or internship search, good job seekers use many sources to conduct a successful search. Check PennLink and iNet regularly, but don’t forget to talk to people about your career interests.

• Keep yourself well organized, so that you know exactly what materials you’ve sent to which employers.

Come talk to us. Career Services advisors can help you with all aspects of your job and internship search.
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Bain & Company Fall Presentation
Date: Tuesday, September 2nd 2014
Time: 8:00pm
Place: Hall of Flags

Penn Career Link 2014
Date: Friday, September 5th 2014
Time: 10:00am – 3:00pm
Place: Sheraton University City Hotel

We remind you that the resume submission deadline is September 10th, 2014.

*Applicants must apply via www.joinbain.com and PennLink. Please include a cover letter, resume and unofficial transcript.
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The U.S. Job Search for Foreign Nationals

If you wish to work in the U.S., it is crucial that you plan ahead. Career Services advisors can help you at all stages of your search. Work closely with the International Student and Scholar Services (ISSS), a division of the Office of the Vice Provost for Global Initiatives. Read every e-mail they send you. Regulations change constantly, and ISSS staff are the campus experts on work permission. They can acquaint you with current requirements and help you avoid being offered a job but having no legal basis on which to accept it.

Working in the U.S. on a Short-Term Visa

Focus on employers who will not need to invest heavily in your training and/or who normally experience a high degree of job turnover. These include smaller organizations, service organizations, and large multinational organizations with the infrastructure to process paperwork for international hires. It will be impossible for you to work on government contracts requiring security clearances, so avoid companies dependent upon defense business. For more information, visit the Career Services webpage for international students (www.vpul.upenn.edu/careerservices/affinity/internationalstudents.php), which includes a list of employers who have hired international students from Penn in recent years.

Working in the U.S. Long-Term

If you hope to remain in the U.S., it is especially important to plan in advance with ISSS. Understand the conditions under which you may stay long term (such as OPT—Optional Practical Training, CPT—Curricular Practical Training, and H1-B visas) and be prepared to explain them to an employer. For reasons beyond your control, hiring international students imposes a greater burden of paperwork than does hiring a U.S. citizen or permanent resident. Ask yourself what you offer to make an employer willing to take on this additional responsibility. Direct your search to those positions for which you offer a higher degree of qualification than the employer can find in domestic applicants. Avoid positions for which you are a marginal candidate. Increasingly, H1-B legislation dictates that your major be closely aligned with the position title, so carefully consider what field of study may be best for you. Career Services advisors can help you make this assessment.

Working for a U.S. Firm at Home

While you may wish to work in the U.S. before returning home, many employers prefer that you begin your career with them in your home country. This perspective is shared by many multinational employers. An organization that turns you down for U.S. employment may be glad to direct you to its office that makes international referrals. Don’t dismiss this option.

Cultural Differences in the Job Search

When you begin to search for a full-time job or internship, you may need to behave in ways that do not feel entirely appropriate. In the U.S., the responsibility of finding a position rests with you, rather than with a third party. However supportive an advisor or other “mentor” may be, you are expected to make the majority of the effort on your own behalf.

All job searches will require you to write resumes and cover letters. Compared to one you might use at home, a U.S. resume may be shorter, yet include more phrases in which you “sell” your skills and experience. Cover letters will be more informal, will include fewer polite formal phrases, and will be tailored more specifically to each employer.

It is in interviews, however, that the greatest differences appear. While in your home country it may be important to treat the interviewer with great deference, extremely deferential behavior may make an American interviewer uncomfortable. In interviews, American employers expect you to speak directly about yourself and your successes. Making eye contact with even the most senior managers will be seen as a sign of confidence and straight-forwardness, not of disrespect. By all means be courteous and indicate that you know the interviewer is taking the lead. However, display initiative by volunteering information and asking questions even before you are asked. Career Services advisors offer special workshops on job hunting and interviewing as well as one-on-one practice interviews.

Job-Search Ethics

It is your responsibility to familiarize yourself with acceptable job-search ethics in this country. It is ethically necessary to be honest in all your documents and during your interview, and to honor your commitment after you accept an offer (verbally or in writing). Doing otherwise can damage your reputation and your future career, and you may lose Career Services privileges such as access to PennLink and On-Campus Recruiting. Carefully review the brochure at: www.vpul.upenn.edu/careerservices/files/Job_Search_Ethics_Brochure.pdf. Whenever you have questions, contact a career advisor.

Language Skills

If your chosen field requires significant interaction with others, it is important that your spoken English be clear. If it is not, conversational practice and tutoring will be helpful. Employers will assume your written English is at least as good as your spoken English, so be sure cover letters are both correct and colloquial. Have an advisor in Career Services review your cover letters with you, but do not expect an advisor (or someone else) to rewrite your letters for you.
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On-Campus Recruiting (OCR)

Overview of On-Campus Recruiting

The On-Campus Recruiting program at Penn is a terrific resource for students. During the 2013–2014 year, over 400 employers participated in the program, conducting over 11,000 interviews with Penn students for both internship and full-time positions. These are indeed impressive numbers, but students should be aware that the majority of employers participating in On-Campus Recruiting are those that have predictable hiring patterns and hire many new graduates every year—most typically financial services, consulting, retail, engineering and other corporate employers who hire students for business-related and technical positions. However, in the broader economy, the vast majority of employers only hire when they have specific positions that they need to fill. Thus, OCR serves a very important, but limited, sector of the economy. Students who find that the OCR employers do not align with their career interests should schedule an appointment with a Career Services advisor to discuss the timing and process for seeking positions outside of the OCR process, as there are many other avenues for finding jobs and internships.

Using OCR is not a one-time activity. Throughout the academic year, there are activities you need to do nearly every day: resume submissions for full-time positions through PennLink begin in late August and continue daily through April; interviews start in September and continue through April. Resume submissions for internship positions begin in early January and continue through April (and submissions for some tech internships will begin in October). Each step of the process occurs during a specified time period.

You'll need to pay close attention to the dates in PennLink so that you do not miss deadlines. Web servers sometimes go down, but our deadlines don’t. If you wait until the last minute to meet recruiting deadlines and the PennLink server goes down, you may miss out on opportunities. We encourage you to complete all activities associated with recruiting at least 24 hours before each deadline. You can apply for positions up until 11:59 p.m. on the “application deadline” date specified in PennLink and may start signing up for interviews at 11:00 p.m. on the date specified.

Interviews are conducted either in the On-Campus Recruiting Interviewing Suite (Suite 90) in the lower level of the McNeil Building, or at the Inn at Penn.

OCR Eligibility

OCR is open to students enrolled in degree programs (not certification programs) in the following schools: Annenberg, Arts and Sciences, Biomedical Graduate Studies, the College of Liberal and Professional Studies, Design, Education, Engineering, Nursing, Social Policy and Practice, Wharton Undergraduate, and Wharton Doctoral Programs.

Those eligible to interview for full-time positions in 2014–2015:

All undergraduate and master’s degree candidates graduating in December 2014, May 2015, or August 2015 and doctoral candidates (post-master’s/ABD) who are planning to start work in 2015. Alumni/ae within one year of graduation are also eligible upon request.

Those eligible to interview for summer internships:

All full-time undergraduate, master’s and doctoral students, and, upon request, seniors going directly to graduate school. December graduates automatically maintain OCR privileges until the following May.

Things to Remember

- OCR attracts employers typically focusing on business and technical opportunities
- Pay close attention to application deadlines, which occur daily, so you don’t miss opportunities
- Read job descriptions carefully so you don’t miss any additional information, like instructions to also apply on an employer’s website
- Don’t wait until the last minute to submit application materials or sign-up for interviews
- If possible, avoid signing up for consecutive interviews
- Be aware of and adhere to the OCR interview cancellation policy
- Stop interviewing once you accept an employment offer and withdraw from any pending interviews
- Career Services checks resumes and unofficial transcripts for accuracy

OCR and PennLink

PennLink allows you to apply for both On-Campus Recruiting positions as well as jobs listed by employers who do not recruit on campus. (Occasionally employers may decide, after collecting resumes for a job listing, that it would be worthwhile to conduct interviews on campus. The position can then be converted to an On-Campus Recruiting position enabling students to schedule interviews through the system.)
Dedetermine Whic Which Opportunities to Pursue

It is sometimes difficult for students to determine how selective to be in applying for On-Campus Recruiting opportunities. In general, we encourage students to apply for those positions in which you have some level of interest and for which you meet the basic qualifications. You are not required to be a complete expert on an organization or type of job in order to apply for it. It is not a smart strategy to submit your resume for “everything” and see where it lands. Read the description and review the qualifications carefully before submitting your application materials. It is a waste of your time, and an employer’s, to apply for positions for which you are unqualified or in which you have no interest.

Organizations differ on whether they allow students to apply for more than one position or more than one location. Many allow you to apply for as many as you like, providing that you are genuinely interested and meet the qualifications. Some, however, will limit you to one application only. The job description should specify if the organization limits the number of positions to which you can apply.

If you choose to apply for multiple positions, be aware that the same individual(s) in the organization may receive all your materials. If you apply to too many positions, you may end up appearing unfocused and unsure of your career goals.

You may be very interested in working for a specific organization, but not interested in or qualified for the specific position for which they are recruiting. In this case, you should not apply through PennLink, but rather should write directly to the recruiter to express your interest and ask for an appropriate contact if he or she is not it.

Note for Graduate Students: The vast majority of positions employers fill through OCR specify interest in bachelor’s level candidates. However, there are ways for graduate students to take advantage of these on-campus visits and interest employers in your candidacy for more appropriate positions. If you are interested in the general area for which an organization is recruiting, but have a higher level of education than is being sought in the position description, speak to your advisor in Career Services about how to approach the employer. PennLink will never screen you out for exceeding the degree requirements employers specify.

Types of Interviews

Employers may choose among several types of interviews when scheduling their OCR visit. These include “Pre-select” Interviews, “Open” Interviews, and “Recruiter Add-On” Interviews. You can see all job listings (both OCR and non-OCR) under the “Jobs” tab in PennLink. You can easily sort the various position listings in PennLink using the “Show Me” filter on the “Jobs” tab.

• “Pre-selection” is by far the most common way for students to get interviews. Using this option, employers receive and review the documents students submit through PennLink, and select the students they wish to interview. Selected students are designated as “Pre-select” (the employer’s primary choices) or “Alternate” (additional candidates of interest to the employer). This designation determines the dates on which you can sign up for an interview (see “Signing Up for Interviews,” p. 68).

• “Open” Interviews: A small number of organizations opt not to pre-select candidates, but rather let you sign up for interviews on a first-come, first-served basis; these are called “Open” interviews.

• “Recruiter Add-On” Interviews: Some organizations will fill any open interview slots on the day of their On-Campus Interviews by accepting “Recruiter Add-On” Interviews. See instructions on p. 68 on how to apply for Add-On Interviews. You may occasionally see positions noted as “resume collect” positions. Employers opt to have these positions viewed as OCR listings so that only current students may view them, but do not plan to conduct interviews on campus.
Searching for Positions: Finding Out Who Is Coming and When

It is very easy to search for OCR opportunities, and PennLink provides a number of different ways for you to find out who is coming to campus and when. Use the toolbar across the top of PennLink or the “Shortcuts” on the main page to navigate through the system.

To find OCR positions from the main PennLink home page, simply click on the “Jobs” tab to see all job listings in the system. Under “Jobs” you will see multiple choices including PennLink Listings and Additional NACELink Job Listings. The PennLink Listings tab will allow you to view all job listings (including OCR and non-OCR positions) that employers have chosen to advertise to Penn students.

The “Show Me” filter will enable you to quickly screen jobs to show On-Campus Recruiting Listings Only, Job Listings Only, and career fair postings.

You can also use the “Advanced Search” tab to narrow your search further by parameters such as job function, location, or keyword. However, we suggest keeping your searches as open as possible, as you may miss opportunities if you narrow your search too much (for example, by searching on a specific location, keyword, and job type all at once). Once you create an “Advanced Search,” select “Saved Searches” to save it by giving it a name. You can choose the frequency of e-mail alerts announcing when new jobs are posted by selecting the drop-down menu in that window.

Submitting Materials/Applying for Positions

There is a set period of time during which you can submit your materials for each specific position that interests you. These dates are clearly indicated in each job description under the “Important Dates” section. You can also sort them easily using the “Deadline” option in the “Sort By” box in PennLink.

Submitting Your Resume and Cover Letter

All positions will require a resume. Employers may also request or require additional documents such as cover letters and unofficial transcripts.

The recruiter’s name and contact information can be found in the “Contact Information” area toward the end of the job description page. However, some employers choose not to release this information and leave the contact information box empty. In this case, you can simply address your cover letter to “Dear Recruiter.”

In addition to addressing your letter to a specific person when possible, it is important to personalize the content of each letter—explaining not only how you meet the job requirements, but also what you have learned and respect about the organization.

Submitting Your Unofficial Transcript

Many employers using OCR request unofficial transcripts. To submit an unofficial copy of your transcript via PennLink to an employer, copy and paste your transcript from “Penn-in-Touch” into a Word document. (Do not upload a screenshot or an official transcript from the Registrar as this can cause printing problems when employers download them.) Since “Penn-in-Touch” does not have your name on each page, you’ll need to add it. If you don’t, the employer may not know whose transcript it is, and will consider your application incomplete. Make sure your name on this document matches the name on your resume and the name you registered with on PennLink. The Word document can then be uploaded into PennLink in the “Documents” section.

Career Services spot-checks transcripts and resumes on PennLink for accuracy. Again, changing any data on your academic transcript is an academic integrity violation and will result in a charge of academic dishonesty and revocation of OCR privileges. Students found to falsify these materials are referred to the Office of Student Conduct and may be suspended from Penn.

It is quite common for employers to request an official transcript later in the hiring process or upon the start of your employment. You can obtain one from the Registrar’s Office in the Franklin Building or via their online service. There is a fee for this service and it may take several days to process.

Submitting Materials for Pre-select and Open Interviews

To submit materials for pre-selection, navigate to the “Jobs” tab in PennLink and select “On-Campus Recruiting Listings Only” by clicking the “Advanced Search” link and using the “Show Me” filter. You can select “Deadline” in the “Sort By” box to sort by application deadline.

• Click on the job title to read the job description and determine if you would like to apply. You can also click on the “apply” button to immediately apply.

• You may apply immediately if the resume submission period is open and you are eligible for the position (i.e., determined by whether it is a full-time or internship position). It will indicate if the resume submission period has not yet opened or has closed.

• A resume will always be required, and sometimes employers will also require other documents such as cover letters and unofficial transcripts. A red asterisk indicates that a specific document is required. You must submit all the required documents when you apply. If employers simply “request” additional documents, you may choose to submit the additional materials if you wish. Some employers will only accept resumes and do not want to receive additional materials, in which case you will not be able to submit them. Review this section carefully, as occasionally employers will provide additional application information in the space.

• If the employer asks for information such as SAT scores, include it in your cover letter or resume. Do not include them as additional documents in PennLink.
• Submit the requested materials by clicking on the “Submit” button when you are finished.
• For “Open” interview schedules simply submit the requested materials and sign up for an interview time on the same page if slots are still available.
• Some employers will require that you apply on their organization’s website as well as through PennLink. Make sure to review the job descriptions and follow any additional application instructions specified.

Submitting Materials for “Recruiter Add-On” Interviews
If you were not pre-selected for an interview for which you submitted your materials (or if for some reason you neglected to apply at all) but remain interested in the opportunity, you may try to get a “Recruiter Add-On” Interview.
• If you want a “Recruiter Add-On” Interview, fill out a “Request Form” (available from the OCR webpage) for each position that interests you and attach your resume to each individual request form.
• Deposit it/them in the “Request” box outside Career Services. Collection hours are 9:15 A.M. to 2:00 P.M. one business day before the interview date.
• Your request(s) will be given to the recruiter(s) when they check in to OCR the following morning.
• The recruiter(s) will review the resumes at their convenience and will inform the OCR staff should they wish to interview you.
• The OCR receptionist will contact students whose requests have been accepted. Students whose requests are denied will not be contacted.
• Please do not call OCR to check on the status of your request, as the receptionists in OCR are very busy.

Changing or Withdrawing Your Materials
In the event that you want to change or withdraw your resume or other job search documents after you’ve submitted them, find the particular job listing in the On-Campus Recruiting applications column (under “On-Campus Interviews”) and use the “Withdraw Application” button. You will be able to withdraw materials and resubmit new ones for a particular position as long as the resume submission period for the position is still open. Once the resume submission period ends, you will not be able to withdraw your materials or submit new ones.

Troubleshooting in the Event that You Cannot Submit Your Materials
First make sure you are eligible for the type of position to which you are applying (internship or postgraduate/full-time position). Be sure that the submission period for the particular position is open. If you are not within the exact dates for submission, you will not be able to apply through PennLink.
If the information is correct and you can’t submit your materials, e-mail your Career Services advisor with your name, graduation date, and the specific problem you have accessing OCR, including the specific position title, company, and Job ID. You may also use the “Your Feedback Is Welcome” link on the PennLink homepage to submit your question, or e-mail “pennlink@pobox.upenn.edu.” We’ll make every effort to get back to you promptly, but we may not be immediately available.

If You Miss a Pre-select Resume Submission Deadline
If you miss the deadline for submitting your resume, you can get the name and address of the appropriate contact person from the job description on PennLink. It will be listed toward the bottom of the job description on the left side. If there is no contact information, the employer chose not to provide it. Mail or e-mail your resume, cover letter, and any other required materials directly to the recruiter.
Keep in mind that employers review resumes and select students for interviews relatively quickly after the online submission deadline. If you send your materials well after the final resume drop date, they may not arrive in time for consideration.

Finding Out If You Have Been Selected
If you have been invited to sign up for any interviews, you will see a notification on your PennLink homepage indicating that you may sign up on the day sign-ups begin. Clicking on the “Quick Link” will allow you to either schedule an interview time or decline the interview if you wish. You can also track your status for each particular position that you have applied for in the On-Campus Recruiting application column under the “On-Campus Interviews” tab. It will indicate if your status is still pending or if you have been selected as a pre-select or alternate candidate. On the day interview sign-ups start, you will receive an automated e-mail in the early morning alerting you that you have been selected for an interview. Note that you must have selected “yes” under the “Privacy” tab in your PennLink profile in order to receive these e-mails. Employers must also enter their selections into the system by their deadline, which sometimes does not happen. We strongly encourage students to log into PennLink daily to see if they may sign up for interviews instead of relying entirely on sign-up e-mails from the system.
In addition, you may also receive an e-mail directly from the employer, congratulating you on receiving the interview, and inviting you to sign up. Often this e-mail will arrive before the sign-up period starts. Keep in mind that you will not be able to sign up until the appropriate sign-up period begins.

Signing Up for Interviews
If You Are Pre-selected or an Alternate
You may sign up for interviews using the “Shortcuts” on your homepage (which will only be visible if in fact you are currently eligible to sign up for an interview) or by going directly to the “On-Campus Interviews” tab. Note that the position description also provides all dates associated with the
schedule including sign-up dates. Once you have signed up for a specific interview time, the position will show up in the “Scheduled On-Campus Interviews” column. Pay very close attention to deadlines when signing up for interviews.

• Pre-selected candidates can begin signing up for interviews beginning at 11:00 P.M. on the first day of sign-ups for the particular interview schedule. Simply click on the link and all available times will show up.

• If you’ve been designated as an “Alternate,” your sign-ups will start after the pre-select sign-up begins. Check PennLink for exact dates. From the time that alternate sign-up begins, pre-selects and alternates become equal, and alternates are able to sign up for any remaining interview slots. If you are selected as an alternate, but cannot sign up, it indicates that all the interview slots have been filled.

• Pre-selects who fail to sign up for a time before the alternate sign-up period begins lose their sign-up priority and are no longer guaranteed an interview slot.

• If you are no longer interested in the position, you may simply use the “Decline Interview” button under the “Interview Requests” subtab. There is nothing else you have to do, and there are no penalties for not signing up for an interview for which you were pre-selected or an alternate. However, declining is permanent so make sure you do not want the interview.

• Be careful to check the location of your interviews so that you have ample time to get to interviews in different locations. While the majority of interviews are conducted in the OCR Interviewing Suite in McNeil, some are conducted at the Inn at Penn. You can determine where the interview will be held once you schedule the interview under the “Scheduled On-Campus Interviews” column or prior to signing up on the position description itself.

• If at all possible, do not sign up for consecutive interviews, as your first interview might start late or run long. More importantly, interviews also vary in length. The majority are 30 minutes, but some employers schedule 45- or 60-minute interviews, or back-to-back interviews consisting of two separate half-hour interviews with different recruiters from the same organization. Always check the interview length and leave ample time to reach your next interview.

• If you must schedule consecutive interviews, OCR provides a back-to-back interview form for you to complete on the day of your interview. Place the form on the door of the second recruiter so that s/he will know that you might be late. (Note that this form is not available for interviews at the Inn at Penn.)

• If for some reason you cannot sign up for an interview, check to make sure that the sign-up period is open. You also must pay careful attention to when alternate sign-ups start. If you were pre-selected for an interview, but did not sign up for an interview before alternate sign-ups began, you are no longer guaranteed a slot. Please contact Career Services as soon as possible if you think you should be able to sign up but cannot.

Changing Times or Canceling Interviews
As long as the sign-up period is still open, you may change or withdraw from your interview with no repercussions. If you need to change the time of your interview, or you decide that you want to cancel your interview entirely, you can do so on the “Scheduled Interviews” subtab. If you would like to swap interview times with another student, you can use the “interview exchange request” feature in PennLink. Sign-ups generally end at 11:59 P.M. two business days before the interview date.

Once the schedule closes, you are committed to your interview time.

Preparing for Interviews
To be really well prepared for an interview, you want to read as much as you can about the organization, and also talk to people about it.

• Read the three articles in the “Interviewing” section (pp. 89, 92, and 95) for detailed information on interviewing.

• Be sure to review the job description in PennLink.

• Scour the organization’s website.

• Do a Lexis/Nexis search for recent articles about the organization.

• Check out QuakerNet and LinkedIn and talk to Penn graduates working at the organization.

• Learn as much as you can about the industry of which the employer is a part. Talk to people who work in the field.

• Be sure to check if the organization is holding any employer presentations (see article on Employer Presentations, p. 43). These will either be open sessions for general information or “night-before interview” sessions for students who will be interviewing the next day.

• Review the interviewing tips on the Career Services website. Attend a Career Services interviewing workshop offered throughout the semester. Schedule a mock interview to practice and refine your interviewing skills.

• If you have a webcam, practice your interview skills through the InterviewStream link on the main PennLink homepage. This tool allows you to record practice interview answers and play back to review them.

Employers are looking for students who are interested in them and seem sure of their career choice. They seek applicants who project self-confidence, are aware of their skills, interests, and goals, and who can demonstrate knowledge of the specific position, the organization, and the industry in which the organization fits.
Day of Interviews

It is quite normal to be both excited and anxious about your interviews, and some advance preparation can make all the difference.

- **Find out where your interview will be.** You can find the location under the “Scheduled Interviews” tab in PennLink.
- **For almost all interviews on campus, formal business attire is expected.** Men should wear a suit, tie, dark socks and dark shoes. For women, a suit, stockings, and conservative accessories are the expectation. Both men and women who opt to use fragrance should keep it to a minimum. Interviewing rooms are small and some people are allergic to particular scents.

Remember that you only have one chance to make a first impression and you want to make the most professional impression possible. Discreet clothing is always preferable in an interview.

- **You’ll find interview schedules for each organization posted in the lobby of the OCR Interview Suite in McNeil.** Sign in by placing your initials beside your name on the posted schedule. The room where your interview will take place is marked on the schedule. The alphabetical part of the room number indicates the waiting area: A, B, C, D, or E. Take a seat in the designated waiting area, and do not knock on the interview door. The interviewer will come out and ask for you when ready.
- **For interviews at the Inn at Penn:** check at the concierge desk to find out where to wait for your interview.

To find out the name of the individual who is interviewing you: if your interview is in the OCR suite, you can check on the sheet where you sign in. The business card of the person interviewing you will be attached to the sheet, but you may also ask for his/her card at the end of the interview. For interviews at the Inn at Penn, you must ask for your interviewer’s business card, as there is no sign-in sheet. If you forget to do so, you can check in the “Recruiter Card File” in the Career Services library. This is updated daily.

- **The recruiter will have a copy of the resume you originally submitted through PennLink.** If you’ve made changes to your resume, you can bring the updated copy to the interview. Even if you haven’t made any changes, it is a good idea to bring several extra copies of your resume with you to interviews in case you need them.
- **It is always appropriate to send a thank-you e-mail after an interview.** Your e-mail should refer to your conversation and reiterate your interest in the position. It need not be very long, but it should be specific, personal, and sent shortly after the interview.
- **Be courteous and respectful to recruiters and arrive promptly for your interviews.** Keep in mind that, as a participant in On-Campus Recruiting, you represent not only yourself but also Penn.

Late Cancellation/No Show Policies

To cancel an interview after the sign-up period has ended (when you can no longer simply withdraw from it through PennLink), call OCR at (215) 898-4068 as soon as possible but at least one hour before the interview to let them know that you are canceling your interview. This is considered a “late cancellation.” You may also stop by the Interviewing Suite to fill out a late cancellation form. If you fail to show up for your interview or cancel less than 60 minutes before the interview, it is considered a “no show.”

In either situation, you must send the recruiter an e-mail apologizing for canceling the interview on short notice or missing it entirely. The e-mail must be sent specifically to the recruiter who interviewed on campus. The name of the recruiter and his/her e-mail are available the day after the interview from the “Recruiter Card File” in the Career Services library. However, if your interview was held at the Inn at Penn, no recruiter cards will be available. In that case, you will need to write to the employer’s recruiting contact, whose name usually can be found in the job description in PennLink. In addition, you must send a BCC (blind carbon copy) to apology@pobox.upenn.edu so that OCR staff know that the apology has been sent to the recruiter. If OCR does not receive the blind carbon copy within three working days of the interview date your recruiting privileges may be suspended until it is received.

If you have late cancellations on more than two separate recruiting dates, or no shows on more than one recruiting date, your recruiting privileges may be suspended for the remainder of the academic year.

Do not e-mail or call Career Services staff to cancel your interview. You are responsible for contacting the OCR staff directly by calling 215-898-4068 and following the prescribed procedures. OCR will maintain a record of all of your late cancellations and no-shows. Any questions regarding these policies should be addressed to Patricia Rose, Director, Career Services.

Accepting Offers

Your acceptance of a job or internship offer—whether by voice, e-mail, or letter—indicates your commitment to that employer. Once you’ve accepted a job offer you should discontinue any
On-Campus Recruiting (OCR)

job searching, and cancel any remaining interviews as soon as you can. It is unethical and unprofessional to continue searching once you have accepted a job or internship. Note that students who renge on job offers from On-Campus Recruiting employers risk losing all future PennLink access. There may be occasions when you are pressured to accept a job before you have completed your interviewing or are ready to decide. See the article “What to Do When You Get Your First Offer” (p. 102) for ideas on how to handle this. Feel free to make an appointment with an advisor to discuss options.

Non-Discrimination Statement
Career Services is strongly committed to equal employment opportunity and affirmative action. If you feel that you have been discriminated against in an employment interview, you should contact a Career Services advisor immediately. Guidelines on appropriate interview questions are available from your advisor in Career Services or on the OCR website. We strongly encourage you to report inappropriate or discriminatory interviewer behavior or questions. All of the information you share with us will be held in strict confidence unless you request otherwise.

The University of Pennsylvania values diversity and seeks talented students, faculty and staff from diverse backgrounds. The University does not discriminate on the basis of race, color, sex, sexual orientation, gender identity, religion, national or ethnic origin, age, disability or status as a disabled or Vietnam Era veteran in the administration of its educational policies, programs, or activities, admissions policies and procedures, scholarship and loan programs, employment, recreational athletic or other University administered programs. Questions or concerns regarding the University’s equal opportunity and affirmative action programs and activities or accommodations for people with disabilities should be directed to the Executive Director, Office of Affirmative Action and Equal Opportunity Programs, Sansom Place East, 3600 Chestnut Street, Suite 228, Philadelphia, PA 19104-6106 or (215) 898-6993.

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Interviews:
Thursday, September 18, 2014
8:30 am - 5:30 pm

Clients First-Always
Employers Participating in On-Campus Recruiting 2014–2015

Each year hundreds of employers participate in the On-Campus Recruiting program. This list was compiled at the time that Pathways was set to print. For the most definitive information, we suggest that you search the On-Campus Recruiting listings in PennLink. The names of Pathways advertisers appear in bold print. For more information about them, check the indicated pages where their ads appear. We are grateful to employers who support our office through grants and through advertisements in Pathways, and who support the educational mission of the University through a partnership with our schools. We are happy to provide these employers with priority scheduling for a variety of on-campus recruiting activities.

A.T. Kearney
Abrams Bison Investments
Accenture
Advisory Board Company
Aksia LLC
AllianceBernstein
Alvarez & Marsal
Amazon
American Express
Analysis Group
Analytics Operations Engineering
Angelo, Gordon & Co., p. 28
Anheuser-Busch InBev, p. 12
Apollo
Applied Predictive Technologies (APT)
AQR Capital Management
Ares Management LLC
Audax Group
Avascent
Axia Limited, p. 55
Bain & Company, p. 61
Bain Capital, p. 19
Bank of America Merrill Lynch
Barclays, p. 74
BASF Corporation
Bates White Economic Consulting, p. 62
Belvedere Trading
Berkeley Research Group
Bessemer Venture Partners, p. 10
BlackRock
Blackstone Group, inside back cover
Bloomberg
Boston Consulting Group, p. 42
Brattle Group
Bristol-Myers Squibb
Burger King
Capital One
Causeway Capital Management, LLC
CCMP Capital
CEB (formerly Corporate Executive Board)
Censeo Consulting Group
Centerview Partners, p. 91
Charles River Associates
CIBC World Markets
Cigna
Citadel Investment Group, p. 81
Citi
Clarion Healthcare
Clearsight Advisors
ClearView Healthcare Partners
Comcast
comScore, Inc.
Consolidated Trading
Cornerstone Research, p. 82
Credit Suisse
Crestview Partners
D. E. Shaw Group
Decision Resources
Deloitte Consulting LLP, p. 34
Deutsche Bank, pp. 52–53
Dick’s Sporting Goods, p. 10
Dodge & Cox
Dow Chemical
Dropbox
DRW Trading Group, p. 101
Duff & Phelps
Eastdil Secured
Electronic Arts
Evercore Partners, p. 28
Excella Consulting
Exeter Group
ExxonMobil
Facebook
Fidelity Investments
Financo, Inc., p. 78
First Manhattan Consulting Group
Flow Traders US LLC, p. 50
Foros Group
Frankel Group
Fred Alger Management
GCA Savvian, p. 73
General Electric (GE)
General Mills
GEP
GFI Group
Goldman Sachs
Google Inc.
Greenhill & Co.
Guggenheim Global Trading (GGT), inside front cover
Guggenheim Securities, LLC, inside front cover
H. J. Heinz Company
Hamilton Lane LLC
Harris Williams & Co.
Harvest Fund Advisors, p. 55
Health Advances
Houlihan Lokey, p. 37
IBM Consulting
ICON plc (formerly Pricespective LLC), p. 100
IMS Consulting Group, p. 78
Insight Venture Partners, p. 57
International Raw Materials Ltd.
Investment Technology Group Inc. (ITG)
Isaacson, Miller
iStar Financial Inc.
Jamison Capital Partners
Jane Street Capital, LLC, p. 62
JBG Companies
Jefferies LLC, p. 71
Johnson & Johnson
JPMorgan
KenCast, Inc.
Knewton
Kobre & Kim LLP
KTR Capital Partners
L.E.K. Consulting, p. 46
Lazard Freres & Co. LLC, p. 88
Leerink Partners LLC
Level Equity Management, LLC
LinkedIn
LLR Partners
Lord & Taylor
M&T Bank Corporation
Macquarie, p. 32
Macy’s, Inc., p. 93
Madison International Realty
Mahindra & Mahindra Ltd.
Mars & Co Consulting
MBI Inc.
McKinsey & Company
McMaster-Carr
Mercer
Merck and Co., Inc.
MetLife Investments
Microsoft Corporation, p. 101
Millstein and Co., p. 97
Mintz Levin
Mizuho Bank
Moelis & Company
Mondelez International
Morgan Stanley, p. 4
MTS Health Partners
Navigant Consulting Inc.
NERA Economic Consulting
Nielsen
Nomura Securities International
Northwood Investors
Och-Ziff Real Estate
Oliver Wyman Management Consulting, p. 32
Optoro
Osage University Partners
Pace Harmon
Pacific Crest
PDT Partners, LLC
PEAK6 Investments, L.P.
PepsiCo
Perella Weinberg Partners
Peter J. Solomon Company, p. 45
Petsky Prunier LLC
PFM Group, LLC
Phillips Edison & Company
PIMCO, p. 38
PNC Financial Services Group
Polo Ralph Lauren
PricewaterhouseCoopers LLP (PwC), p. 38
Prophet
Prudential
Putnam Associates, p. 91
Putnam Investments
Qatalyst
Raine Group
Raymond James & Associates, p. 34
RBC Capital Markets, p. 41
RBS
RCLCO
Resource Real Estate, Inc., p. 10
RetailMeNot, Inc.
Rosetta
Rothschild Inc.
Ruane, Cunniff & Goldfarb
Sage Group LLC
Sanford C. Bernstein
Schlumberger
Shea & Company
Signal Hill Capital Group
Siltstone Capital
Silver Lake
Silver Point Capital, p. 64
Simon-Kucher & Partners
SL Green Realty Corp., p. 64
Soros Fund Management
Starwood Capital Group, p. 8
Stephens Inc.
Stifel, p. 12
Stout Risius Ross, Inc.
Strategy& (Formerly Booz & Company)
Susquehanna International Group (SIG)
Swiss Re
T. Rowe Price, p. 94
TAP Advisors
Towers Watson
TD Securities
Tishman Speyer
Two Sigma Investments
UBS, p. 20
Verdis Investment Management
Warburg Pincus
Wells Fargo Securities, p. 82
ZS Associates, p. 8

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**2014 Analyst Recruiting**

Penn Career FIRE
University City Sheraton Hotel
September 3rd, 2014

Resume Submission Deadline
September 7th, 2014

On-campus Interviews
September 22nd, 2014
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Employers Conducting On-Campus Interviews for Full-Time Positions through On-Campus Recruiting 2013–2014

Each year employers visit campus to recruit graduating Penn students for full-time positions through career fairs, On-Campus Recruiting, and events such as tech-talks, meet and greets, and employer information sessions. Please note that the list below details only the employers that conducted first-round interviews in the On-Campus Recruiting Interview Suite through the On-Campus Recruiting process during the 2013–2014 academic year and does not necessarily include employers that collected resumes from other events outside of OCR. The 2013–2014 information is provided below because not all 2014–2015 recruiting information is finalized when Pathways is set to print. Visit our website, as well as PennLink, for the most up-to-date information on 2014–2015 recruiting. The names of Pathways advertisers appear in bold print. For more information about them, check the indicated pages where their ads appear. We are grateful to employers who support our office through grants and through advertisements in Pathways, and who support the educational mission of the University through a partnership with our schools. We are happy to provide these employers with priority scheduling for a variety of on-campus recruiting activities.

Accounting

Ernst & Young
  Commercial Advisory Services Staff, Staff Advisor—Technology Advisor Program

Automotive

General Motors
  Corporate Finance Analyst
Tesla Motors
  Engineer

Biotech/Pharmaceuticals

Bristol-Myers Squibb
  Process Development Engineer
GlaxoSmithKline
  Engineer, Future Leaders Program, Future Leaders Program (Sales & Marketing)—US Pharmaceuticals Division
Merck and Co., Inc.
  Emerging Talent Rotational Program

Computers/Technical

Amazon
  Recruiter in Residence—Retail Undergraduate Program; Business Analyst—Services Undergraduate Program; Content Management—Services Undergraduate Program
Box
  Engineering Generalist
comScore, Inc.
  Client Service Analyst, Data Analyst
Dropbox
  Software Engineer, Dropbox Rotation Program
Electronic Arts
  Software Engineer, Game Developer
Expedia
  Project Analyst
Facebook
  Associate Product Marketing Manager, Software Engineer
FindTheBest
  Software Engineer, Data Engineer
Flotrends
  Data Engineer, Full Stack Engineer, Systems Engineer
Gemini Systems, LLC
  Software Developer, Systems Engineer, Systems Administrator
GoldTier
  Technical Consultant

Google Inc.
  Software Engineer
Indiegogo Inc.
  Entry-Level Software Engineer
Intel Corporation
  PTD Module & Integration Yield Engineer
KenCast, Inc.
  Lead Linux Engineer, Software Engineer, Software QA Engineer
Knewton
  Data Scientists, Software Engineer
LinkedIn
  Analyst: Business Leadership Program, Program Rotation Associate: GSO University, Software Engineer
Microsoft Corporation, p. 101
  Finance Position, Marketing Position, Software Development
Optoro
  Associate Rotational Program
OSiSof
  Engineer, Software Engineer
Planisware USA, Inc.
  Implementation Consultant
RetailMeNot, Inc.
  Software Engineer I
SAP
  Global Sales Academy
Spreecast
  Full Stack Engineer
Square, Inc.
  Software Engineer
Street Solutions, Inc.
  Finance Technology Analyst, Software Developer
Yelp Inc.
  Software Engineer
Zynga
  Software Engineer
On-Campus Recruiting (OCR)

Consulting

A.T. Kearney
   Business Analyst

Accenture
   Business Analyst—Management Consulting Development Program, Technology & Systems Integration Consulting Analyst

Advisory Board Company
   Research and Insights Analyst

Alvarez & Marsal
   Analyst

Analysis Group
   Analyst

Analytics Operations Engineering
   Operations Consulting Analyst

Aon
   Health and Benefits Actuarial Analyst, Retirement Actuarial Analyst

Applied Predictive Technologies (APT)
   Business Consultant, Database Analyst, Front End Software Engineer, Marketing Analyst, Sales Representative, Software Engineer, Software Engineer in Test/b>

Avascent
   Analyst

Axia Limited, p. 55
   Associate Consultant

Bain & Company, p. 61
   Associate Consultant

Berkeley Research Group
   Associate

Booz & Company
   Consultant

Boston Consulting Group, p. 42
   Associate

Brattle Group
   Research Analyst

Campbell Alliance
   Consultant

CBPartners
   Analyst

CEB
   Research Analyst

Censeo Consulting Group
   Business Analyst

Clarion Healthcare
   Life Sciences Strategy Consulting Associate

ClearBridge Compensation Group
   Management Consulting Analyst

ClearView Healthcare Partners
   Life Sciences Strategy Analyst

Cornerstone Research, p. 82
   Analyst

Crossix Solutions Inc.
   Marketing Data Analyst

Decision Resources
   Associate, Associate Consultant

Decision Strategies International, Inc.
   Associate

Deloitte Consulting LLP, p. 34

Excella Consulting
   Information Technology Consultant

Exeter Group
   Business Systems Analyst Consultant, Software Engineer, Software Solution Architect

First Annapolis Consulting, Inc.
   Analyst

First Manhattan Consulting Group
   Analyst

Frankel Group
   Analyst

Gap International
   Management Consultant

GEP
   Associate Consultant

Health Advances
   Analyst

IBM Consulting
   Global Business Services Commercial Sector

ICON plc (formerly Pricespective LLC), p. 100
   Analyst, Senior Analyst

IMS Consulting Group, p. 78
   Analyst, Associate Consultant

Insight Strategy Advisors
   Analyst, Senior Analyst

Invotex
   Consultant

Kantar Retail
   Project Analyst

L.E.K. Consulting, p. 46
   Associate

Mars & Co. Consulting
   Associate Consultant, Senior Associate Consultant

McKinsey & Company
   Business Analyst

Mercer
   Employee Health & Benefits Consulting Analyst, Talent Rewards Consulting Analyst

Michael Allen Company
   Research Associate

Millward Brown Optimor
   Brand Strategy Consulting Analyst

MMG Partners
   Analyst

Mu Sigma Inc.
   Analyst

Navigant Consulting Inc.
   Life Sciences Consultant

NERA Economic Consulting
   Research Associate

Nielsen
   Professional Services Analyst, Watch Emerging Leaders Program

Novantas
   Associate

Oliver Wyman Management Consulting, p. 32
   Consultant

Pace Harmon
   Analyst

Penn, Schoen & Berland
   Research Analyst

Perficient
   Business Systems Analyst, Software Engineer, Technical Consultant, Technical Infrastructure Consultant

PricewaterhouseCoopers LLP (PwC), p. 38
   Advanced Risk and Compliance Analytics Associate, Advisory Management & Risk Consulting Associate, Advisory Technology Consulting Associate

Promidian
   Analyst

Putnam Associates, p. 91
   Analyst, Life Sciences Consultant (PhD, MD, Post-Doctorate)

Rosetta
   Marketing Strategy & Insights Associate Consultant

Sapient
   Software Developer

Simon-Kucher & Partners
   Consultant

Strategic Investment Group
   Quantitative Research Analyst

Thorogood Associates Ltd.
   Business Intelligence Consultant

Towers Watson
   Actuarial Analyst, Compensation Consulting Analyst, Communication and Change Management Analyst, Executive Compensation Analyst
ZS Associates, p. 8
Business Analytics Associate, Business Associate, Business Operations Associate

Consumer Products
Anheuser-Busch InBev, p. 12
Sales Development Program, Global Management Trainee

General Mills
Business Management Associate

H. J. Heinz Company
Corporate Management Development Program

Johnson & Johnson
Finance Leadership Development Program

MBI Inc.
Product Marketing Management

NUK USA
Assistant Brand Manager

PepsiCo
Marketing Analyst

Diversified Services
Mahindra & Mahindra Ltd.
Global Recruiter
McMaster-Carr
Management Development

Education
Carney, Sandoe & Associates
K-12 Teachers and Administrators in Independent Schools

EF Education First
Academic Management Trainee, China Teaching Fellow, Director of Studies, English Teacher

Elite Scholars of China
Educational Consultant

Match Education
Boston Fellowship, Chicago Fellowship, Teacher Residency

Rockefeller University
Research Assistant

Southern Teachers Agency
Teaching Jobs PK-12 Private/Independent Schools

Teach For China
Fellowship

Energy
ExxonMobil
Chemical Engineer, Mechanical Engineer, Materials Engineer, Other Engineer, Research Engineer—PhD Chemical Engineer or other PhD Engineer

Schlumberger
Research, Engineering, Manufacturing, and Sustaining Engineers and Scientists; Field Engineer

Engineering
General Electric (GE)
Energy Finance Investment Analyst

Syncsort Inc.
Big Data Software Engineer, Big Data Support Engineer

Xyntek Inc.

Financial Services
1st Financial Bank USA
Real Estate Analyst

Abrams Bison Investments
Hedge Fund Research Analyst

Aksia LLC
Hedge Fund Research Analyst

AllianceBernstein
Asset Allocation Rotational Associate Program, Business Analyst—Rotational Associate Program, Fixed Income Rotational Associate Program, Private Client Associate Program, Software Development: Rotational Associate Program

American Express
Consulting Analyst

Angelo, Gordon & Co., p. 28
Analyst

AQR Capital Management
Research Analyst

Atalaya Capital Management LP
Credit Opportunities Fund Analyst

Auldbrass Partners
Financial Analyst

Bank of America Merrill Lynch
Global Commercial Banking Credit Analyst Program, Global Human Resources Analyst Program, Technology Developer and Analyst Program—Global Markets and Risk Technology (GMRT), Technology Developer and Analyst Program—Global Wealth & Investment Management Technology

Battery Ventures
Analyst

Bayview Ventures Asset Management
Analyst

Belvedere Trading
Trader Trainee

Berenson & Company
Investment Banking Analyst

Bessemer Venture Partners, p. 10
Venture Analyst

BlackRock

Blackstone Group, inside back cover

Brookstone Partners
Private Equity Analyst

Cain Brothers
Investment Banking Analyst
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UPCOMING DATES ON CAMPUS

Penn Career Link
September 5th, 10.00am - 3.00pm
Sheraton University City Hotel

Company Information Session
September 9th, 6.00pm
John M. Huntsman Hall
Wharton School Building, Room G55

Resume Drop Date
September 10th

First Round Interviews
September 24th

Biomedical & Life Sciences Career Fair
October 1st, 1.00pm - 4.00pm
BRB Atrium, Biomedical Research Building II/III

Retail & Consumer Investment Banking, at its highest level, takes a lot more than a knowledge of finance and financial statements. It requires an in-depth understanding of the complex world of brands, products, real estate and management, personally knowing the key and emerging players on a global playing field, being a step ahead of trends, and having the vision and passion to forge an industry’s future.

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A Track Record Second to None

Retail & Consumer Investment Banking, at its highest level, takes a lot more than a knowledge of finance and financial statements. It requires an in-depth understanding of the complex world of brands, products, real estate and management, personally knowing the key and emerging players on a global playing field, being a step ahead of trends, and having the vision and passion to forge an industry’s future.
Caine Mitter & Associates
Financial Analyst

Capital One
Business Analyst—Analyst Development Program

Carlyle Group
Energy Mezzanine Fund Analyst

CCMP Capital
Analyst

Centerview Partners, p. 91
Investment Banking Analyst

CIT
Financial Analyst Program

Citadel Investment Group, p. 81
Financial Technology Associates Program, Investment & Trading Associate

Citi
Cit Cards Analyst Program, Private Bank Analyst, Sales & Trading Analyst

Clearsight Advisors
Financial Analyst

Consolidated Trading
Trading Assistant

Credit Suisse
Credit Investments Group Asset Management Analyst

Crestview Partners
Analyst

Cushman & Wakefield, Inc.
Associate, Investment Banking Analyst

Cyrus Capital Partners
Analyst

D. E. Shaw Group
Proprietary Junior Trader

Dodge & Cox
Equity Research Associate

DRW Trading Group, p. 101

Duff & Phelps
Investment Banking Analyst

Evercore Partners, p. 28
Investment Banking Analyst

Farlie Turner & Co., LLC
Investment Banking Analyst

Federal Reserve Bank of New York
Research Analyst

Fidelity Investments
Equity Research Associate, High Yield Research Associate

Fifth Street
Analyst

Financo, Inc., p. 78
Investment Banking Analyst

Flow Traders US LLC, p. 50
Trader

Force Capital Management
Analyst

Forester Capital, LLC
Research Analyst (3 year program)

Foros Group
Investment Banking Analyst

Fred Alger Management
Equity Research Associate

GCA Savvian, p. 73
Investment Banking Analyst: SF and NY

GFI Group
Broker Trainee

Goldman Sachs
Merchant Banking Division Analyst

Gordan Group, LLC
Analyst

Greenhill & Co.
Investment Banking Analyst, Real Estate Capital Advisory Analyst

Guggenheim Global Trading (GGT), inside front cover
Hedge Fund Analyst

Guggenheim Partners Asset Management, inside front cover
Investment Analyst

Guggenheim Securities, LLC, inside front cover
Investment Banking Analyst

H/2 Capital Partners
Analyst

Hamilton Lane
Analyst Development Program

Harris Williams & Co.
Investment Banking Analyst

Harvest Fund Advisors, p. 55
Hedge Fund Investment Analyst

Houlihan Lokey, p. 37

Insight Venture Partners, p. 57
Analyst

Jane Street Capital, LLC, p. 62
Assistant Trader, Software Developer/Quantitative Researcher

Janney Montgomery Scott
Investment Banking Analyst

JPMorgan
Technology Analyst Development Program

JRI America, Inc.
Software Development Craftsmanship Program

Kohlberg Kravis Roberts & Co.
Capital Markets Analyst, Private Equity Analyst

Lazard Freres & Co. LLC, p. 88
Investment Banking Analyst

Leerink Partners, LLC
Consulting Analyst, Consulting Associate

Leonard Green & Partners, L.P.
Private Equity Analyst

Level Equity Management, LLC
Private Equity Analyst

LibreMax Capital LLC
Analyst/Trader

Lincoln Financial Group
Leadership Preparation Program

Lincoln International LLC
Mergers & Acquisitions Investment Banking Analyst

Logan Circle Partners
Research Analyst

Lord, Abbett & Company
Investment Associate Rotational Program

M&T Bank Corporation
Management Development Program

Macquarie, p. 32
Macquarie Capital Analyst Opportunities, Macquarie Fixed Income—Currencies & Commodities Positions, Risk Management Group Opportunities

Madison International Realty
Analyst

Mercury Capital Advisors
Analyst

MetLife Investments
Investment Analyst

Millstein and Co., p. 97
Financial Analyst

Moelis & Company
Investment Banking Analyst

Morgan Stanley, p. 4
Technology Analyst Program

MTS Health Partners
Investment Banking Analyst

New Holland Capital, LLC
Portfolio Analyst

Oak Hill Advisors, L.P.
Analyst

Och-Ziff Real Estate
Real Estate Private Equity Analyst

Octagon Credit Investors
Analyst

Payden & Rygel
Investment Management Analyst
PDT Partners, LLC  
Quantitative Research Analyst (PhD), Systems Programmer

**Peter J. Solomon Company, p. 45**  
Investment Banking Financial Analyst

Petsky Prunier LLC  
Media & Marketing Investment Banking Analyst

PFM Group, LLC  
Asset Management Analyst, Financial Analyst

**PNC Financial Services Group**  
Corporate & Institutional Banking Development Program

Prudential  

**Putnam Investments**  
Equity Associate

Qatalyst  
Investment Banking Analyst

**Quantedge Capital**  
Quantitative Research

Raine Group  
Analyst

**Raymond James & Associates, p. 34**  
Equity Research Associate, Investment Banking Analyst

**RBC Capital Markets, p. 41**  
Global Investment Banking Analyst

RBS  
Banking Analyst, Capital Markets Analyst, Markets Analyst

**Resource Real Estate, Inc., p. 10**  
Financial Analyst

Rothschild Inc.  
Analyst 2014

Sagent Advisors  
Investment Banking Analyst

Samlyn Capital LLC  
Investment Research Analyst

Sanford C. Bernstein  
Research Associate, Research Sales Associate

Shea & Company  
Investment Banking Analyst

**Signal Hill Capital Group**  
Investment Banking Analyst

Silver Lake  
Private Equity Analyst

**Silver Point Capital, p. 64**  
Junior Analyst

Sonenshine Partners LLC  
Analyst

Stanley Laman Group, Ltd.  
Marketing/Sales Wealth Management

**Starwood Capital Group, p. 8**  
Equity Analyst

Stephens Inc.  
Mergers and Acquisition Investment Banking Analyst

Stifel, p. 12 
Restructuring Analyst, Investment Banking Analyst

Susquehanna International Group (SIG)  
Assistant Trader, Quantitative Research Associate, Software Engineering Technology Associate Program, Private Equity Analyst—Susquehanna Growth Equity

Swiss Re  
Business Development Analytics Associate, Finance Analyst, Treaty Property Underwriter; Underwriting Data, Systems & Support Associate

**T. Rowe Price, p. 94**  
Equity Associate Analyst

TAP Advisors  
Investment Banking Analyst

TD Bank  
Corporate Banking Financial Analyst

**TD Securities**  
Credit Management Analyst, Sales & Trading Analyst

Tower Bridge Advisors  
Research Analyst

Trillium Trading, LLC  
Equity Trader

**Two Sigma Investments**  
Business Development Analyst

University of Pennsylvania Office of Investments  
Investment Analyst

Vector Capital Corporation  
Sourcing Analyst

Verdis Investment Management  
Real Assets Investment Analyst

**Vista Equity Partners**  
Private Equity Analyst

Volant Trading  
Trading Analyst

**Warburg Pincus**  
Private Equity Analyst

**Wells Fargo Securities, p. 82**  
Commercial Real Estate Financial Analyst Program

**Hospitality**  
Caesars Entertainment Analyst

**Insurance**  
Cigna  
Actuarial Senior Analyst, Managed Care Rotational Program

Hannover Life Reassurance Company of America  
Enteral Level Actuarial Associate

IFG Companies  
Insurance Professional Development Program

**PURE Insurance**  
Analyst Training Program

**Law**  
Kobre & Kim LLP  
Legal Analyst

Paul, Weiss, Rifkind, Wharton & Garrison LLP  
Paralegal

Ropes & Gray  
Technical Advisor

**Manufacturing**  
MaxLite  
Business Development Analyst

**Non-Profits**  
Fund for the Public Interest  
Canvass Director

Grassroots Campaigns  
Assistant Canvass Director

State Public Interest Research Group Fellow

William Penn Foundation  
Investment Analyst

**Other**  
Slomin’s, Inc.  
Asset Recovery Management Trainee, Finance Management Trainee, Human Resources Management Trainee, Marketing Management Trainee, Security Communications Management Trainee, Supply Chain Management Trainee
Real Estate
Brookfield Financial
   Real Estate Investment Banking Analyst
Eastdil Secured
   Analyst
Exter Property Group
   Acquisitions Analyst
General Growth Properties
   Real Estate Onboarding Program
Jamestown
   Analyst Program
KTR Capital Partners
   Investment Analyst
Northwood Investors
   Private Equity Analyst
Phillips Edison & Company
   Commercial Real Estate Fund Financial Analyst
RCLCO
   Associate, Senior Associate
SL Green Realty Corp., p. 64
   Acquisitions Analyst
Tishman Hotel & Realty LP
   Analyst
Tishman Speyer
   Analyst
Walton Street Capital
   Acquisition/Asset Management Analyst
Retail/Wholesale
Burlington
   Allocator, Assistant Buyer
Gap, Inc.
   Retail Management Program
International Raw Materials Ltd.
   Sales and Marketing
Lilly Pulitzer
   Rotational Program
L’Occitane
   Marketing Executive, Retail Management In-Training
Macy’s, Inc., p. 93
   Bloomingdale’s Analyst Development Program, Macy’s Buying/Planning Executive Development Program, Macy’s Finance Development Program, Macy’s Merchandising Group—Product Development Executive Development Program
TJX Companies, Inc.
   Corporate Merchandise Training Program
Sports & Recreation
Cleveland Indians Baseball Company
   Marketing Executive Development Fellow, Strategy and Business Analytics Executive Development Fellow
Telecommunications
Alcatel-Lucent
   Software Engineer
Comcast
   Comcast/NBCUniversal CORE Finance Associate, Comcast/NBCUniversal CORE Technology Rotational Program
Ericsson
   RF Engineer, Engineer

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MEET CITADEL
Tech Talk: September 8th at 4:00 p.m.
On-Campus Interview Dates:
   September 16th (Full-Time Positions)
   November 13th (Internships)

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To apply, please submit your resume through the PennLink system

CITADEL.COM
Cornerstone Research will be on campus

**September 3, 2014: Information Session**
Wharton School, Huntsman Hall, Room G88
6:00 PM–7:00 PM

**September 5, 2014: Career Link**
University City Sheraton Hotel
10:00 AM–3:00 PM

**September 7, 2014**
PennLink Resume Submission Deadline

**September 18, 2014**
On-Campus Interviews

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Please join representatives from Wells Fargo Securities for a panel discussion and networking session to learn more about our internship opportunities in Investment Banking & Capital Markets and Sales & Trading.

**Date:** Tuesday, November 4, 2014
**Time:** 7:00 p.m. – 8:00 p.m.
**Location:** Wharton School Building—Jon M. Huntsman Hall in the Wharton School, Room G-65

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Employers Conducting On-Campus Interviews for Summer Positions through On-Campus Recruiting 2013–2014

Each year employers visit campus to recruit Penn students for summer internship opportunities through career fairs, On-Campus Recruiting, and events such as tech-talks, meet and greets, and employer information sessions. Please note that the list below details only the employers that conducted first-round interviews in the On-Campus Recruiting Interview Suite through the On-Campus Recruiting process and does not necessarily include employers that collected resumes from other events outside of OCR. The 2013–2014 information is provided below because not all 2014–2015 recruiting information is finalized when Pathways is set to print. Visit our website, as well as PennLink, for the most up-to-date information on 2014–2015 recruiting. The names of Pathways advertisers appear in bold print. For more information about them, check the indicated pages where their ads appear. We are grateful to employers who support our office through grants and through advertisements in Pathways, and who support the educational mission of the University through a partnership with our schools. We are happy to provide these employers with priority scheduling for a variety of on-campus recruiting activities.

Accounting
Ernst & Young
Commercial Advisory Services Intern

Advertising/Public Relations
AroundCampus Group
Sales and Marketing Summer Intern

Automotive
Chrysler Group LLC
Financial Analyst Intern
General Motors
Operations Finance or Treasury Intern
Tesla Motors
Engineer

Biotech/Pharmaceuticals
GlaxoSmithKline
Summer Engineering Intern
Merck and Co., Inc.
Emerging Talent (Information Technology) Intern

Chemicals and Gases
BASF Corporation
Finance (Controlling) Intern—Professional Development Program (PDP)
Dow Chemical
Manufacturing & Engineering Intern, Process Engineering Intern
DuPont
Product Stewardship Intern

Communications/Media & Publishing
Bloomberg
Software Developer/Engineer, Financial Software Developer

Computers/Technical
3Top
Back End Development Intern, Big Data Intern, Cloud Engineering Intern, Front End Web Development Intern, Natural Language Processing Intern, Ontology Development Intern
Amazon
Software Development Engineer/SDET Intern
Box
Software Engineer
Dropbox
Software Engineer
Electronics Arts
Software Engineer, Game Developer, Analytics Intern
Facebook
Software Engineer Intern
FindTheBest
Software Engineering Intern, Product Intern
Google Inc.
Software Engineer
Groupon
Engineering Intern, Software Engineer
Indiegogo Inc.
Software Engineer Intern
Knewton
Data Scientists, Software Engineer
Microsoft Corporation, p. 101
Software Development Intern
RetailMeNot, Inc.
Software Engineer Intern
Square, Inc.
Software Engineer Intern
Yelp Inc.
Software Engineer

Consulting
Accenture
Management Consulting Development Program Business Analyst Intern, Management Consulting—Student Empowerment Program (sophomore), Technology Consulting—Student Empowerment Program, Technology and Systems Integration Analyst Intern
Aon
Health and Benefits Actuarial Intern, Retirement Actuarial Intern
Applied Predictive Technologies (APT)
Business Consultant Intern, Database Analyst Intern, Front End Software Engineer Intern, Marketing Analyst Intern, Quality Assurance Engineer Intern, Software Engineer in Test Intern, Software Engineer Intern
Axia Limited, p. 55
Management Consulting Intern
Bain & Company, p. 61
Associate Consultant Intern
Bates White Economic Consulting, p. 62
Summer Consultant
Berkeley Research Group
Summer Associate
Booz & Company
Summer Consultant
CBPartners
Summer Analyst
Cornerstone Research, p. 82
Summer Analyst
Decision Resources
Summer Intern

Dow Jones
UI Designer, Systems Engineer

Zynga
Software Engineer Intern
Deloitte Consulting LLP, p. 34
Business Analyst Summer Scholar,
Business Technology Analyst Summer
Scholar Intern, Human Capital Analyst
Summer Scholar

Excella Consulting
Information Technology Consultant
Summer Associate

IBM Consulting
Commercial Sector Consultant Intern

ICON plc (formerly Pricespective LLC), p. 100
Intern

JD Holdings
Growth & Evolution Specialist,
Technology Guru

Locus Analytics
Summer Analyst

Mars & Co. Consulting
Summer Associate Consultant, Summer
Senior Associate Consultant

McKinsey & Company
Summer Business Analyst

Mercer
Talent Communication Intern, Talent
Consulting Intern

Navigant Consulting Inc.
Life Sciences Summer Associate

Nielsen
Professional Services Intern

Novantas
Summer Associate

Oliver Wyman Management Consulting, p. 32
Management Consulting Intern

PricewaterhouseCoopers LLP (PwC), p. 38
Advanced Risk & Compliance Analytics
ARCA) Intern, Technology Consulting
Elevate Program, Advisory Management
& Risk Consulting Associate Intern;
Advisory Technology Security Consulting
Associate Intern, Advisory Technology
Consulting Associate Intern

Prophet
Summer Associate

Simon-Kucher & Partners
Summer Internship

Spencer Stuart
Internship

Towers Watson
Actuarial Analyst Intern

ZS Associates, p. 8
Business Analytics Associate Intern;
Business Associate Intern; Business
Operations Associate Intern

Consumer Products

General Mills
Business Management Associate Intern

MBI Inc.
Product Marketing/Management Intern

Mondelez International
Marketing Brand Intern

PepsiCo
Marketing Intern

Education

Education Pioneers
10-Week Summer Placement Graduate
School Fellowship, Yearlong Placement
Graduate School Fellowship

Energy

ExxonMobil
Chemical Engineering Intern,
Mechanical Engineering Intern, Other
Engineering Intern

Schlumberger
Research, Engineering, Manufacturing,
and Sustaining Engineers and Scientists;
Field Engineer

Engineering

Xyntek Inc.
Automation Controls Systems Engineer,
Technical Software & Systems Engineer

Financial Services

AllianceBernstein
Equities Intern, Fixed Income Intern,
Multi-Asset Solutions Intern, Private
Client Intern

American Express
Consulting Undergraduate Summer
Intern, Digital Commerce Undergraduate
Summer Intern, Finance Undergraduate
Summer Intern, Marketing
Undergraduate Summer Intern

AQR Capital Management
Summer Research Analyst

Ares Management LLC
Private Equity Intern Analyst

Audax Group
Mezzanine Debt Fund Summer Analyst

AXA Private Equity
Funds of Funds Investment Analyst
Intern

Bain Capital, p. 19
Sankaty Structured Products Summer
Analyst, Sankaty Summer Analyst

Bank of America Merrill Lynch
Global Corporate & Investment Banking
Summer Analyst, Finance Management
Associate Intern Program, Global
Commercial Banking Credit Summer
Analyst Program, Global Human
Resources Analyst Intern Program,
Global Sales & Trading Summer Analyst
Program, Global Markets and Risk
Technology—Technology Developer and
Analyst Intern Program, Global Wealth
& Investment Management
Technology—Technology Developer and
Analyst Intern Program

Bank of Tokyo-Mitsubishi UFJ, Ltd.
Summer Analyst

Barclays, p. 74
Equity Research Summer Analyst, Sales
& Trading Summer Analyst, Corporate
Finance/M&A Summer Analyst—
Investment Banking Division, Global
Finance & Risk Solutions Summer
Analyst—Investment Banking Division,
Credit Risk Summer Analyst, Technology
Summer Analyst

BarNEGAT Fund Management
Hedge Fund Summer Intern

Belvedere Trading
Trader Trainee Summer Intern

Bessemer Venture Partners, p. 10
Venture Capital Summer Analyst

BlackRock
Client and Portfolio Analytics Intern—
Analytics and Risk, Client Services
Intern—Analytics and Risk, Financial
Modeling Intern—Analytics and Risk,
Risk and Quantitative Analysis Intern—
Analytics and Risk, Client Businesses
Intern, Corporate Global Marketing and
Communications Intern, Corporate
Global Strategy and Planning Intern,
Investments Alternatives Intern,
Investments Fixed Income Intern,
Investments Trading and Liquidity
Strategies Intern, Technology Software
Engineering Intern
Blackstone Group, inside back cover
Advisory London Summer Analyst, BAAM Business and Financial Evaluation
Summer Analyst, BAAM Investment Team Summer Analyst, BAAM Legal &
Product Structuring Summer Analyst, Investor Relations Business Development—Private Equity Summer Analyst,
M&A Advisory New York Summer Analyst, M&A Advisory Technology
Group Menlo Park Summer Analyst, Park Hill Real Estate Summer Analyst,
Private Equity New York Summer Analyst, Real Estate Debt Strategies
Summer Analyst, Real Estate Debt Strategies London Summer Analyst,
Real Estate London Summer Analyst, Real Estate New York Summer Analyst,
Restructuring Summer Analyst, Strategic Partners Summer Analyst, Innovations
and Infrastructure Summer Analyst, Innovations and Infrastructure Summer
Software Engineer
Candlewood Investment Group, LP
Summer Internship Program
Capital One
Business Analyst Intern
Catterton Partners
Private Equity Analyst
Centerview Partners, p. 91
Summer Investment Banking Analyst
CIBC World Markets
Trading Floor Summer Analyst, Real
Estate Finance Summer Analyst
Citadel Investment Group, p. 81
Financial Technology Summer Associate, Investment & Trading Summer Associate
Citi
Capital Markets Origination Summer Analyst Program, Citi Cards Summer Analyst Program, Investment Banking
Summer Analyst New York, Investment Research Summer Associate, Quantitative Trading & Analysis Summer
Analyst, Sales & Trading Summer Analyst Program, Investment Banking
Financial Strategy & Solutions Group Summer Analyst
Credit Suisse
Asset Management Summer Analyst, Equity & Fixed Income Sales & Trading Summer Analyst, Equity Research
Summer Analyst, Global Markets Solutions Group Summer Analyst, Investment Banking Department New
York Summer Analyst, Investment Banking HealthCare San Francisco Summer Analyst
Dean Bradley Osborne Partners
Summer Analyst
Deutsche Bank, pp. 52–53
Corporate Banking & Securities
Corporate Finance (Investment Banking) Analyst Internship Program, Corporate
Banking & Securities Markets (Sales and Trading) Analyst Internship Program
Dodge & Cox
Summer Equity Research Associate
Evercore Partners, p. 28
Investment Banking Summer Analyst
Fidelity Investments
Equity Research Associate Intern, Quantitative Research Associate Intern
Financo, Inc., p. 78
Investment Banking Summer Analyst
Fred Alger Management
Research Associate Intern
Goldman Sachs
Compliance Division Summer Analyst, Bank Debt Portfolio Group Finance
Summer Analyst, Firm wide Strategy Finance Summer Analyst, Global
Investment Research Summer Analyst, Investment Banking Summer Analyst, Sophomore Investment Banking
Summer Analyst, Investing—Investment Management New York Summer Analyst, Sophomore Investment
Management Summer Analyst, Quantitative Investment Strategies
Investment Management Summer Analyst, Investment Management Strats
Summer Analyst, Merchant Banking Summer Analyst, Private Wealth
Management DC/Philadelphia Summer Analyst, Private Wealth Management
San Francisco Summer Analyst, Securities Sales and Trading Summer
Analyst, Sophomore Securities Summer Analyst, Technology Summer Analyst
Greenhill & Co.
Investment Banking Summer Analyst, Real Estate Capital Advisory Summer Analyst
Guggenheim Global Trading (GGT), inside front cover
Hedge Fund Intern
Guggenheim Securities, LLC, inside front cover
Investment Banking Summer Analyst
H/2 Capital Partners
Summer Analyst
Harvest Fund Advisors, p. 55
Hedge Fund Summer Analyst
Houlihan Lokey, p. 37
Corporate Finance Summer Financial Analyst—LA, NY, DC; Financial
ING Capital LLC
Summer Intern
Insight Venture Partners, p. 57
Summer Analyst
Investment Technology Group Inc.
Analytical Products Summer Analyst, Corporate Business Partner Summer Analyst, Investment Research Summer Analyst, Quantitative Summer Analyst, Sales & Trading Summer Analyst, Technology Development Summer Analyst
iStar Financial Inc.
Summer Investment Analyst
Jamison Capital Partners
Summer Analyst
Jane Street Capital, LLC, p. 62
Assistant Trader Summer Intern, Software Developer/Quantitative
Researcher Intern
JAT Capital Management, L.P.
Application Development Summer Intern, IT Infrastructure Summer Intern
Jeffries LLC, p. 71
Investment Banking Summer Analyst, Fixed Income Sales & Trading Summer Analyst, Futures/FX Sales & Trading
Summer Analyst
On-Campus Recruiting (OCR)

JPMorgan

Mizuho Bank
Summer Intern

Moelis & Company
Investment Banking Summer Analyst

Morgan Stanley, p. 4

National Australia Bank Ltd.
Summer Intern

New Holland Capital, LLC
Summer Intern

Nomura Securities International
Equity Research Summer Analyst, Global Markets Summer Analyst, Investment Banking Summer Analyst

Och-Ziff Real Estate
Real Estate Private Equity Summer Analyst

Osage University Partners
Life Science Venture Capital Summer Intern, Technology Venture Capital Summer Intern

Pacific Crest
Investment Banking Intern

Pacific Global Advisors
Summer Analyst

Perella Weinberg Partners
Investment Banking Summer Analyst

Peter J. Solomon Company, p. 45
Investment Banking Summer Analyst

PFM Group, LLC
Financial Analyst Intern

PIMCO, p. 38
Summer Analyst

PNC Financial Services Group
Corporate & Institutional Banking Internship Program

Prudential
Prudential Peak Leadership Conference, Quantitative Investment Analyst Summer Intern, Leveraged Finance Research Analyst Summer Intern, Real Estate Private Equity Investment Analyst Summer Intern, Portfolio Analysis Group Summer Investment Analyst Intern

Qatalyst
Summer Analyst

Raymond James & Associates, p. 34
Consumer & Retail Investment Banking Summer Analyst

RBC Capital Markets, p. 41
Global Investment Banking Summer Analyst, Global Markets Summer Analyst

RBS
Banking Summer Analyst, Capital Markets Summer Analyst, Markets Summer Analyst

Rothschild Inc.
Summer Analyst

Ruane, Cunniff & Goldfarb
Analyst Intern

Sanford C. Bernstein
Summer Research Associate

Scotiabank
Sales & Trading Summer Intern

Silver Lake
Private Equity Summer Analyst

Silver Point Capital, p. 64
Summer Analyst

Societe Generale
Global Markets Summer Analyst Program, Investment Banking Summer Analyst Program

Soros Fund Management
Private Equity Summer Intern

Stifel, p. 12
New York Investment Banking Summer Analyst, Restructuring Summer Analyst

Susquehanna International Group (SIG)
Quantitative Research Intern, Software Engineering Internship Program, Growth Equity—Private Equity Summer Analyst, Trade Intern, Trading Intern

T. Rowe Price, p. 94
Equity Summer Intern

TAP Advisors
Summer Analyst

Tapestry, Inc.
International Summer Intern

The Blackstone Group
Private Equity Summer Analyst

Truist
Summer Analyst

UBS
Investment Banking Summer Analyst, Investment Banking Summer Analyst, Investment Banking Summer Analyst, Investment Banking Summer Analyst, Investment Banking Summer Analyst, Investment Banking Summer Analyst

VanEck Associates Corporation
Summer Analyst

Vanguard
Summer Intern

Wells Fargo & Company
Summer Analyst

Wesfarmers Limited
Summer Analyst

William Blair & Company, LLC
Investment Banking Summer Analyst

Wizinco Capital Management
Investment Banking Summer Analyst

Xerox
Summer Analyst

Yucaita
Private Equity Summer Analyst

Zions Bancorporation
Summer Analyst
On-Campus Recruiting (OCR)

TD Bank
- Summer Intern, Corporate Banking
- Credit Analyst Intern

TD Securities
- Corporate Banking Credit Management Summer Analyst, Fixed Income Sales & Trading Summer Analyst, Global Counterparty Credit Summer Analyst

UBS, p. 20

Wells Fargo Securities, p. 82

Hannover Life Reassurance Company of America
- Actuarial Intern

Travelers Companies, Inc.
- Financial Management Leadership Development Summer Internship Program

Real Estate
- Eastdil Secured
  - Summer Analyst

Kushner Companies
- Acquisitions, Development & Capital Markets Summer Analyst

Northwood Investors
- Private Equity Analyst

Phillips Edison & Company
- Corporate Finance Intern

Rubenstein Partners
- Summer Intern

SL Green Realty Corp., p. 64
- Acquisitions Summer Analyst

Vornado Realty Trust
- Acquisitions & Capital Markets Summer Analyst

Retail/Wholesale
- Dick’s Sporting Goods, p. 10
  - Corporate Merchandising Internship

Lilly Pulitzer
- Internship

Macy’s, Inc., p. 93
- Bloomingdale’s Analyst Development Internship Program, Macy’s Inc. Merchant Internship (Macy’s & macys.com Buying/Planning Intern, Bloomingdale’s Buying Intern), Macy’s Merchandising Group Product Development Intern

Polo Ralph Lauren
- Corporate Summer Internship Program

PVH Corp.
- Summer Internship Program

Saks Fifth Avenue
- Executive Excellence Program Intern

Target
- Marketing Intern

TJX Companies, Inc.
- Corporate Merchandise Internship Program

Telecommunications
- Comcast
  - Comcast Center Internship Program (CCIP), Comcast Engineering and Technology Internship Program, Comcast/NBCUniversal Finance Internship Program

Ericsson
- RF Engineer, Engineer

Hospitality

Hersha Hospitality Management
- Acquisitions and Asset Management Summer Analyst, Acquisitions and Development Summer Analyst, Independent Collection Summer Analyst

Insurance

AIG
- Strategic Planning Summer Analyst

Cigna
- Actuarial Summer Intern, Supply Chain Management External Entity Management Summer Intern, HealthSpring Summer Intern, Marketing and Communications Intern

Polo Ralph Lauren
- Corporate Summer Internship Program

PVH Corp.
- Summer Internship Program

Saks Fifth Avenue
- Executive Excellence Program Intern

Target
- Marketing Intern

TJX Companies, Inc.
- Corporate Merchandise Internship Program

Telecommunications
- Comcast
  - Comcast Center Internship Program (CCIP), Comcast Engineering and Technology Internship Program, Comcast/NBCUniversal Finance Internship Program

Ericsson
- RF Engineer, Engineer

Retail/Wholesale
- Dick’s Sporting Goods, p. 10
  - Corporate Merchandising Internship

Lilly Pulitzer
- Internship

Macy’s, Inc., p. 93
- Bloomingdale’s Analyst Development Internship Program, Macy’s Inc. Merchant Internship (Macy’s & macys.com Buying/Planning Intern, Bloomingdale’s Buying Intern), Macy’s Merchandising Group Product Development Intern

Polo Ralph Lauren
- Corporate Summer Internship Program

PVH Corp.
- Summer Internship Program

Saks Fifth Avenue
- Executive Excellence Program Intern

Target
- Marketing Intern

TJX Companies, Inc.
- Corporate Merchandise Internship Program
University of Pennsylvania Juniors are cordially invited to a presentation and reception on Monday, November 3, 2014, 7:00 PM, Huntsman Hall, Room G-55.

Make a Difference

January 21, 2015: Resumes and cover letters are due and must be submitted online through Pennlink and www.Lazard.com/careers

February 4, 2015: Investment Banking Summer Analyst Interviews

For additional information please contact: Kristen.Borland@Lazard.com

Penn & Beyond
The Career Services Blog

Fresh Content for Your Career Needs
https://ulife.vpul.upenn.edu/careerservices/blog
Interviewing Insights

An interview offers you and an employer the opportunity to learn whether or not there is a “fit” between you and the organization. Think of it not as a question-and-answer inquisition, but as a purposeful, highly focused conversation. For more information on business etiquette including meals, dress, and correspondence, see “Professional Etiquette: Pointers for Creating a Positive Impression” on p. 98.

Preparation

Preparation is vital. While you can’t anticipate every question, you can prepare yourself to make the most of whatever you are asked.

- Think about your own abilities and experience in relation to an employer’s needs. **Be able to discuss why you want both this type of work and a position with this particular employer.**
- **Identify your strengths in relation to each job for which you interview.** Prepare examples to make your answers credible and memorable. You can then use an open-ended question to talk about the strengths you wish to stress.
- Anything on your resume is fair game for discussion. Prepare to describe, explain or discuss any item on it.
- Employers often ask questions in terms of superlatives. What was your most challenging experience? Your best class? Your worst mistake? Anticipate and prepare for such questions.
- Learn as much as possible about the organization, industry and position for which you are interviewing. On-campus recruiters typically make a great deal of information available to you. Use library resources and consult the employer’s website. If you are interviewing off campus, ask for a copy of the annual report, catalogue(s) or information not on their website when you schedule the interview. This is an entirely appropriate request, so don’t hesitate to make it.
- Prepare questions not already answered by the employer’s materials. They should relate to what you need to know: the scope of the job, the reporting structure, and how the position develops over time.
- **Obtain appropriate clothes.** A conservative suit is standard interview attire for both men and women. In some settings, dress is somewhat less formal. Check with a Career Services advisor if you have questions about what is appropriate.
- **Bring extra copies of your resume** to the interview, along with a page giving the names and phone numbers of your references.

First Interviews

Initial screening interviews, on or off campus, in person or by phone, are usually brief, lasting about 30 minutes. They range from highly structured question-and-answer formats to open-ended conversations. In either case, try to establish as much rapport with the interviewer as the situation allows. Keep your answers job related and remember that you have only a brief time to discuss your qualifications.

Some interviews include case questions. Use them as an opportunity to demonstrate how you approach problems. The Career Services Library has books in the Consulting/Management section and online to help you prepare for these. An employer filling a position that requires grace under pressure may introduce stress, usually through silence or confrontational questions, to see how you react. Answer pleasantly and calmly, ignoring the provocation.

Second Interviews

Second interviews typically take place on-site. Often they are a day-long series of discussions with potential supervisors, coworkers and other managers or department heads. Some organizations also administer tests or give tours at that time.

- **When you arrange the visit, make sure that you understand who will pay for travel arrangements,** how they are to be made, and what records you need for reimbursement.
- **You may be interviewed by a group.** Handle this situation in much the same way as if there were only one interviewer, taking care to direct your answers toward each person in the group.
- Treat each successive interview as if it were your first. **Maintain your enthusiasm with each new person you meet.** If you are asked the same question for the sixth time, remember that the person who asks has not yet heard your answer.
- Recognize that you will be visiting a working organization and the people you see may not be able to devote exclusive attention to you. **Don’t take it personally if an interviewer takes a call; pick up the thread of the conversation when the interviewer is free again.** However, be sure to have your phone turned off.
- On-site interviews often include meals. Follow your hosts’ lead, both in ordering and in deciding whether to talk about work-related or casual topics. **These meals are part of an evaluative process, whether or not they appear informal.**
- Occasionally, second interviews include group interviews in which several applicants for the same position are presented with a problem to solve or subject to discuss as a group. The interviewer(s) merely observe. In this case, keep in mind that you are being evaluated in terms of how you interact with the other members of your group.
• Make sure that you have accurate directions to the organization and allow sufficient time to arrive at least fifteen minutes early. It can be helpful for you to request an “itinerary” of the interview day that outlines the names and titles of those you will meet.
• If you are spending the night before and/or after the interview at the employer’s expense, convey your professionalism by not charging items (e.g., phone calls, movies, room service) to the hotel room and expecting the employer to pay for them. If the employer provides a meal allowance, make sure that you stay within the stated boundaries.

Dealing with Questions
• Listen to the questions. While the interviewer controls the flow of the interview, you can control the content. If the employer is looking for specific facts, provide them. If a question is general, refocus it to your advantage.
• Don’t be afraid to ask for more explanation if you don’t understand a question.
• Be willing to say “I don’t know.” It is better to admit a lack of specific knowledge than to be evasive. You may, however, be able to volunteer something you know about a related subject.
• Answer concisely. If the interviewer’s eyes are beginning to glaze, pause and ask “Am I giving you the information you want?”
• Use examples to stress your points. For example, if asked “What three words best describe you?” list three traits and give examples that show how you have demonstrated each.
• Be positive. Never say anything negative about past experiences or other people. The employer may conclude not that you faced a difficult situation but that you are negative and hard to get along with.

Follow Up
At the end of an interview, it is appropriate for you to ask when you may expect to hear from the employer if he or she doesn’t volunteer that information.

Always write a thank-you note within 48 hours of an interview. Even if you are not interested in the position, it is important to thank the interviewer for the time he or she spent with you. The letter can be brief. What is important is that it be written promptly. (See article on p. 36 for more information.)

After a second interview, it is not necessary to write to everyone with whom you spoke. It is more appropriate to write to the person who arranged your visit and to ask him or her to convey your thanks to others you met. If someone in human resources arranged your visit, while someone with whom you spoke during the course of the day would be your immediate supervisor, it is appropriate to write to each.

If you haven’t heard from an employer after the time he or she told you that you might expect to, it is appropriate to make a follow-up phone call. Bear in mind that there is a fine line between demonstrating interest and initiative and annoying an employer. Career Services advisors can help you understand the appropriate distinctions.

Special Considerations for Graduate and Professional Schools
Many programs require an interview as the final step in the admissions process. If you are asked for an interview, it usually means that you have met the initial criteria for admissions: GPA, standardized test scores, letters of recommendation and the essay. The personal interview can be the final and determining factor in acceptance.

As in a job interview, preparation is critical. Be able to articulate the development of your academic or professional pursuits, your research interests (especially for Ph.D. programs), your relevant work experience and your future goals, and your specific interest in their department or program. Beyond your social skills and your ability to express commitment to the profession or academic field of study, both faculty and admissions staff are looking for potential graduate students they think will best match the goals and philosophy of their program.

Don’t expect to be reimbursed by graduate and professional schools for travel expenses. (There may be some exceptions, particularly for graduate school.) It is always advisable to interview in person. However, if you do not have the financial resources to visit the program, you can request a telephone interview. Some professional and master’s programs have regional admissions staff who may be available to arrange an interview closer to you.

Try to stay with a student in the program the night before the interview. This will give you a chance to find out about student life issues such as housing, funding, and cost of living. Take time to visit the library, labs, and computer facilities. A more personal experience with the environment might stimulate more questions to ask at the interview and make you feel more confident and relaxed.
Visit us on campus to learn about joining our team:

**Information Session at the Inn at Penn**  
September 4, 5:00pm

**Career Fair**  
September 5, 10:00am-3:00pm

**Application Deadline**  
September 10

**On Campus Interviews**  
September 29

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**TUESDAY, NOVEMBER 11, 2014 AT 7:00PM**  
Huntsman Hall – Room G55

**RESUME SUBMISSION DEADLINE:** Tuesday, January 20, 2015

**ON-CAMPUS INTERVIEWS:** Monday, February 2, 2015

Please email Emily Wittmann at ewittmann@centerview.com for additional information.

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  April 2014

- **Advised Idenix on its $3.85bn acquisition by Merck**  
  June 2014

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Questions Recruiters Ask

These are examples of questions experienced by students in the past. See the Career Services website for examples of questions asked in specific industries.

General Questions
- "Tell me about yourself."
- "What is the most important experience on your resume?"
- "When did you know you wanted to be a _____?"
- "Why do you want to work in this industry?"
- "Why did you apply for this position?"
- "Where do you see yourself in five years?"
- "What is your strongest skill?"
- "What is your weakest skill?"
- "Why did you select your major?"
- "What is your most memorable experience at Penn?"
- "How would your friends describe you?"
- "What has been your favorite class at Penn?"
- "What motivates you?"
- "Describe yourself in three adjectives."
- "Why should I hire you?"
- "Do you have any questions for us?"

Behavioral Questions
- "Describe one of your proudest achievements."
- "Describe a time when you used data to prove a point."
- "Tell me about a situation when you made a mistake and had to live with the consequences."
- "Describe a group situation in which there were problems. How did you handle the situation, and what were the outcomes?"
- "Give me an example of a time you were a risk taker."
- "How did you make the decision to go to Penn?"
- "Describe a time when you found it necessary to challenge authority."
- "Tell me about a time when you failed at something."
- "Describe a situation when you were faced with a deadline you couldn’t meet. How did you handle it?"
- "How do you get people to do things they don’t like to do?"
- "Would you prefer to work independently or as part of a team? Why?"
- "What major problem have you encountered and how did you deal with it?"
- "Give an example of a time when you went above and beyond the call of duty."
- "What do you like to do for fun?"

Challenging Questions
- "If you could be one person in the world, who would it be?"
- "Did you ever have a supervisor you disliked? Why did you dislike that person?"
- "On a scale of hardworking to smart, where would you rank yourself?"
- "Is there anything that could potentially interfere with your performance?"
- "What do you think is the most important/difficult ethical dilemma facing our industry today?"
- "Are you more interested in developing or implementing something?"
- "I see you received a very low grade in _____. Why?"
- "Why do you, a _____ major, want to go into _____?"
- "You don’t seem to have done as well academically in college as you did in high school. Why?"
- "How do you measure the quality of your work?"
- "Where do you think employment with this company will take you five years from now?"
- "You strike me as graduate school material. Why are you applying for jobs?"
- "What do you think of our organizational structure?"
- "How well do you work without direct supervision?"
- "What is one of your weaknesses? Now, I know you had one prepared, so give me another one."
- "What was the worst part of your college experience?"
- "Why should we hire you rather than one of the other 200 applicants?"
- "How much do you expect to earn?"
- "What question do you wish we had asked?"
- "Highlight the one thing on your resume that separates you from everyone else on Penn’s campus."
- "Tell me about a mistake you made and what you learned from it."
- "Why would you want to work at a small company like ours when you could work at a larger company?"
- "How would someone who dislikes you describe you?"
- "Tell me everything you know about our organization in three minutes."
- "Why didn’t you receive a permanent offer from your last summer employer?"
- "Who else are you interviewing with? What do you think of those organizations?"
- "What characteristics/traits do you most dislike in a person?"
- "What is your grade point average?"
- "Tell me something that is not on your resume."
- "Give me an example of a time your ethics were tested and how you responded and reacted."
- "Could you make a commitment now?"
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Can Employers Really Ask Me That? What You and Your Employer Can Expect of Each Other During the Application and Interview Process

If this is your first major job search, you may be uncertain of the rules of the game. Many of the rules of the search are very loosely defined. On the other hand, many aspects of employment are regulated by federal, state, or local laws. It may help to know which rules are commonly accepted, which are subject to interpretation, and which are a matter of law. Also see the section on “Career Services Standards” on p. 9.

What You Can Expect of an Employer

What Is Required and Permitted by Law and What You Can Do to Protect Yourself

Equal Employment Opportunity. An employer cannot discriminate against you because of your race, sex, religion, ethnic origin, disability, or, in some states or cities, your sexual orientation.

The first sign of discriminatory hiring often appears in the form of inappropriate interview questions. Your best first response is to elicit and politely respond to legitimate concerns, without volunteering personal information. For example, if you are asked whether you grew up speaking a foreign language at home, you may say that you’re fortunate that you’re fluent in it, and ask whether the position requires fluency.

If you feel you were discriminated against in on-campus interviewing, you can file a complaint with Career Services, which will make every effort to see that your concerns are addressed by the employer, with no penalty to you. In response to a complaint, the employer usually apologizes and offers a new interview. If an employer does not recruit or list jobs at Penn, your Career Services advisor can discuss your options with you.

Americans with Disabilities Act. This legislation requires that an employer make “reasonable accommodations” to enable a disabled person to perform the “essential functions” of a job. “Disability” is broadly defined and includes chronic health conditions, mental illness, and prior drug addiction (although not current drug use), as well as visible physical disabilities.

Employers may or may not know what would be “reasonable accommodations” to your disability. The more informed about accommodations you are, the better you can allay an employer’s concerns in an interview. Don’t hesitate to take the initiative in volunteering this information or in letting the employer know that you have rights protected by law. If your disability is not readily apparent, you may have questions about whether or when to disclose it to an employer. Career Services advisors can discuss this issue with you.

Testing. An employer can legally require many forms of pre-employment testing, including drug testing. Drug testing continues to become more widespread. You cannot refuse to take a drug test without risking loss of employment, but, for your own protection, you can and should ask questions about it. What drugs does it test for? How reliable is it? How often does it give false positive results? If you do not pass a drug test, will you be told you didn’t pass, giving you the opportunity to ask for retesting if you know you don’t use illegal drugs? Some drug tests flag legitimate prescription drugs without identifying them as such. If you are taking prescription drugs, volunteer that information in advance and be prepared to produce a doctor’s letter. If you are taking drugs that will reveal a condition you might otherwise hope to keep private, you are in a difficult situation. Unless you know a test will flag only specific illegal drugs, it is probably best to volunteer your information ahead of time, when you have more control over its presentation, rather than after a test has identified you as a “drug user.” Occasionally, employers may give psychological tests that seem to involve a violation of privacy. They may use one-way mirrors or ask intrusively personal questions. Usually such tests are legal and you cannot decline them without putting an offer at risk. On the other hand, do you want to work for a company that requires such tests? (Note that European employers are the most likely to use psychological testing.)

Keep In Mind

Employers Can

- Legally require many forms of pre-employment testing, including drug testing
- Require you to have permission to work in the U.S. permanently or be a U.S. citizen
- Conduct a background and credit check

Employers Cannot

- Discriminate against you because of your race, sex, religion, ethnic origin, disability, or, in some states and cities, your sexual orientation

Protecting Yourself

- Be wary of employers who request private information, such as your social security number, as part of their application materials
- If you feel discriminated against or if you were asked inappropriate or illegal questions in an on-campus interview, you can file a complaint with Career Services

Legal Work Permission. An employer can require you to have permission to work in the United States permanently. U.S. citizenship can be required in special circumstances, such as government employment or work that requires security clearance. If you are not a U.S. citizen or permanent resident, keep in very close touch with the Office of International Programs to ensure that you understand the options open to you.

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Criminal Background and Credit Checks. It is lawful for employers to conduct a background check on a potential employee before making an offer or allowing that individual to start work. This practice is becoming more common, especially in positions where employees handle or process money or financial information as part of their job. For a credit or criminal background check, an employer will need your social security number but there is no reason why you should provide this information as part of initial application materials. Be very wary of employers who request this information from the outset.

What Is Not Required by Law

Some employment practices are widely regarded as common decency. An employer should not call your current employer for a reference without your permission and should handle your application as confidentially as is practical. An employer should be truthful in describing a position, make an offer in writing, including salary, and not retract an offer once it is made.

Some employment practices are highly desirable from the job hunter's point of view, but not standard. It is desirable for an employer to acknowledge your application promptly, keep you apprised of its status, get back to you at the promised time, and give you time to make a decision before accepting a job offer.

However, on rare occasions, the business climate changes and employers must withdraw offers. This happens very infrequently. If an offer is withdrawn after you have accepted it, it is standard practice for the employer to provide a one-time payment as compensation for any opportunities you may have lost by accepting the offer. Employers will also occasionally delay agreed-upon start dates, and if that happens, it is standard practice to provide some remuneration.

Please inform a Career Services advisor if your offer has been rescinded or if your start date has been deferred.

What You Can Do

Employers who violate generally accepted employment standards risk losing good candidates. As an individual candidate, there is not much you can do about it except voice your displeasure and ask yourself whether you want to work for an organization that does not treat people well.

Not everything is under an employer's control, either. Circumstances sometimes change, or crises prevent applications from being dealt with in as timely a way as would be desirable. Accept these things as part of the process. Don't take delays personally.

What an Employer Can Expect of You

Honesty

Tell the truth when you apply for a job. Be positive, give the best interpretation you can of your background, but tell the truth. Failure to do so can be grounds for later dismissal almost anywhere and, in the case of governments, the basis for criminal prosecution. While it is expected that your resume may include data selectively, employers who ask you to list every job you have held on an application mean just that, and may interpret omissions as dishonesty.

When a prospective employer is paying your travel expenses, submit only legitimate ones for reimbursement. If two employers are paying your expenses to the same city, inform them both so they have a chance to split the cost.

Follow Through

Be on time and provide any extra materials, such as letters of recommendation or writing samples, in advance of the date by which you’re asked for them. If you offer to do something, such as sending a copy of a paper you’ve discussed in an interview, do it when you say you will. If you say you’ll give an employer an answer by a date, do so.

Serious Interest

No one expects you'll take a job just because you decided to interview for it. On the other hand, an employer is justified in expecting that you have some serious interest in the jobs to which you apply. If you’ve rented an apartment in California, paid a deposit on graduate tuition at Stanford in September, and are packing your bags, don't interview for a job with an employer in New York who expects you to begin work on the same date. Interviewing capriciously reflects badly on you and on other Penn students.

Commitment

If you accept a position, verbally or in writing, you’re giving your word you’ll take it. Don’t back out on it two weeks later when you get an offer you like better. Don’t accept a job in the first place if it has so few desirable qualities that almost any alternative offer is going to look good by contrast. Once you accept a position, withdraw yourself from consideration with any employers where your application is still active.

Sometimes an employer who is offering you a position will even encourage you to renege on another acceptance. This does not relieve you of the responsibility for making an ethical decision. If an employer encourages you to take lightly the commitment you have made to another employer, perhaps you want to consider how seriously you will be able to take this employer’s commitment to you.

Negotiating for time to consider offers can help you avoid these conflicts. If you feel you are likely to get your second choice offer before your first choice one, consult a Career Services advisor about ways to handle the situation to at least maximize the chances that things will work out as you wish. It's prudent not to make a final acceptance of an offer until you see it in writing, including salary.

Similarly, once you say you’ll take a job, you should plan to stay with it for a reasonable amount of time. What is “reasonable” depends a great deal on the type of position and employer. For example, an employer who initially makes a heavy investment in your training will expect you to stay longer than will one who hires a new college graduate for the same position every year or two. You should learn the employer’s expectations for continuity over the course of interviewing.
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Professional Etiquette: Pointers for Creating a Positive Impression

The manner in which you conduct yourself during the job search (informational interviews, information sessions, e-mail correspondence, phone calls, etc.) creates a lasting impression. Potential employers quickly determine your professional style and assess your level of good judgment. The ability to create a positive impression is imperative to successfully securing a job or internship offer while a negative impression will close the door to any opportunity.

First Impression at Meetings/Interviews
A first impression is possible only once. Be prompt and professional. Allow yourself plenty of time to get to your destination so you can be certain how to locate the meeting place and can exude a relaxed and positive tone upon arrival. This will also allow you time to review any notes to remind you of what you want to say and ask. Plan to arrive at the office for your meeting around ten minutes early. Arriving earlier than that can create an awkward situation if the employer is not ready for you. Once in the building, be gracious to everyone you meet; greet all office personnel with courtesy and kindness. You never know who may give feedback about your candidacy or visit.

Etiquette for Professional Meetings
• Be remembered for your strong character and excellent interpersonal skills, not for an unusual display. Avoid strong fragrances (perfumes, cigarette smoke, spicy food), color nail polishes, piercings (except simple styles in ears), distracting jewelry or unprofessional clothing (e.g., short skirts, low necklines, wrinkled or torn clothing).
• Stay positive. Employers will be wary of individuals who come across as negative. Avoid comparing yourself to other potential candidates and never speak ill of former work colleagues or supervisors.
• Be flexible. It is not unusual for interviewers to be late, forget your resume (have another copy or two with you just in case) or invite others to join the meeting. Your willingness to “go with the flow” during a meeting or in a new position will be appreciated.
• Turn off electronic devices such as cell phones (they can still be heard, even on vibrate mode).
• Be conscious of your body language, which can send unintended signals to potential employers and distract from your conversation. Try not to fidget, cross your arms in front of your chest, or slouch. Maintain good eye contact and remember to smile periodically.

Dressing the Part—Business Formal vs. Business Casual
Before you ever open your mouth, an employer will form an initial impression of you based solely on the way you present yourself. The best way to show that you fit into the organization’s culture is by dressing the part. However, this can be tricky; how do you know when business casual would suffice or if it is necessary to wear a suit? Here are some general tips:
• Research the website. Does it feature pictures of employees? If so, what are they wearing?
• Talk to current employees. You can use QuakerNet and LinkedIn to try to identify Penn alumni at various organizations.
• Carefully consider instructions you receive. If you were told in an e-mail to dress business casual or heard at an information session that you should not wear a suit, follow that directive.
• When in doubt about how formal to dress, err on the side of being more formal.

Business Casual
Even when you know what kind of attire you should wear, it is sometimes difficult to tell exactly what that means. For example, what constitutes business casual? While its definition can vary, for men, khaki or dress pants and a button-up or collared shirt typically qualify. You could also wear a tie or a sport coat or blazer, or, on occasion, both. For women, there are more options; dress slacks or skirt and a button-up shirt or sweater set are appropriate. A knee-length professional looking dress is also an option.

Examples of Appropriate Business Casual Attire
Business Formal
For both men and women, business formal requires a suit. To make a good impression, it is safer to select darker suit colors (black, navy, or grey). Look for a suit that fits you well and is professional without being too tight or revealing (avoid short skirts and low-cut tops). For women who wish to work in more conservative professional environments, such as financial services, a suit skirt is preferable to a pant suit. Underneath the jacket, women can either wear a nice shell, blouse, or collared button-up shirt of any color that flatters you.

Regardless of the style of business attire you decide to wear, remember to pick something that makes you feel good. If you feel confident in your attire, you are more likely to exude that confidence to others. On the other hand, if you pick something that seems appropriate but makes you feel terribly uncomfortable, you are more likely to fidget and come across as awkward or nervous.

Telephone Interactions
Positive impressions in telephone and e-mail interactions are also instrumental in your process as a candidate. Prepare for telephone and e-mail interactions in the same thoughtful manner and tone as for other work-related correspondence.

Here are some guidelines:
• **Learn about the organization** in advance and prepare questions to ask.
• **Find a quiet space with good reception.** Consider in advance the best location to conduct your phone meeting. You may want to reserve a meeting room to limit the chance for interruption.
• **Avoid the use of slang** or other non-professional speech and gum chewing.
• **Speak slowly, enunciate, and remember to smile** (no, they can’t see it, but they can definitely hear it).
• **Practice your phone etiquette** by setting up a mock phone interview with Career Services.
• **Record a professional sounding voice message** on your cell phone or answering machine. Your friends might find a movie or song clip or you serenading cute, but employers will be unsure that they have reached the appropriate person.

E-mail Interactions
With the ease of using e-mail, it can be easy to be tempted to forgo formality. Remember that this is still a form of business correspondence and should be treated as such.
• **Be sure to conduct yourself in a professional manner.** Use formal greetings and titles. Unless they have expressly asked you to, it is not appropriate to address recruiters or employers by their first name. Avoid slang, abbreviations (e.g., OMG, LOL, TTYL, etc.), emoticons, and unprofessional signatures.

• **Always proofread and spell check!** Nothing creates a negative impression faster than incorrect grammar, spelling or other typos in your e-mails. You may want to send a sample to yourself first to be sure you haven’t missed anything.

Meeting over Meals
A mealtime meeting is also an opportunity for a potential employer to observe your professionalism. Be certain to retain your professional demeanor during the meal. Even if it seems to be a more relaxed setting and you are told that it is non-evaluative, employers are still forming opinions about you.
• **Keep your conversation professional.** During comfortable interactions like this, it is easy to reveal information that may not contribute positively to your candidacy.
• **Be aware of table layout** so you don’t accidentally take someone else’s glass of water or bread plate. As a rule of thumb, silverware selections progress from the outside toward the plate. Salad and bread plates are placed to your left and above the fork and drinks are to the right above the knife and spoon. A simple trick to help you remember this is to form a lower case “d” with your right hand to remind
you that your “drink” will be on your right and form a lower case “b” with your left hand designating that the bread plate will be on that side. Since it is impossible to form these letters with the opposite hand, you will always remember the correct side.

- **Be conscientious when ordering.** Select something that is simple to eat since you may be talking more than other guests at the table. Even if you love spare ribs or angel hair pasta, this may not be the best time to order them. Similarly, be considerate of the fact that others are treating you to your meal. You needn’t order the least expensive item on the menu but you should also avoid the most expensive. If you are feeling lost, inquire as to the kinds of selections others at the table are making to help guide you.

- **After the meal, thank the hosts for treating you.** This may seem obvious but being courteous is always appreciated.

**Thank-You Notes**

For more information on thank-you letters, see p. 36 of the “Job-Hunting Correspondence” article.

- **Always write a thank-you note** following an interview or networking visit.

**Demonstrate your appreciation** for each individual’s support and advice and thank them for their time.

- **Use names and titles and write to those with whom you met.** If you met many people, you can write one thank-you note to your primary contact and simply refer to the group in it or compose a single e-mail addressed to all parties.

- **A handwritten or typed note or e-mail is appropriate.** A handwritten note is often especially appreciated but e-mail may make more sense if you met with a recruiter who travels a lot and may not be back in the office for a while.

**Considering Your Online Persona**

Most employers do an online search of applicants in advance of an interview, including LinkedIn, blogs and social networking sites. A negative online impression might cost you an interview, and you would never know that was the reason why. Here’s how to protect yourself and make sure you are creating a positive impression:

**Blogs**

- **Be wary of writing negative comments about employers and work colleagues.** You never know who may be reading your posts! Current and future employers will not look favorably on individuals who speak disparagingly about others.

**Social Networking Sites**

- **Check your privacy settings.** Employers are savvy and may use young alumni employees who may be part of one of your networks to access your profile. Consider restricting your privacy settings, especially with regard to photo albums that you would not want to share with a potential employer.

- **Think about the image you want to project.** The easiest way to create a positive impression is to remove embarrassing “wall” postings, photos or photo “tags.” If you wouldn’t want a parent or an employer to see it, you should probably get rid of it.

**Professional Networking Sites**

- **Create a positive professional image online.** You can use the internet to help promote and market yourself to employers in a productive way by joining professional networking sites such as LinkedIn. Have your LinkedIn profile critiqued by Career Services to ensure it will serve as an effective marketing tool.

- **Follow employers of interest on Twitter, LinkedIn and Facebook.** It will demonstrate your enthusiasm and keep you informed of industry-related news.

- **Join relevant groups on LinkedIn.** This will help facilitate connections with others who share professional interests or affiliations. You can join the Penn alumni group on LinkedIn even as a current student, as well as subgroups by industry.
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Requesting Time to Consider and Clarify Your Options

When you get the final offer and you are given a time frame for making a decision, see if any extension of the time limit is possible. If it is, request additional time immediately. This is a critical decision for you, and you need the time for careful consideration.

How long you are given to decide will vary with the time of year and the nature of the employer. As you negotiate for more time, show that you also understand the employer's needs. Be wary of employers who exert unreasonable pressure to make an instant decision. Career Services asks employers recruiting on campus to adhere to a set of standards in regard to allowing reasonable decision-making deadlines. See “Career Services Standards” (p. 9).

Be sure to request the offer in writing. Written offers are normal practice in many large organizations but may be less common in smaller ones. The offer letter may include information about salary with a monthly or annual figure, start date, and a response date. It may also state that the offer is contingent upon completion of reference checks and academic verification, or a drug test or credit check, depending on the industry.

Carefully review, evaluate and compare all the offers you have received; do additional research on the companies and the people you’ve met. Be sure that you have completed any paperwork regarding reimbursements for travel during the interview cycle. If you haven’t, address those issues now.

If you had only marginal interest in the other employers, and you are sure that the offer you are holding is your first choice, contact the other employers and withdraw from further consideration after you have received your offer letter. This is preferably done through a telephone call to the employer, but can also be done by letter or e-mail. Be sure to thank your contacts for their time and be as courteous as possible.

Call the employers that are still of interest to you and inquire as to your status. In some cases, your contact may be a college relations manager. In many cases, it may be the senior person who is responsible for hiring for the unit. If no decision has been made, ask about their time frame. Indicate that you are still interested in the position but need to respond to another offer.

Inquire if you may call them again should their response date pass and you still have not heard from them. If their deadline for a response is later than you must respond to your offer, let your contact know that you have a deadline and give them a date that is before your actual deadline.

Exercise some discretion in how you raise the issue of having other offers. This is not the time to boast about your good fortune. Instead, be clear that you view your decision as a serious one and that you would like to weigh all your options. Be prepared to be asked for specifics about your other offers. You are not obligated to provide the details and may be better served keeping this information to yourself. Volunteer only information you believe will be helpful to you. Needless to say, tell the truth. As you touch base with employers with whom you’ve interviewed, some may tell you that at this point they are unlikely to offer you a position. While no one welcomes this news, do your best to respond to it as graciously and professionally as possible.

It is appropriate to stress your continued long-term interest in the organization. It is not appropriate or helpful to argue with the employer’s decision or in any other way to make this a difficult conversation. You may encounter this employer in the future as a source of jobs or leads, so take as much care with this conversation as you would in a first interview.

Things to Remember:
- A verbal acceptance is considered a firm commitment
- Do not accept a position until you are sure you want to take it
- Request additional time to make your decision, if needed
- Take time to consider your options
- Request an offer in writing
- Be wary of employers who pressure you to make an instant decision
- Once you accept a position, do not continue to interview with other organizations and withdraw candidacy from all other pending searches

Evaluating a Job Offer

As you wait to see what other offers are extended, use the time to evaluate the position in hand. It can be helpful to prepare a chart for comparing the details of each position and employer. Some questions to guide your thinking are listed below.

Keep in mind that while this kind of structured analysis can be extremely useful, your intuition is also very important in making your final decision. Many students have reported that,
in the end, they took the position that “felt right” over the one with the highest salary or name recognition. As you consider how you feel about your offers, try to distinguish between your own first-hand impressions and your stereotypes. If, for example, you have heard that people in a particular industry “aren’t very bright,” but you were highly impressed by the actual people you met during your interview, give greater weight to your first-hand experience.

Here are aspects of a job and employer to consider:

**The Job**
- What does the job entail and what work will be expected of you?
- What are the time and travel requirements?
- Will you be using the skills that you most enjoy using?
- What is the balance between what you like to do and what you are required to do?
- Is this really the type of work that you would like to do?
- Is there sufficient mobility and room for growth with or without an advanced degree?
- Have you had an opportunity to speak with others who have had this job? Do you know about their career paths?
- Have you met your immediate supervisor and other individuals to whom you may have to report? Would you like to work with them? Do you respect them?

**The Employer**
- What is its position in the industry? Its reputation?
- Can you be enthusiastic about the organization’s mission, product or service?
- What is the organizational “culture”?
- Is the attitude and dress of employees formal or informal? Does this appeal to you?
- During your visits to the site, do you see diversity in age, gender, race, physical abilities?
- What social opportunities and requirements exist? Will you be expected to socialize heavily with co-workers? Will you be able to meet peers inside and outside the organization?
- Do many employees build their careers within the organization or do most people quickly move on?

**The Industry**
- How are economic, social and legislative trends likely to affect it?
- Is it growing or declining? Has it grown so rapidly that it cannot possibly sustain its current rate of growth?
- Are you excited about it? Would you like to work not only for the employer who has offered you this position but also for some of its competitors?

**Compensation and Benefits**
- Do you understand the salary structure? Are bonuses or commissions part of the package?
- What has been the typical annual salary increase?
- Is funding for the position based on external sources? Are these automatically renewable or uncertain?
- Is the benefits package (insurance, health plans, retirement) standard?
- Does the organization offer tuition reimbursement? For what kinds of study?
- What is the vacation structure? How are days earned and how soon may they be used?
- Are there other perks such as a company car or computer? Are you expected to contribute to maintaining these perks?

Spend time assessing the geographic location you are considering in terms of living accommodations, access to services and transportation, and social outlets. Assess all your costs (including rent, transportation, clothing, food, utilities, entertainment, insurance, taxes, loan repayments, incidentals). Online salary relocation calculators can be helpful. Total everything to be sure that you understand your needs. This will help you assess how well the offer(s) suits your practical needs.

As other offers are presented, keep a log of all your response deadlines. Continue to evaluate each opportunity. As soon as you are clear that a position is not for you, reject it. This frees the employer to extend an offer to another student. It also alleviates some of the pressure on you.

In many cases, the final decision may rest between two positions. This is where your assessment notes or chart will be useful. It may be productive for you to schedule an additional visit to each of the employers in which you have interest in order to meet other staff and ask questions. During this visit, pay close attention to the atmosphere. It is easier to focus on these details when you have an offer in hand as compared to when you are still interviewing for the position. When you were concerned with selling yourself for the job, you may have missed key advantages or drawbacks with the company. Certain factors to consider include: how friendly people are; the climate of the work environment (casual and relaxed or formal and hectic); the manner in which your questions are answered or how information is volunteered. Because employers want you to accept the offer (a clear change from their earlier task of deciding if you were the person they wanted for the position), they are now much more willing to provide information and resources in order to help you make your decision. Relocation expenses are also another issue for clarification.

At any stage in the process, a Career Services advisor is available to discuss your options with you. Past salary data and access to alumni might be useful to you in your decision-making process. Parents and their associates and your faculty
may also offer assistance. At this point, you should feel confident that your assessment has been completed. You have all the compensation and benefits information; you know exactly what your financial obligations are. You are ready to proceed to the next phase.

Salary Negotiation

Perhaps you are not happy with the salary being offered, and would like to negotiate. Know that positions within a training program often have very little flexibility since the salary may be set for the incoming class as a whole. Having a higher offer from a similar firm and program may be useful in gaining some additional salary dollars. Benefits are usually not negotiable. If the difference between two offers is minimal, negotiating may not be worth the time. If it is substantial, by all means attempt to negotiate. If you are not being hired for a large training program, but to fill one position that has opened up, particularly with a smaller organization, there may be more room to negotiate. What if you have just been offered your dream job, but at a disappointingly low salary? Express your enthusiasm for the job, but ask the employer whether or not he or she has any flexibility in determining the salary. Listen carefully to the response, because it will give you an idea of whether or not it’s worthwhile to pursue the issue. If the salary itself cannot be increased, you might try to negotiate for an early salary review at, say, three or six months, when you could expect a raise.

Whether you are negotiating with a large organization or a small one, the fact that you feel you need more money will rarely motivate an employer to give it to you. The strongest grounds on which you can ask for more money are:

• **Knowing the typical salary range for this type of position in this field in this geographic location.** You can obtain this information by checking the online Career Plans Survey reports produced by Career Services for each graduating class, by talking to people in the field, and by looking at salaries for equivalent advertised positions.

• **Having your background equated at the highest possible level within an organization’s compensation plan.** For example, some companies hiring candidates with a science background pay more to holders of B.S. degrees than to those who hold B.A. degrees, because in some universities the B.S. involves more scientific coursework. If an employer realizes that a B.A. is the only undergraduate degree awarded at Penn in the College of Arts and Sciences, that fact may put you in a higher range.

• **Articulating any special contributions you can make to the organization,** such as foreign language fluency (if it will be useful in the job), advanced computer skills, or particularly strong prior experience.

If you do intend to negotiate for a higher salary, do so sooner rather than later. In other words, do not wait to bring up salary until the deadline for responding to the offer is upon you. But if you do bring it up earlier in the process, and the employer does increase the offer, he or she may feel that you should accept on the spot, since they have given you what you asked for. If you are not ready to commit, even with a higher salary offer, do not in any way imply that the only impediment to your accepting is the salary figure. It is inappropriate to negotiate for a higher salary if you have very little interest in the position and are unlikely to accept it anyway.

Making a Choice

This may be the only position that you’ve been offered, but you’ve decided that it is not your dream job or even close to it. There may be significant pressure from elsewhere to accept it. If you are very sure that you will be looking for a new job from your first day in this position, decline the offer, give yourself more time, and continue to look. Remember, however, that there are often many things about a position that cannot be understood until you are actually working. If you already have concerns about the job, these additional aspects will only cause more discomfort. There is help available for you as you continue your search through Career Services.

When you make the commitment to work for someone, you are expected to keep that commitment. **Saying “yes” is a very serious matter; employers will consider it a formal commitment, even if done over the phone.** Be sure that you understand everything before you make the commitment. You may give your response over the telephone. Send a letter confirming your agreement to accept their offer, reaffirming all the key details. Mention a starting date if one has not already been mentioned to you.

Contact the organization that you intend to turn down and inform the person who made you the offer of your decision. This is the time for the ultimate professional, courteous and tactful behavior. Thank the contact for his or her time and consideration. Convey that the decision was a significant one for you and that you appreciate all their efforts on your behalf. You don’t need to tell them where you are going, but simply that you have decided not to accept their offer.

Commit to Your Commitment

Once you accept a job offer, you have made a contract with an employer and you are obligated to withdraw from all other job search activities. It is not ethical, nor is it good for your reputation and integrity, to accept a job offer and then renege because a better job has come along.

If you are not willing to commit to a job offer, do not accept it.

If you renege on an offer you have already accepted, you not only damage your reputation but the reputation of Penn and future Penn students. Students who renege may lose Career Services privileges such as access to PennLink and On-Campus Recruiting. If you have any questions, talk with a Career Services advisor.
Join us this recruitment season to learn more about opportunities at Guggenheim:

**Investment Banking Presentation**
September 8, 2014 at 6:00pm at Jon M. Huntsman Hall—Room G55

**Full-Time Investment Banking Interviews**
September 16, 2014—resume submission deadline September 7, 2014

**Internship Investment Banking Interviews**
February 2, 2015—resume submission deadline January 20, 2015

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Thursday, September 4, 2014
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*The Inn at Penn*
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