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UBS will be on campus this fall. The following events have been confirmed. Please check back as new events are added.

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<tr>
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Visit us on PennLink to learn more about our recruiting events and programs:
- Sophomore Symposium
- Chairman’s Summer Internship Program (Sophomores)
- NY Voyager (Juniors)
- Internship opportunities in Global Capital Markets, Group Technology, Investment Banking, Sales and Trading and Wealth Management Americas

UBS will also be on campus this winter for presentations and intern interviews.

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Career Services, University of Pennsylvania
Editor: Claire Klieger
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6:00pm – 7:00pm

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# Staff Directory

## Career Services

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Philadelphia, PA 19104-6209  
[www.vpul.upenn.edu/careerservices](http://www.vpul.upenn.edu/careerservices)  
Phone: 215-898-7531  
Fax: 215-898-2687 or 215-573-3169

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Email Address</th>
</tr>
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<tbody>
<tr>
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<td>Patricia Rose, Director</td>
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<tr>
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<tr>
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<td>Helen Cheung, Associate Director</td>
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<td></td>
<td>Shannon Kelly, Associate Director</td>
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<tr>
<td></td>
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<tr>
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<tr>
<td></td>
<td>Admin Assistant (TBA)</td>
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<tr>
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<td></td>
<td>Todd Rothman, Associate Director</td>
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<td></td>
<td>Carol Hagan, Counselor</td>
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<td></td>
<td>Lindsay Mapes, Admin Assistant</td>
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<tr>
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<tr>
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<tr>
<td></td>
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<tr>
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<td></td>
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<tr>
<td>Credentials/Recommendation Service</td>
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<td><a href="mailto:letters@pobox.upenn.edu">letters@pobox.upenn.edu</a></td>
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<tr>
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<td>Information Resources</td>
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<tr>
<td>On-Campus Recruiting</td>
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<tr>
<td></td>
<td>Marlene Cohen, Recruiting Manager</td>
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</tr>
<tr>
<td></td>
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<tr>
<td></td>
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**Overview**

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John Tuton, Career Counselor  
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Sarah Hastings, Career Counselor  
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Admin Assistant (TBA)

---

**Office Hours**

9:00 a.m. to 5:00 p.m. Monday-Friday

**Evening Library Hours**

5:00 p.m. to 6:00 p.m. Mondays, Tuesdays and Wednesdays when classes are in session during the Fall and Spring semesters
Career Services at a Glance

Career Services offers a wide variety of resources for every stage of your career. Counselors are available to discuss all concerns about career planning, job hunting, and graduate or professional school application. Program information, job and internship listings, information about graduate study, special services, and much more are detailed on our website: www.vpul.upenn.edu/careerservices.

Job and Internship Hunting

Counseling
Counselors are available to critique resumes, c.v.s and job-hunting correspondence; discuss interviewing strategies; suggest options; and assist in decision-making, including job negotiation. 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, counselors 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 using the Internet in your job search.

Graduate Study Preparation

Advising
Counselors 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 30-40 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, and lets you meet with recruiters from a wide range of programs.

Letters of Recommendation
You may need letters of recommendation in 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 at www.vpul.upenn.edu/careerservices/credentials. 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, 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 our website. Additional listings of permanent positions and job newsletters as well as periodicals containing job ads are located in the Career Services Library.

Resume Books
Resumes of graduating students are circulated to interested employers. School or department-based collections for summer and/or permanent positions include: Nursing, Architecture, Landscape Architecture, City and Regional Planning, and Historic Preservation. Opt-in online resume books are also available for undergraduates through PennLink.

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

Mock Interviews
Students and alumni can take advantage of mock interviews, customized to your industry of interest, with a career counselor. In addition, we offer online interview practice through InterviewStream.
Employer Presentations
These provide information about organizations and the positions for which they recruit. Held September-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.

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 September; 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 Seminars
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

Academic Job Search Handbook
Career Services has produced a complete guide for doctoral students on the academic job market. Copies are available 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

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

Social Networks, Videos & Blogs
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 career-related videos on our Vimeo page.

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

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

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

Resources for Special Populations
Career Services maintains targeted resources on the website and in the Career Library for special populations such as students of color, international students, LGBT students and students with disabilities. The office also publicizes numerous special programs offered by employers and others who seek to recruit or reach out to students in affinity groups. Counselors also conduct special 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 the online PennLink Alumni Registration Form at www.vpul.upenn.edu/careerservices/ PennLinkReg/. The Career Discovery section of our website will give you some assistance exploring career options.

Assessments
Career Services offers a variety of assessments including career exploration tools such as SIGI3, Meyer’s Briggs, Strong Inventory Test and StrengthsQuest.

Video Conferencing
Penn 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.
Every career path is different.
That’s why we help you design your own. We’ll provide the training, coaching and experiences that allow you to build relationships and take advantage of career opportunities. You decide what happens next—at PwC or beyond.

Find out how you can grow your own way at our fall information session on September 5.

Fall resume deadline: September 18

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Career Services Standards

As you undertake a job or internship search or apply to graduate or professional schools, the way you conduct your search or application affects your future and that of other Penn students. Career Services has established standards.

Sometimes people will encourage you to cut corners, saying “Everybody does it” or “No one will ever know.” They’re 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, 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.

• 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 counselor. 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 counselor, show up for it or cancel well in advance.

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

• 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 27, 2012.

• For employers making offers at the end of the summer to their interns returning for senior year, we ask that they give students until October 30, 2012 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 November 30, 2012 (whichever comes later) to decide, and that offers made on or after January 4, 2013 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 January 31, 2013. We ask that employers give interns until February 20, 2013, 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 which 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.

Career Services Expectations of Employers

We take these standards seriously. If you feel a violation has occurred, speak to your Career Services counselor. With your permission (and only with it), we will follow up with the organization. Many problems turn out to be easily resolved.
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 – 9.11.2012
◊ Summer Associate Info Session – 11.27.2012
◊ Case Interview Workshop – 1.16.2013
◊ Summer Associate Resume Submission Deadline – 1.18.2013

For more information, email us at NYC.Associate.Recruiting@bcg.com
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. Signs explaining the color codes are located above each section.

A complete list of library holdings is posted to www.vpul.upenn.edu/careerservices 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;
- funding;
- career fields; the career fields category is divided into nineteen 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 is current information about many organizations that recruit on campus and/or are interested in hiring Penn students. Also on these shelves are binders of recruiters’ business cards.

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.

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.

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.

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?
- What 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?

Online Subscriptions

See the Career Services Library website for free access to various online subscriptions that are helpful to many job and internship seekers, including:

- Vault & Wet Feet Guides
- Internship listings
- Industry specific job and internship listings
- International job and employer search guides
Agile minds see a hub of activity enterprise variety potential co-operation

Deutsche Bank

Look beyond the bustle of the world’s busiest intersection and you’ll find a complex system of supply and demand. Look closer and you’ll see Deutsche Bank’s place in it all.

See more at db.com/careers

Passion to Perform
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, extra-curricular 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?
- Surf 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

Newspapers, websites, magazines, and trade publications all contain information about careers that may mesh with your “profile.” Keep yourself and your interests in mind when you are watching the news or listening to a professor’s lecture.

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

Under “Recommended Internet Links,” 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 to Employment Sources on the Internet, a remarkably comprehensive clearinghouse for career-related sites

Under “Career Exploration,” you can:
- Explore your own skills and interests by looking at the Career Inventory and Self-Assessment sections.
- Take SIGI 3, an online career guidance program that can help you examine your work-related values and skills in an inter-active structured manner.

Using 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 CS 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 counselor.** Effective career research and evaluation requires managing a great deal of information. Consulting with a career counselor is a good way to develop strategies for organizing and thinking through your research more productively. Counselors can also help you to 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 Learn About**

• 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 PACNet (www.alumni.upenn.edu, click on QuakerNet), an online database of alumni 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 profile and joining relevant groups.

• Professional organizations, organizational directories, and websites are also good sources of contacts.

• If you learn of someone’s name through an article they wrote, 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:

• Phoning or sending e-mail;

• 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. 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, 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 have to deal with?

• 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?
• Who 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 PACNet link on the Career Services website.

**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 contacting 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 irreversible. 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 Options

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 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 help your cause.
- 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 just want to delay your entry into the workforce.

After you have given the prospect of graduate school a good deal of thought, it is also important to be thorough in researching graduate or 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. Pre-graduate and pre-professional 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 not a generalist’s degree; you should enter a graduate program only after you have done your research and know how you will use the degree.

**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 a pre-graduate/pre-professional advisor, as early as your sophomore or junior year, to discuss your interest and answer any questions you might have. Be sure to subscribe to the appropriate list-serve (pre-graduate, pre-health, and/or pre-law) on our section of the Career Services website. Attend application seminars and interviewing 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 or professional school programs.

Likewise, our section of the website, as well as the Career Services Library (located in the Career Services Office), contain relevant information about the application process, standardized tests, financial aid, careers in various fields, 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 health professions school.

**Types of Programs**

**Ph.D. and Academic Master’s Programs**

**Ph.D. Programs**

Ph.D. programs 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 research experience. As an undergraduate, completing an 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 for 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 pre-graduate advising resources available in Career Services. Faculty members are the most important source of information about academic graduate programs, because they are the experts in your 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 coursework, beginning with foundation 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—(comprehensive) level and then Ph.D.—(qualifying) level exams.

The capstone of the process is your Ph.D. dissertation. Writing a Ph.D. thesis, depending on the field, can take anywhere from a few 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.

Unlike with most master’s programs, graduate students should 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, 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. Funding should play an important part in your choice of graduate school. Do not go somewhere for a Ph.D. where you do not get funding because, 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. It does not automatically translate into a specific job. Rather, 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—like computer science or engineering, or some social sciences—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 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 in Law and Health Professions
Law School
Unlike many other professional programs, law schools do not look for students who follow a specific course of study, per se. A wide range of acceptable majors can be found in the humanities, social sciences, natural sciences, engineering, and business. What is most important to law schools is that you find 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 interested in your overall academic record and your performance on the Law School Admission Test (LSAT), as well as several 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 broad-based curriculum that trains them to analyze, read, speak and write well. If your major is heavily technical or quantitative, you should make a point of enrolling in some writing intensive and/or humanities classes to prove that you are capable of communicating well and have pursued a well-rounded course of study. They also look for mature, ethical, passionate, and academically capable individuals.

In selecting a list of law schools to which to apply, it is essential that you think about 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 between which to decide at the end of the application process. A pre-law advisor can be an excellent resource as you cultivate 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 which highlight key legal points.

In your first year (1L) of law school, the courses you take are required for the most part—some law schools will offer students one or two elective credits in their first year, however. The required 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, and definitely by your junior year, in order to discuss your undergraduate preparation—both academically and otherwise—for medical school to maximize your chances of admission.

Getting into medical school requires that you take, and do well in, sequences of pre-requisite courses in Biology, Chemistry, Physics, Mathematics, and English. 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 the health professions 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 (e.g. cardiology, obstetrics, pediatrics, psychiatry).

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 length—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.);
- Exercise Physiology (M.S. or Ph.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 train individuals 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 two to three years of work experience in the field before applying. Some examples of professional master’s programs are:

- Architecture/Urban Design;
- Business Administration (for careers in the public or private sector);
There are several master's degree options that you might consider:

- Criminology/Criminal Justice;
- Public Administration (for governmental careers);
- Public Health (for careers at city, state or federal level, or at research organizations and hospitals);
- Public Policy (for national or international careers in the public or private sector);
- Social Work (with either a clinical/direct practice or administrative/policy research focus);
- Urban/Regional Planning (for careers in municipal governments, non-governmental organizations (NGOs), or community development organizations).

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.

**Time Between Penn and Graduate or Professional School**

As you consider pursuing graduate and professional school, remember that you don't have to go directly from Penn. 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 2 or 3 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 graduate or professional school options, or deciding, for example, whether to commit yourself to the rigors of a Ph.D., taking a job after graduation can help you figure out what you want.

Although some students worry that they might lose momentum for graduate study if they take time after graduation, 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 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,” and what you do can often be instrumental in preparing you for graduate or professional school—and can enhance your application in the process.

The bottom line is this: 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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EXPECT INVESTMENT
Graduate and Professional Schools: From Application to Matriculation

A successful application process requires a major time commitment. You can keep the process from becoming overwhelming by approaching it in an organized and informed manner. Once you’ve been admitted, you will still have to face some hard questions.

Taking Advantage of 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 listservs. In addition, you can (and should!) make an appointment to see an advisor to talk about your plans and options.

Understanding What You Need to Do and When You Need to Do It

Some programs require that you start preparing your application as much as a year or a year and a half in advance of matriculation. Visit the schools’ 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 backwards from deadlines and allow extra time to deal with last minute problems. Make copies of all paperwork in case something is lost in the mail. If you send applications by registered mail you have a record that they were mailed on time.

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 following: the Graduate Record Examination (GRE) general test, for most master’s and Ph.D. programs; GRE subject tests, required in some fields; 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 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

Although you know you will need recommendations, you may not realize how long it takes to get them written by your professors or supervisors. You should have back-ups in mind to ensure that you have enough letters to meet application deadlines. You have the right to request non-confidential recommendations, but admissions committees find confidential letters more credible. Career Services advisors can inform you whether your recommendations are appropriate for graduate or professional study, but cannot reveal their content or tone.

If you are applying to a health professions school, you should open a Credentials file at Career Services, and have recommendation letters sent there. For all other purposes, Career Services is partnering with Interfolio, the leading credentials and dossier service. Go to www.interfolio.com for more information; please see the article on page 26.

It is important that you request recommendations from the appropriate people. Who is appropriate depends 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 by checking your Credentials file with Interfolio online to confirm that your letters have been delivered. Information on how to do this is available at www.interfolio.com.

For graduate programs in arts and sciences: It is essential that your recommenders address your academic abilities and your potential as researcher or scholar. Recommendations 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.

Recommendations may be for graduate study in general, or they may target specific graduate departments, that is, explaining how your training and research interests fit a particular program. You can discuss this with your recommenders.

For professional programs: Professional programs require that some of your letters deal with your academic mastery of class material. It is more 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 etc., than that they be from someone with a big reputation. Although it is important to have letters from faculty, it is also acceptable to have letters written by teaching assistants—who know you well from sections or more than one class. It is also important, if you are involved in research, to have your supervisor or mentor write about your research skills. In general, the recommendations you submit for professional programs should reflect all aspects of your candidacy that may be relevant to your study in that field.
Program Specific Information

Master’s/Ph.D. Programs
The timeframe for applying to master’s and Ph.D. programs is not dissimilar from your experience in applying to undergraduate institutions. 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 re-take them relatively easily, but you should only do this if absolutely necessary. GRE subject tests are available only in paper format and are offered three times a year (October, November, and April).

Law School
The law school admissions process begins somewhat earlier, and takes place 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 has become increasingly competitive in recent years, so the timeliness and quality of your application is even more important.

The LSAT is a paper-based exam offered four times per year (February, June, September/October, and December) and will require some preparation and planning on your part. You can re-take the test if you are not happy with your score, but we only recommend doing so if you are confident that your score will increase substantially.

The Career Services pre-law advisors offer Law School Application Seminars each semester to introduce you to the process and answer general 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 sometimes arduous process. Students seeking admission to some schools, i.e. medical, dental or veterinary school, start the application process in June 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 at least 18 to 24 months prior to the time you wish to enroll in health professions school. For example, if you wish to enter medical school directly after graduation, you should meet with an advisor and prepare to begin the admission process during your junior year. Meeting with an advisor early is important, as you need to ensure that you are completing the proper academic and non-academic requirements for admission.

If you are applying to medical or dental school, you must attend a mandatory Applicants’ Workshop, 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.

Applicants to health professions schools will need to collect letters of recommendation. The mandatory Applicants’ Workshop will explain all of the details of how many, and when you need them submitted. Your pre-health counselor can answer any additional questions you have.

PLEASE NOTE: Though Career Services is partnering with Interfolio for our letters of recommendation service, 
pre-health applicants will continue to send their letters of recommendation to Career Service Credentials Department. See our website for details: www.vpul.upenn.edu/careerservices/credentials.

Statements of Purpose/Personal Statements
Your admissions essay is an essential part of your application. Professional programs usually require personal statements, whereas graduate programs require statements of purpose. These are two different kinds of writing.

For graduate study in the arts or sciences (Statement of Purpose): Unlike the personal statement, the statement of purpose is not personal at all, but should deal with 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 the following: 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, i.e. research and scholarly experience; 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 or nearby organizations have resources that are particularly useful for the type of research in which you want to engage (an historical archive, a particular kind of laboratory, etc.), be sure to mention how you will make use of these facilities. It is also important to indicate how your research interests address current problems in your discipline. Don’t wax poetic about your love of the subject—that is a given. Don’t be vague, but give specific reasons for why you are embarking on this challenging course of study.
For professional study (Personal Statement): The questions for this type of essay tend 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, what makes you different, how you approach situations, what draws you to the particular field you are interested in, etc. Anecdotes are more effective than a string of paragraphs listing the highlights of your life.

It is not helpful merely to repeat 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. Additionally, don’t bore the committee with excessive details about a research project; rather, focus on how the project affected you. 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 with the departments or schools to which you are applying for deadlines and procedures for financial aid and fellowships. Some require you to fill out 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 also (especially for professional schools).

There are various sources of funding for graduate school—and far 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 (for graduate school in general, or specifically for dissertation support, for research expenses, or postdoctoral work). Some professional schools are also able to provide financial support for some students, and there are sometimes possible external funding or debt forgiveness possibilities. You should look for funding early—many deadlines for competitive fellowships come up early, 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. It also often makes sense to ask faculty in relevant departments and the schools’ administrative offices about funding opportunities. Van Pelt Library reference staff would also be a useful resource in any search for funding.

Sorting Through Acceptances
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 visit the programs you are considering. Your choice of program is not one to be made lightly.

For professional schools:
Factors to consider might include:
- Reputation of the school—often that might be significant regionally, not just nationally
- Your fit with the student body (is it competitive, collaborative, and so forth)
- Faculty/student relationship and ratio
- Location
- Class size
- Opportunities to gain practical experience in the course of the program
- Structure and content of the curriculum
- Job prospects after graduation

For Ph.D. programs:
It is essential that you consult with your faculty advisors and your T.As about the places where you have been accepted. They will usually be able to give you guidance about such things as 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 a Ph.D. program.

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 gotten jobs, after completing the Ph.D. It is probably best, though, not to enter a department where there is only one faculty member you can imagine working with; you will benefit from cultivating relationships with several faculty.

Some things to consider about a potential Ph.D. dissertation advisor might include the following—though expectations and norms will vary from field to field:
- How many Ph.D. candidates the advisor is working with
- Whether the advisor engages graduate students in their ongoing research
- Whether the advisor has co-authored papers or co-presented at conferences with graduate students—or given graduate students feedback on their work for presentation or publication
Other possible things to consider about Ph.D. programs:
- How the Ph.D. curriculum is structured: when exams are scheduled and how you are assessed, how many years of coursework you must take, requirements for the dissertation, and so forth
- The social environment of the program—whether graduate students are competitive, or if there is evidence of cooperation, such as sharing of class notes or study groups
- The location of the school
- Housing options: whether on-campus graduate housing is available and satisfactory, or whether it is possible to live safely and conveniently away from campus
- What opportunities for outside activities are available nearby

**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 aid, think very carefully about your options:
- Are you willing to go into debt to finance your graduate or professional education?
- Will you be able to work while you are pursuing your degree?
- How much debt do you have from your undergraduate education—and when will you 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 to graduate or professional school when you first apply, you can work with your mentors and your pre-graduate/pre-professional advisors at Career Services to discuss what you might work on 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 Penn Students Matriculated 2011

The lists below represent some of the many graduate schools, health professions schools and law schools to which Penn students and alumni matriculated in the fall of 2011. Information on matriculation for fall 2012 was not available at the time Pathways went to press. For current information, see the Assistant for the Graduate and Professional School Advising area at Career Services, or check www.vpul.upenn.edu/careerservices.

Graduate Schools, Various Fields
American University of Paris
Boston College
Cambridge University
Carnegie Mellon University
Case Western Reserve University
Columbia University
Cornell University
Dartmouth College
Drexel University
Emory University
George Washington University
Georgetown University
Harvard University
Johns Hopkins University
London School of Economics
Massachusetts Institute of Technology
New York University
Northwestern University
Notre Dame University
Ohio State University
Oklahoma State University
Oxford University
Princeton University
Rice University
Rutgers University
Stanford University
Tufts University
University of California, Irvine
University of California, Los Angeles
University of California, San Diego
University of Chicago
University of Edinburgh
University of North Carolina, Chapel Hill
University of Pennsylvania
University of Rochester
University of Southern California
University of Tennessee
University of Virginia
Vanderbilt University
Walsh University
Widener University
Yale University

Cornell University
Dartmouth College
Drexel University
Duke University
Emory University
Florida State University
George Washington University
Georgetown University
Harvard University
Hofstra North Shore, LIJ School of Medicine
Imperial College of London
Indiana University
Jefferson Medical College
Johns Hopkins University
Medical College of Georgia
Medical College of Wisconsin
Morehouse School of Medicine
Mount Sinai School of Medicine
New York College of Osteopathic Medicine
New York Medical College
New York University
Northwestern University
Nova Southeastern University College of Osteopathic Medicine
Ohio State University
Oregon Health and Science University
Pennsylvania State University
Philadelphia College of Osteopathic Medicine
Stanford University
State University of New York, Downstate
Stony Brook University
Temple University
Thomas Jefferson University
Touro College of Osteopathic Medicine, New York
Tulane University
Tufts University
University at Buffalo
University of California, San Diego
University of California, San Francisco
University of Chicago
University of Colorado
University of Connecticut
University of Illinois at Chicago
University of Maryland
University of Massachusetts
University of Medicine and Dentistry of New Jersey, Robert Wood Johnson Medical School
University of Medicine and Dentistry of New Jersey, Robert Wood Johnson Medical School
University of Miami
University of Michigan
University of North Carolina
University of Pennsylvania
University of Pittsburgh
University of Rochester
University of Southern California
University of Texas, Southwestern
University of Virginia
Washington University, St. Louis
Vanderbilt University
Yale University

Law Schools (attended by 3 or more students)
American University
Boston College
Boston University
Benjamin Cardozo School of Law
Columbia University
Cornell Law School
Duke University
Emory University
Fordham University
George Washington University
Georgetown University
Harvard University
New York University
Northwestern University
Notre Dame University
Rutgers University
Stanford University
Temple University
Tulane University
University of Arizona
University of California, Berkeley
University of California, Los Angeles
University of Chicago
University of Miami
University of Michigan
University of Pennsylvania
University of Texas
Vanderbilt University
Villanova University
Washington University
Widener University
Yale University

Selected Health Professions Schools (Medical, Dental, Vet)
Albert Einstein College of Medicine
Boston University
Case Western Reserve University
Columbia University
Commonwealth Medical College
University of Medicine and Dentistry of New Jersey, Robert Wood Johnson Medical School
University of Medicine and Dentistry of New Jersey, Robert Wood Johnson Medical School
MANAGING 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 mailed out whenever you apply for graduate school admission, employment or funding.

PLEASE NOTE: Pre-health applicants only use the Career Services Credentials system, whether you’re working with Career Services pre-health advisors, or you are taking pre-health post-bac classes through LPS. Contact your advisor or check the website for details and dates related to this process.

All other Penn students or alumni who want assistance with their Letters of Recommendation are encouraged to use Interfolio, Inc., the premier web-based credential file management firm. You can contact Interfolio at www.interfolio.com to register and set up an account. If you have letters on file with us from previous years (and they are not intended for application to health professions schools), you may contact us at letters@pobox.upenn.edu to request that Career Services transfer your letters to your Interfolio account. Interfolio charges a modest annual fee and there will be a small fee for each request you make for letters to be sent to graduate programs, potential employment, or other opportunities which require letters of recommendation.

Features of Interfolio

- Interfolio promises quick turn around on mailing requests— their customer service department will answer e-mail questions (help@interfolio.com) or by phone
- Multiple mailing options, including overnight and/or electronic delivery where available
- Secure online credit card payments are accepted along with checks and money orders
- You may keep both confidential and non-confidential letters in your file
- Additional documents such as writing samples, articles, test scores, unofficial transcripts, etc. may be stored in your account at Interfolio
- Upon your request and authorization, career counselors in Career Services will be able to access your file to tell you what letters are appropriate or not appropriate for the specific use you have in mind (i.e. application to law school, internships, permanent employment, etc.). They will not, however, be able to tell you the content of the letter
- See Interfolio website for pricing and additional details: www.interfolio.com
- 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. They have a free letter writer account, giving them access to all letters they have uploaded and allowing them to make updates to the letters
- Portfolio service: Through Interfolio’s professional portfolio tools, 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

See our website and/or speak with Career Services staff to get answers to additional Credentials questions.

Pre-Health Applicants ONLY

We manage pre-health credential files in Career Services. See our website or contact your pre-health advisor for details.

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.

Getting Letters of Recommendation
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 names of people whom a potential employer may call. Giving thought to how you obtain recommendations increases the chances that they will strongly support your candidacy.

Decide 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 remember who you are.

Consider the purposes for which you’ll want to use recommendations and try to include letters directed to those purposes. For example, for graduate study in the sciences, it is important to have a recommendation from someone familiar with your ability to do research. For employment, include a 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 recommendation for you 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 recommendation if you feel you know me well enough to write one.”

You may need a 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.

Work with Your Recommenders

Recommendations 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 whoever 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.

Request a letter well in advance of the time you need it.

Recommenders, particularly faculty members, may receive many requests for recommendations. Suggest a specific date by which you would like the recommendation and find out whether the person considers that a reasonable time frame. If s/he doesn’t, find out when s/he will be able to complete your letter. Accept this information graciously, and plan accordingly. Provide materials which 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 which highlights the information you want included. Ask recommenders to submit letters 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 sensible selection of recommenders
- Request letters of recommendation far in advance
- Allow several days to process a request
- Check your file online at www.interfolio.com

References Via Phone

Some employers prefer to speak directly to recommenders, so it is important to let your references 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.

Say Thank You

Get back to those who recommended you to let them know what you’ll be doing. Tell them where you’ll be working or studying and thank them for their help in getting you there. Writing recommendations is time-consuming and often tedious. The knowledge that it’s helped rewards the authors’ efforts.
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September 10, 2012
Jon M. Huntsman Hall
G-50 @ 6PM
On-Campus Interviews
October 1, 2012

DICK’S SPORTING GOODS IS CURRENTLY RECRUITING FOR A VARIETY OF OPPORTUNITIES

At Dick’s Sporting Goods you will have the opportunity to work with and learn from the leaders of a Fortune 500 company recognized by Fortune Magazine as “Retail’s Rising Star.” With over 480 Dick’s Sporting Goods stores and 81 Golf Galaxy stores located throughout the United States, Dick’s Sporting Goods employs over 27,000 people nationally and over 1,400 in our Pittsburgh, PA based Store Support Center.

CORPORATE INTERNSHIP
A 12 week summer program for rising seniors based in Pittsburgh, PA.

MERCHANDISING TRAINEE PROGRAM
A year long rotational program based in Pittsburgh, PA preparing you for a career as a buyer or merchandise analyst.

LOOK FOR THESE AND OTHER OPPORTUNITIES ON PENNLINK
Identifying Employers

Evaluating potential career paths, including short- and long-term goals, requires research. Even if you are fairly certain of your career direction, careful research will ensure that you have accurate, up-to-date information about your choices.

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. See “Special Employment Resources” under “Quick Resources” for links to sites Career Services counselors consider especially useful. Also, visit the Career Services webpage of your school for survey data showing employers of recent graduates in your major(s). “The Riley Guide to Employment Opportunities and Job Resources on the Internet” 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 Greater Philadelphia Cultural Resource Directory are shelved in the “General Directories,” “Geographic Directories” and career fields sections of the library.

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

- Uniwold (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 offer 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 lots of information that could be useful to you. The trick is to ask.

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.

The Penn Alumni Career Network (PACNet) is a searchable database of alumni 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.

Learn 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.
Starting Your Search/Resumes and Letters

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. Counselors 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 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 “Additional Information” or “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:

- Keep name, address, and phone numbers on separate lines so they don’t merge.
- 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.
**SKILL SUMMARY**

- Extensive experience working with children in a variety of settings
- Able to teach soccer and basketball, as well as provide dance, drama, and theatre groups
- Proficient with Word, Excel, and conducting Internet research

**EDUCATION**

**University of Pennsylvania**, Philadelphia, PA

- Candidate for Bachelor of Arts in European History, May 2013
  - Graduated with honors, June 2009

**Current:**

**Friends School**, Baltimore, MD

- Tutor, Assistant, Director of Dance Department, Summer 2012
- Tutored elementary student in reading and math twice each week, 2009 - 2010

**EMPLOYMENT:**

**Academia Land Company**, Weymouth, MA

- May 2012 - August 2012
- Performed analysis of different year-end statements and conventional statements in order to identify areas for savings.
- Managed guidelines for maintaining multidisciplinary files by building with high standards
- Coordinated variance analysis and reporting metrics in order to change separation and improve financial and natural gas pipeline; conducted many industry representatives to determine sales trends.

**Lowe's Chapter Entertainment**, New York, NY

- November 2011 - April 2012
- Developed database of all existing and future theaters in US, including relevant information for each division.
- Performed pro-forma analysis for each division of the LC影业 database.
- Coordinated potential presentations for new theater developments.
- Protocols and coordination, and logistical support of submitted sites.
- Track changes in cost effect for existing theaters under new ownership in relation to future trends in market trends.

**City of New York, Department of Parks and Recreation**, New York, NY

- May 2010 - August 2010
- Coordinated satellite campaigns for Beach Volleyball Tournament and Citywide Roller Disco
- Coordinated potential sponsors, as well as pitch packages for various events.
- Managed free assistance and exercising of corporate events on Parks and Recreation property.

**ACTIVITIES:**

**Undergraduate Assembly**, University of Pennsylvania, Philadelphia, PA

- Vice Chair, (current), Facilities Committee Chairman, Vice Philadelphia Conference Chairman, Associate in Department of Public Safety Advisory Committee

**Beta Psi Fraternity** (current)

- Vice President, House Manager, Risk Management Chairman, Chairman, President, Vice President, House Manager, Risk Management Chairman

**Society of Civil Engineers**

-K (current), Activities Chairman

**American Society of Civil Engineers**

- summer 2009 and summer 2011

**Ann History**

Current: 5555 Locust Street, Philadelphia, PA 19130  
Permanent: 55 Desert Street, Philadelphia, PA 19103  
(215) 555-5555  
history@sas.upenn.edu

**SKILL SUMMARY**

- Proficient in HTML, Knowledge of JavaScript, C
- Experienced at hardware replacement/repair
- Proficient in Microsoft OS and Office, QuarkXPress, Adobe Suite, Macromedia Suite, AutoCAD
- Relevance: Familiar with Microsoft OS and Office, QuarkXPress, Adobe Suite, Macromedia Suite, AutoCAD
- Relevant Coursework:
  - Management of Technology, Business Strategy, Real Estate Law, Urban Real Estate, Economics
  - Management of Technology, Business Strategy, Real Estate Law, Urban Real Estate, Economics

**EDUCATION**

**University of Pennsylvania**, Philadelphia, PA

- Bachelor of Science in Economics
  - Concentration: Management/Real Estate
  - Cumulative GPA: 3.23/4.00

**Current:**

**West Philadelphia Tutoring Program**, University of Pennsylvania, Philadelphia, PA

- Designed activities and supervised unit of 34 girls ages 12 - 16
- Tutored elementary student in reading and math twice each week

**Acquisitions Dept., VanPelt Library**, University of Pennsylvania, Philadelphia, PA

- 2010 - 2011
- Assisted in schoolroom of convalescent hospital
- Tutored emotionally and physically handicapped patients in individualized curriculum of math and reading
- Assisted in schoolroom of convalescent hospital
- Tutored emotionally and physically handicapped patients in individualized curriculum of math and reading
- Ordered, catalogued, and filed new additions to library collection
- Performed analysis of dynamic systems, optimization of systems, structural management of technology, business strategy, real estate law, urban real estate, economics
- Performed analysis of dynamic systems, optimization of systems, structural management of technology, business strategy, real estate law, urban real estate, economics
- Designed guidelines for maintaining traditional feel when building with high elevations
- Designed guidelines for maintaining traditional feel when building with high elevations
- Tracked changes in best effect for existing theaters under new ownership in relation to future trends in market trends
- Managed free assistance and exercising of corporate events on Parks and Recreation property.

**ACTIVITIES**

**University of Pennsylvania**

- President, Penn Sports
- Member, Sphinx Senior Society
- Member, Performing Arts Council
- Member, Undergraduate History Club
- Admission Tour Guide Volunteer, kite and key

**Friends School**

- Member, Mixed Chorus
- Captain, Varsity Basketball
- Player, Varsity Soccer
- Choreographer, Dance Club
- Staff Writer, Quaker Quill
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 200 professionals in its five offices located throughout the U.S. and in international offices in London, Paris, Luxembourg, Mumbai 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: Wednesday, September 5th
6:00pm | Huntsman Hall | Room G-50
Interviews: September 27th

Work with the brightest.

Charles River Associates is a leading global consulting firm that offers economic, financial, and business management services. Since 1965, we’ve worked on thousands of high-profile projects and cases throughout the world—a track record that reflects the exceptional talent of our consultants. Interested in working with and learning from scholars, specialists, and industry experts? Take a closer look.

Charles River Associates is recruiting highly qualified undergraduates for the full-time position of analyst. We invite you to come meet us on campus and learn more about opportunities at CRA.

Firm presentation
September 20, 2012 | 5:00 pm
Jon M. Huntsman Hall, Room G-50
Refreshments will be served.

Application deadline
September 20, 2012

Interviews
October 4, 2012

www.crai.com
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. Wharton Evening students receive a Bachelor of Business Administration
- 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, i.e., May 2013, or 5/13. Do not use “Class of ___. You don’t need to use inclusive dates (i.e., 2009-2013).

Majors/Minors, etc.

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 (thus, Communication majors in the Communication and Commerce track may not 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, i.e.: “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, for example “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, for example: GPA in English 3.63 (10 courses).

Your GPA must be listed exactly as it appears on Penn-in-Touch.

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, and whenever there are any changes in your address, telephone number, e-mail, GPA, courses, activities, etc.

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.
Evercore Partners 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 trillion of transactions. Selected transactions include:

- Advising Kinder Morgan on its pending $38.5 billion merger with El Paso
- Advising McGraw-Hill Companies on its intended split into separate Global Markets and Education businesses
- Advising Kraft Foods on its intended split into separate Global Snacks and North American Grocery businesses
- Advising 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 CIT on the largest-ever pre-packaged bankruptcy, involving $60 billion of debt and preferred stock obligations
- 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 EDS 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
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 this correspondence carefully.

A cover letter is often your first “meeting” with an employer. A thank-you letter is an important follow-up to every personal meeting. A letter of acceptance is the final step 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 correctness and format.

Cover Letters

Your cover letter should address: why you are writing; what your experience/education offers; why you are interested in 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 Madame”. 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 Tecktronix 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 which incorporated 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, give an overview of what you can offer. While you don’t need to propose an exact job title, you must provide enough focus so that the employer can understand where you might fit. As an example:

“I have enjoyed success in raising funds for our class gift, and in meeting and talking with new people. I would welcome your consideration for any position in which these skills would prove useful.”

• Demonstrate that you understand the employer’s organization and requirements. The better you have researched the employer, the easier this is.

• Stress your qualifications, but avoid statements such as “I am ideally suited for this position.” While it is your role to present your qualifications as convincingly as you can, it is the employer’s role to evaluate them.
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 phone 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.
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 which 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 which 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.

An Example of a Good Acceptance Letter

An Example of a Letter Declining an Offer
Cain Brothers is a leading investment bank focused exclusively on health care

An employee-owned firm providing investment banking and capital markets services to a wide range of health care clients

- One of the largest, most experienced teams of health care bankers in the industry
- Integrated tax-exempt and for-profit banking teams
- 30-year history of growth and success
- More than 60 M&A transactions completed since 2010
- More than $1.5 billion in capital raised since 2010

For additional information please contact Danielle Rubinstein at drubinstein@cainbrothers.com

Cain Brothers is an Equal Opportunity Employer

www.cainbrothers.com

CORNERSTONE RESEARCH

Cornerstone Research is a consulting firm specializing in the analysis of complex financial, economic, accounting, and marketing issues. Our goal is to be the recognized leader in providing high-quality analysis of challenging business problems.

F I N A N C E & E C O N O M I C S C O N S U L T I N G

Important dates

September 11, 2012
PennLink Resume Submission Deadline

September 12, 2012
Career Link, Day 2
University City Sheraton Hotel
10:00 AM – 3:00 PM

September 28, 2012
On-Campus Interviews

September 13, 2012
Information Session
The Inn at Penn Hotel
Regent Ballroom
8:00 PM – 9:00 PM

Cornerstone Research will be on campus

www.cornerstone.com

Boston, MA
Los Angeles, CA
Menlo Park, CA
New York, NY
San Francisco, CA
Washington, DC
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 on you 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 which you will use. 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
- Classified ads for the newspapers in your target city, often available online

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 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. As organizations move to voice mail to Web-based employment processes, 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 & where you want it.

www.vpul.upenn.edu/careerservices
Build and Manage Your Online Presence

In today’s world, your online presence is critical to your job search. It can help further your goals or limit them. This article is here to help you reap positive rewards for being online and curtail any current or potential damage.

The first section includes tips to manage your presence and search results. The second section will review how you can utilize online tools, especially social media, to help your career and enhance or build your reputation.

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 & Claim Your Public Profile URL. This is often the first result in a search and is linked to a positive, professional profile.

• Go through your existing online accounts, i.e. Facebook, Twitter, blogs, etc. 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 you would be embarrassed by or could 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. There is a variety of tools today that are free to help you accomplish this goal. Furthermore, these tools are resources you can tap if more traditional ones (i.e. 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 “like” their Facebook page and post a comment.

Keys to a Successful Online Presence

• Demonstrate your expertise.

• Interact with employers through Twitter, LinkedIn and Facebook.

• Assume everything is public, only post content you would want to be found.

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.

• Facebook: Many employers have pages and answer questions through their wall.

• LinkedIn: Create your professional online profile. Join a group and participate in the discussions to demonstrate your knowledge and interest in an industry. Add friends, family, and professionals to your network to stay in touch.

• Blogs: Comment on articles you come across, write your own original content, and post visuals (i.e. videos of a presentation) to showcase your expertise.
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To learn more about Trinity Partners please visit us on campus at:

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Investment Banking Presentation:
Thursday, September 6, 2012
4:00 – 5:00 pm
Irvine Auditorium in Perelman Quad – Café 58

Interviews:
Thursday, September 27, 2012
8:30 am - 5:30 pm
Making the Most of Employer Presentations

Employers offer presentations to tell you about the opportunities they offer, to let you meet some of the people who work there (often Penn alumni), to sell you on the merits of working for them and to encourage you to apply.

Many employers give on-campus presentations. These are typically, though not always, in advance of a recruiting visit. 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 which 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 really important news about the employer.

Bring copies of your resume with you. You may decide not to leave it, but it is helpful to have with you if you are interested in the organization.

If you are only going to a presentation to learn about a firm, but are not really interested in what you hear, there is no need to stay to speak individually with people. On the other hand, if you like what you hear, it is really important to introduce yourself. Recruiters are always impressed with strong social skills demonstrated during the social interaction which takes place after the formal presentation has been completed. By making a strong impression, employers may remember you when they review your application.

Get business cards and write a thank-you note within 24 hours of the presentation. Refer specifically to what you learned in the presentation and to what impressed you. Be sure your thank-you note does not read like a form letter. It’s fine to send your thank-you note by e-mail.

Even if you are not interested in applying to the employer, you can learn a lot by staying for at least part of the reception, watching how other students approach employers, and making mental notes about approaches which seem both effective and comfortable for you.

Suggested dress for presentations is business casual. Business casual means ironed trousers and shirts for men, and an informal but “pulled together” outfit for women (see Professional Etiquette article on p. 98). Be sure shoes are polished. There’s no need to wear a suit to an open presentation.

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 regrets for missing the session and explaining the reason. If two night-before interview presentations are scheduled at the same time, it’s probably best to attend half of each, sending 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 Presentations 2011-2012**

Employer Presentations offer an opportunity for you to learn about organizations interested in hiring Penn students. Frequently there is an opportunity to speak informally with the organizations’ representatives prior to campus interviews. For information on 2012-2013 presentations, check 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 on-campus recruiting and presentations.

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Intern Information Session
Wednesday, January 9, 2013
Inn at Penn Hotel | 9:00-10:00 p.m.

On-campus Interviews
Thursday, January 31, 2013
Investment Banking & Capital Markets
Summer Analyst Program
Wednesday, February 6, 2013
Global Markets Summer Analyst Program
(Sales & Trading, Public Finance & Research)
Influence the future of global health

Dates we’ll be on campus
Penn Career Link
September 12th, 10.00am-3.00pm
Company Information Session
John M. Huntsman Hall,
Wharton School Building Room G55.
September 19th, 6.00 - 7.00pm
Resume Drop Date on PennLink
September 19th
First Round Interviews
October 4th, OCR

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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 CareerLink (General Business), Engineering, Design, Education and Social Services, Nursing, International Opportunities, Policy and Government, Biomedical, and Spring Career Fair as well as fairs off-campus co-sponsored 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 and grueling 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 looking for, what is the application process, may I have your business card for future contact?

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 chatrooms 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.

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 one minute. 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. Don’t 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.
We invite all Juniors and Seniors to attend:

**Fall Presentation**
- **Date:** Thursday, September 6th, 2012
- **Time:** 8:00 p.m.
- **Place:** Houston Hall (Bodek Lounge)

**Career Link 2011**
- **Date:** Wednesday, September 12th, 2012
- **Time:** 10:00 a.m. – 3:00 p.m.
- **Place:** Sheraton University City Hotel

We remind you that the resume submission deadline is **September 19th, 2012**. First round interviews will be held on-campus on **October 4th, 2012**.

*Applicants must apply via [www.joinbain.com](http://www.joinbain.com) AND [PennLink](http://www.joinbain.com). Please include a cover letter, resume and unofficial transcript.*
Employers Attending Career Fairs 2011-2012

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 2012-2013 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.

Biomedical and Life Sciences Career Fair
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American Association for Cancer Research
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Hamilton Township Public Schools
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Houston Independent School District
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LEAP Academy University Charter School
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2012-2013

SPRING 2013

SPRING CAREER FAIR
FEBRUARY 21 & 22, 2013

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MARCH 1, 2013

EDUCATION & SOCIAL SERVICES FAIR
CAREER DAY
MARCH 2013

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http://www.vpul.upenn.edu/careerservices/employers/careerfairs.html
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**Financial Services Management Consulting and General Management Consulting**

**Information Session:** Monday, September 10th, 7:00pm, Inn at Penn

**Application deadline for both consulting tracks:** Wednesday, September 19th

Please follow instructions on PennLink to submit an application.
Applying for Jobs and Internships

Department of Veterans Affairs
Drug Enforcement Administration
Education Pioneers
Environment America
FDIC
Federal Bureau of Investigation (FBI)
Federal Bureau of Prisons
Federal Emergency Management Agency
Federal Energy Regulatory Commission
Federal Reserve Bank of New York
General Dynamics Information Technology
Internal Revenue Service
Marine Corps Officer Selection Station
MATCH Charter Public School
Mathematica Policy Research, Inc.
Maximus
MDRC
Merit Systems Protection Board
Peace Corps
Teach for America
U.S. Public Interest Research Group (PIRG)
Penn in Washington
Urban Teacher Center

Spring Career Fair
10gen
Aclipse
African-American Chamber of Commerce of PA, NJ & DE
Ampush Media
AOL
Balsam Brands
BASF Corporation
Basis Technology Corp.
Berkeley Research Group
Bloomberg
Boston Teacher Residency
Brandstandr
BuLogics
Burlington Coat Factory
Centers for Medicare & Medicaid Services
Charming Shoppes
China California Heart Watch
Chrysler Group LLC
China Education Initiative
Cigna
Citi
CloudMine
Comcast
Comcast Converged Products
comScore, Inc.
Community Education Alliance of West Philadelphia (CEAWP)
Contact Singapore
Corporate Executive Board
Crestron Electronics
Decision Resources
Enterprid
Environment America
Epic
ERS
Federal Reserve Bank of Philadelphia
Fino Consulting
Fredericks Michael & Co.
Freudenberg NOK
Grassroots Campaigns Inc.
Great Oaks Charter Schools
Green Corps
GSI Commerce, an eBay Inc. company
Hillstone Restaurant Group
HireBrite
HUGE
Illinois Tool Works
Inflection
ING Financial Partners
Insight Global
InstaMed Communications
International SOS
Jane Street, p. 57
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KenCast, Inc.
Kindred Healthcare
Leadnomics
Lewin Group, Inc.
Life Technologies
Lutheran Children and Family Service
Lutron Electronics
McMaster-Carr
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New York Life Insurance Company
NewsCred
Nordstrom
Novus Partners, Inc
Optofluidics, Inc
Oracle
PackLate.com, Inc.
Philadelphia Gas Works
Philadelphia Police Department
Physical Sciences Inc.
Pittsburgh Technology Council
Pivotal Labs
PriceSpective LLC, p. 28
PwC, p. 8
QBE Insurance Group
Regeneron Pharmaceuticals, Inc.
Rockefeller University
Saatchi & Saatchi
SAP
Schlumberger
SEF International
Spencer Gifts
SPIN
Spling
Spot Trading
StartUp Academy: Bain Capital Ventures
Teach For China
Time Inc.
TJX Companies, Inc
Travelers
Twitter, Inc
United Allergy Labs
United States Air Force
United States Navy
United States Peace Corps
Universal Companies
University of Pennsylvania
UpLift Solutions
UPMC
Urban Teacher Center
U.S. Department of State, Bureau of Diplomatic Security
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WaPo Labs - The Washington Post Company
Wolf Trap Foundation for the Performing Arts
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You’re considering a career in consulting because you thrive on intellectual challenge and solving complex business problems. But an 80-hour work week and grueling travel schedule seem like a high price to pay.

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The result is happier, healthier consultants who have more energy, passion and focus for their work. And that means happier clients.

To learn more, look for our table at the Career Fair on September 12th, look on Pennlink for our information session date and position posting, or contact Willis Zhu (ENG’10, C’10) at wzhu@censeoconsulting.com

Ranked #16 amongst 2012 Vault Consulting 50
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. 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 as username and password
- 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.html.

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 name (since employers will see it) and indicate what type of document it is (i.e. resume, cover letter, unofficial transcript, writing sample, etc.).
• Use the “Browse” button on your computer to locate the file you wish to upload. 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.

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 a counselor 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 (i.e. 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 “Show Me” filter 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 in PennLink 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
Applying for Positions

Applying for Jobs and Internships

Several sources provide information about job and internship opportunities, including PennLink and iNet. These sources are constantly being updated, and new opportunities are posted frequently. If you are interested in a specific job or internship, check the appropriate sites regularly to stay informed about new 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 particular job in a specific area, you may choose to focus your search on that area. However, 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 new jobs are posted to the system that meet specific criteria that you have set. To set up a search agent, navigate to the “Advanced Search” tab and select the criteria you wish to screen on. Be sure to name your agent and check the “save as” box. Once you have created a search agent, you can enable it to run on a schedule by clicking on “Search Agents” in the Jobs tab. In iNet, access the “Search Agents” tab 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.

- In some cases, you will be instructed both to submit your resume through the system, and also to go directly to the employer’s website to complete a separate online application.
- If there are no specific instructions, use the 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 will receive 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 additional 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 counselors can help you with all aspects of your job and internship search.
To find out more about career opportunities, please visit www.morganstanley.com/careers.
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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 counselors 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 International Programs (OIP). 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, particularly — 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 Career Services’ page for international students (http://www.vpsl.upenn.edu/careerservices/internationalstudents.html), 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 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 counselors 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, most employers prefer that you begin your career with them in your home country. This perspective is shared by many multinational employers. The organization which turns you down for U.S. employment may be glad to direct you to its office which 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 which 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 directed 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 straightforwardness, 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 counselors offer special workshops on job hunting and interviewing will provide excellent scenarios to help you.

Language Skills

If your chosen field requires significant interaction with others, it is important that your spoken English be clear. If it is not, some last-minute tutoring may 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 a counselor in Career Services review your cover letters with you.
$35 billion in announced M&A transactions since inception

$16 billion in debt and equity financing transactions since 2009

60 bankers in New York and Los Angeles

Firm Presentation: September 12th at 9pm
at J H Huntsman Room G-65

guggenheimpartners.com

Putnam Associates invites you to explore new opportunities at the following events:

Career Fair
September 12, 2012
Sheraton University City Hotel
10:00am - 3:00pm

Information Session
September 12, 2012
Jon M. Huntsman Hall
Room G-90
6:00pm

On Campus Interviews
October 2, 2012
McNeil Building
3718 Locust Walk, Suite 90
8:30am - 5:00pm
Guide to On-Campus Recruiting

On-Campus Recruiting (OCR) is the part of Career Services that brings organizations to campus to interview students for full-time and summer jobs. OCR schedules thousands of interviews each year. OCR works through PennLink (see article on p. 58), and you must be registered in PennLink in order to access OCR.

Overview of On-Campus Recruiting

The majority of the 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.

We encourage you to carefully consider each opportunity before applying. Because of the ease and convenience of OCR, students sometimes pursue interviews that neither match their interests nor qualifications. Make sure you know what the position really entails, what the organization is like, and whether you are qualified for and interested in it. It can be both embarrassing and stressful to participate in an interview for which you do not meet the qualifications or in which you have no interest.

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 submission for internship positions begin in early January and can continue through April. 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 General Studies (who have completed at least 16 credits), Design, Education, Engineering, Nursing, Social Policy and Practice, Wharton Undergraduate, and Wharton Doctoral Programs.

Those eligible to interview for full-time positions in 2012-2013:

- All undergraduate and master's degree candidates graduating in December 2012, May 2013, or August 2013 and doctoral candidates (post-master's/ABD) who are planning to start work in 2013. Alumni/ae within one year of graduation are also eligible upon request.

Those eligible to interview for summer internships:

- All full-time underclass, 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.)
Determining 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 counselor 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. 67).

• “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” schedules.

• “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. 67 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 tool bar 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 various 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). Through PennLink you can also set up Search Agents which will alert you via e-mail when there are new jobs posted to the system that meet specific criteria you have set.

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 “Schedule Details.” 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 towards 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 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. 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 will spot-check 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, Suite 221, 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, go into PennLink and find On-Campus Recruiting jobs by 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 here 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 is 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. Read 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.-2:00 p.m. one working 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 receptions 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 “Interview Requests” subtab (under “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 counselor 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 “Any Comments or Questions” box on the bottom of your 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 recognize that 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 towards 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’ve 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. 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 under the “Interview Requests” subtab. It will indicate if your status is still pending or if you have been selected as a pre-select or alternate candidate. One day before interview sign-ups start, you will receive an automated e-mail 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. The employer 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 “Interview Requests” subtab. 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 under the “Scheduled Interview” subtab. 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 Interviews” tab 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.

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 and open sign-ups start. If you were pre-selected for an interview, but did not sign up for an interview before alternate or open 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 on PennLink. Sign-ups generally end at 11:59 p.m. two working 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 both read as much as you can about the organization, and also to 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 on PennLink.
- Scour the organization’s website.
- Do a Lexis/Nexis search for recent articles about the organization.
- Check out the Penn Alumni Career Network (PACNet) 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, try out InterviewStream, available from 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 on the University Recruiting Bulletin Boards 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 s/he is 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 “Recruiters’ Business Card Binder” 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 note after an interview.** Your note should refer to your conversation and reiterate your interest in the position. It needn’t be very long, but it should be specific and personal. There is no right answer to whether your thank-you note should be e-mailed or posted, as employers differ in their preferences. What is important is that the letter is 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.”

When you need to cancel an interview

• If the sign-up period has ended in PennLink, call OCR (215-898-4068) as soon as possible.

• If you cancel less than an hour before the start of your interview, it counts as a “no show.”

• You must write an apology e-mail to the interviewer and blind copy apology@pobox.upenn.edu.

• **Do not** call or e-mail counselors to cancel on your behalf.

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’s Business Card Binder” 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 on 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 can-
cellations 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 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 reneg 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 a counselor 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 counselor immediately. Guidelines on appropriate interview questions are available from your counselor 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 (Voice) or (215) 898-7803 (TDD).
Employers Recruiting 2012-2013

This list was compiled at the time that Pathways went to press. For additions to the schedule and the most definitive information, check the OCR website: www.vpul.upenn.edu/careerservices/recruiting/recruiting.html. The names of Pathways advertisers appear in bold. Please see the 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 on campus recruiting and presentations.

A.T. Kearney
Abrams Bison Investments
Accenture
Advisory Board Company
Allen & Company LLC
AllianceBernstein
Amazon.com
American Express
Analysis Group
Analytics Operations Engineering
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Financo, Inc.
First Manhattan Consulting Group
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Freudenberg-NOK
GCA Savvian
General Mills
GEP
GFI Group
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LibreMax Capital, LLC
Lincoln Financial Group
Lincoln International LLC
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Mahindra & Mahindra Ltd.
Mars & Co Consulting
MBI, Inc.
McKinsey & Company
Mercer
Merck and Co. Inc.
MetLife Investments
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Millstein and Co.
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MTS Health Partners
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Employers Recruiting for Full-Time Positions 2011-2012

Not all 2012-2013 recruiting and presentation dates are finalized when Pathways goes to press. The 2011-2012 information is listed here to give a more complete idea of the types of employers who visit campus. For definitive information on 2012-2013 recruiting, check the On-Campus Recruiting link on PennLink. The names of Pathways advertisers appear in bold print. For more information about them, check the indicated pages where their ads appear.

Accounting
Deloitte Tax
   Economic Consultant
Ernst & Young
   Commercial Advisory Services Associate, Staff Advisor, Technology Advisor
   Program, Real Estate Staff Analyst

Advertising
DMI Partners, Inc.
   Entry Level Sales Rep

Automotive
Chrysler LLC
   Financial Analyst Intern

Biotech/Pharmaceuticals
Bristol-Myers Squibb
   Process Engineer
Merck and Co. Inc.
   Global Services Associate
Synthes
   Engineering Associate Development Program

Chemicals and Gases
BASF Corporation
   Professional Development Program – Finance Internship

Computers/Information Technology
comScore, Inc.
   Client Service Analyst, Database Developer, Data Analyst, Product Management Analyst
Electronic Arts
   Business Analyst Analytics, Online Software Engineer, Software Quality Assurance Engineer, Business Analyst Analytics
Enterra Solutions, LLC
   Database SQL and ETL Developer
Eze Castle Software
   Eze Leadership Development Programs
GoldTier Technologies
   Programmer, Technical Project Manager
Google Inc.
   Software Engineer
iCIMS
   Professional Services, Sales/Marketing, Software Engineer/Developer
LinkedIn
   Data Scientist Intern, Software Engineer
Microsoft, p. 62
   Hardware Development, IT Operations, Software Development, Technical Consulting & Services, Full-Time Finance and Marketing Positions
NIKSUN, Inc.
   Software Developer
OPNET Technologies Inc.
   Software Engineers, C/C++, UNIX, Web Applications, Java, Databases, Scripting
OSisoft
   Software Engineer
Rocket Internet
   Venture Development Analyst
Street Solutions Inc
   Business Technology Analyst, Software Developer
TriTek Solutions
   Business Systems Analyst, Programmer Analyst
ZL Technologies
   Marketing, Business & Sales Development Associate, Product Management and Development Associate
Zynga
   Software Engineer, Product Manager

Consulting
Accenture
   Accenture Technology Consulting Analyst, Management Consulting Development Program Business Analyst, Systems Integration Consulting Analyst
AMR International Consulting Inc
   Junior Consultant
Aon
   Account Specialist/Broker, Health and Benefits Actuarial Analyst, Retirement Actuarial Analyst
Applied Predictive Technologies
   Associate Product Manager, Business Consultant, Inside Sales Representative, Marketing Analyst, Software Engineer
Argus Information and Advisory Services
   Consulting Analyst, Technical Analyst
Axiom
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   Consultant
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Celerant Consulting
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   Research Analyst
Crossix Solutions Inc.
   Marketing Data Analyst
Decision Resources
   Associate Consultant
Deloitte Consulting
   Business Analyst, Business Technology Analyst, Human Capital Analyst – Actuarial Consulting
dunnhumby USA
Full Time Position
Easton Associates, LLC
Research Associate
Farient Advisors LLC
Consulting Analyst
First Manhattan Consulting Group
Analyst
Frankel Group
Analyst
Gap International
Management Consultant
Global eProcure
Associate Consultant
Health Advances
Analyst
Huron Consulting Group
Life Sciences Analyst
IBM Consulting
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NERA Economic Consulting, p. 50
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New England Consulting
Project Manager
Nielsen Company
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Ninah Consulting
Associate Consultant
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Associate
Oliver Wyman, p. 55
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PFM Group
Financial Consultant
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Analyst
Promontory Financial Group
Analyst
Prophet
Associate
PRTM
Consultant
Putnam Associates, p. 64
Analyst
PwC, p. 8
Advisory Forensics Associate, PwC Advisory MGMT Associate, PwC Advisory TECH Associate
Risk Management Solutions
Risk Analyst
Rosetta
Associate Consultant
Sand Cherry Associates
Business Analyst/Consultant
Simon-Kucher & Partners
Consultant
Thorogood Associates
Business Intelligence IT Consultant
Towers Watson
Actuarial Analyst, Health and Group Benefits Analyst, Compensation Analyst
Trinity Partners, p. 42
Associate Consultant
ZS Associates, p. 82
Business Analytics Associate, Business Associate, Business Operations Associate

Consumer Products
Amazon.com
Amazon Retail Undergraduate Program

Anheuser-Busch InBev, p. 85
ABInBev Global Management Trainee Program
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General Mills
Business Management Associate
Johnson & Johnson
Financial Leadership Development Program
Mars, Inc
Finance Associate
MBI
Product Marketing Management
PepsiCo
Associate Marketing Analyst

Diversified Services
Mahindra & Mahindra
Global Recruit Program
Maximus
Associate Analyst – Health Systems, Associate Engineer, Software Engineering
McMaster-Carr
Management Development

Education
CalWest Educators Placement
Teachers, Administrators and School Leaders for California’s Independent, Private and Charter Schools
Carney, Sandoe & Associates
Teachers and Administrators in Independent Schools
Rockefeller University
Research Assistant
Sponsors for Educational Opportunity
Various Positions
Southern Teachers Agency
Education Jobs in PK-12 Private/Independent Schools
Teach For America
Various Positions

Electronics/Robotics
TE Connectivity
Accountant, Development Rotational Program – Engineering and Operations, Finance Rotation Associate
**Energy**

**ExxonMobil**
Chemical Engineer, Mechanical Engineer, Financial/Business/Operations Analyst, Treasurer's Financial Specialist

**NORESCO**
Associate Energy Engineer

**Schneider Electric**
Electrical Engineer

**Engineering**

**Analytics Operations Engineering**
Analyst – Operations Consulting

**Freudenberg-NOK**
Finance EPP Trainee

**Gemini Systems, LLC**
Software Developer, Systems Engineer, Systems Administrator

**General Electric**
Analyst

**Lockheed Martin Corporation**
Engineering Opportunities

**MIT Lincoln Laboratory**
Various Technical Positions

**Samsung Advanced Institute of Technology**
Materials Research Engineer

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

**Syncsort Inc.**
Software Engineer – Development & Support

**XYNTEK**
Automation Controls Systems Engineer, Healthcare Systems Engineer, Laboratory Systems Engineer, Technical Sales Engineer, Technical Software & Systems Engineer, Business Administrator – Marketing Operations

**Financial Services**

**3G Capital**
Analyst

**Abrams Bison Investments**
Hedge Fund Analyst

**Aksia**
Hedge Fund Research Analyst

**AllianceBernstein**
Technology Associate Program – Infrastructure Management Track, Technology Associate Program – Software Development Track, Firm-Wide Associate Rotational Program

**American Express**
SPG-Consulting Analyst

**AQR Capital Management**
Analyst

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**AXA Equitable**
Management Rotation Program Associate

**AXA Private Equity**
Investment Analyst – Funds of Funds

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Technology Full-Time Analyst

**Berenson & Company**
Investment Banking Analyst

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Venture Analyst

**BlackRock**

**BlackRock Kelso Capital**
Analyst

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Investment Banking Analyst

**Cain Brothers, p. 38**
Investment Banking Analyst

**Caine Mitter & Associates**
Financial Analyst

**Cambridge Associates**
Quality Assurance Analyst

**Capital One**
Business Analyst Development Program

**CCMP Capital**
Analyst

**Centerview Partners, p. 91**
Investment Banking Analyst

**Citadel Investment Group**
Financial Technology Associates Program

**Citi Markets & Banking**

**Cogent Partners**
Investment Banking Analyst

**Consolidated Trading**
Trading Assistant

**Coverago**
Editor, Global Media Analyst/Research Analyst, Marketing and Sales Specialist

**Cowen and Company**
Investment Banking Analyst
Moelis & Company is a global investment bank that provides financial advisory, capital raising and asset management services to a broad client base including corporations, institutions and governments. Established in July 2007 by finance veteran Ken Moelis, Moelis & Company has 580 employees located in 12 offices worldwide. Moelis & Company was named Most Innovative Boutique of the Year by The Banker in 2011 and 2010, and Best Global Independent Investment Bank by Euromoney in 2010.

**Full-time Analyst Hiring: Class of 2013**
**Date:** Thursday, September 13, 2012  
**Location:** Huntsman Hall  
**Time:** 6:00pm

**Summer Analyst Hiring: Class of 2014**
**Date:** Wednesday, January 16, 2013  
**Location:** Inn at Penn  
**Time:** 6:00pm

Please email Laura McCane at laura.mccane@moelis.com with questions.

Angelo, Gordon & Co. Net Lease (“AG Net Lease”) is looking for highly qualified, motivated individuals to join our acquisitions team and assist in the sourcing, underwriting, structuring and closing of sale leaseback transactions. This position represents an opportunity to join a select, experienced team of professionals who are building the preeminent institutional player in the sale-leaseback market.

Founded in 1988, Angelo, Gordon & Co. is a leader in the alternative investment industry and currently manages approximately $24 billion in a variety of real estate, credit and private equity strategies. The firm is well-known for its breadth of talent, intensive research and risk-averse approach to investing.

AG Net Lease was established in 2005 to focus on sale-leaseback financing of corporate real estate. As a hybrid strategy utilizing both credit and real estate skills, AG Net Lease offers an alternative form of financing primarily to middle market, below-investment grade companies who want to monetize their property holdings to deleverage or fund new growth strategies.

AG Net Lease is a rapidly growing platform and has purchased approximately $1 billion of real estate consisting of over 50 properties and 15 million square feet. We anticipate more than doubling the assets under management over the next 12 months.

**On-Campus Interviews: October 3, 2012**
**Resume Drop Deadline via PennLink (must include cover letter, resume and unofficial transcript):** September 19, 2012

www.angelogordon.com/netlease
Hamilton Lane LLC, p. 88
Hamilton Lane Analyst Development Program

Harvest Fund Advisors
Investment Analyst – Hedge Fund

Houlihan Lokey, p. 8

Insight Venture Partners, p. 88
Analyst

iStar Financial, Inc.
Investment Analyst

Jane Street Capital, p. 57
Assistant Trader, Software Developer/ Quantitative Researcher

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Investment Banking Analyst

JP Morgan
Investment Bank IB Risk Analyst Program

JP Morgan Chase
Private Banking Analyst Program

Keefe Bruyette & Woods
Investment Banking Analyst

KTR Capital Partners
Investment Analyst

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Level Equity
Private Equity Analyst

LibreMax Capital, LLC
Analyst/Trader

Lincoln Financial Group
Leadership Preparation Program Participant

Lincoln International LLC
Investment Banking Analyst – Mergers & Acquisitions

Lord Abbett
Investment Associate/Rotational Program

M&T Bank Corporation
Management Development Program, Technology Management Development Trainee Data Analytics and Systems Analyst, Performance Testing, Quality Testing, Web Delivery Systems

Macquarie, p. 82
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Madison International Realty
Real Estate Investment Analyst Position

MetLife Investments
Investment Analyst

Michel Dyens & Co.
M&A Research Analyst

Milestone Advisors
Investment Analyst

Miller Buckfire & Co.
Analyst

Moelis & Company, p. 78
Investment Banking Analyst

Morgan Stanley, p. 61
Alternative Investment Partners Analyst Program, Junior Associate in Research, Technology Analyst Program, Investment Management Analyst Program

MTS Health Partners
Investment Banking Analyst

New Holland Capital, LLC
Portfolio Analyst

Nomura Securities, p. 87
Global Markets Analyst, Risk Analyst

Novantas
Associate

Paul Capital Partners
Analyst, Secondary Private Equity

Pegasus Capital Advisors
Private Equity Analyst

Perella Weinberg Partners
Investment Banking Analyst

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Investment Banking Financial Analyst

PNC Financial Services Group
PNC Corporate or Investment Banking Analyst, Technology Opportunities

Private Equity Investors, Inc.
Analyst

Prudential Financial

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Investment Associate, Equity Associate

Qatalyst
Financial Analyst

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M&A Analyst

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Banking Analyst, Capital Markets
Analyst, Markets Analyst

Revolution Partners
Associate Analyst

Rho Ventures
Venture Capital Analyst

Rothschild
Global Financial Advisory Analyst

Roundtable Investment Partners
Investment Analyst

Sage Group, p. 12
Analyst

Sanford C. Bernstein & Co.
Research Associate

Sawaya Segalas
Investment Banking Analyst – Consumer M&A

Schroders Investment Management
Fixed Income Analyst

Signal Hill Capital Group
Analyst

SilverLake, p. 28
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Sonenshine Partners
Analyst

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Investment Banking Analyst

Summit Partners
Associate

Susquehanna International Group
Technology Associate Program: Trading Systems Engineering & Software Development

T. Rowe Price
Equity Associate Analyst

TD Ameritrade
Strategy Analyst Rotational Training Program

TD Bank
Corporate Banking Financial Analyst

TD Securities
US Rates Sales & Trading Analyst,
Financial Institutions Credit Management Analyst

Trillium Trading
Equity Trader

UBS, inside back cover
Business Analyst, Software & Systems Engineer

Verdis Investment Management
Investment Analyst, Real Assets

Vista Equity Partners
Software Focused Private Equity Analyst

Vornado Realty Trust
Acquisitions & Capital Markets Analyst

Walton Street Capital
 Acquisition/Asset Management Analyst

Wells Fargo, p. 94
Government and Institutional Banking Analyst – Financial Analyst Program,
Real Estate Investment Banking Analyst,
Commercial Real Estate Analyst – Financial Analyst Program, Commercial
and Corporate Lending Analyst – Financial Analyst Program

William Blair & Company
Financial Analyst

XR Trading LLC
Junior Trader, Software Engineer

Government/Public Administration

Central Intelligence Agency
Various Positions

Dept. of Navy, NAVSEA
Engineers

Federal Bureau of Investigation
Various Positions

United States Peace Corps
Peace Corps Volunteer

Healthcare

Advisory Board Company
Analyst, Strategic Research

ClearView Healthcare Partners
Strategy Consultant/Analyst

Everyday Health
Client Services Associate, Custom Solutions Associate, Marketing Analyst,
Sales Development Associate, Business Analyst, Product Management, Editorial Assistant, Junior Product Manager,
Marketing Coordinator, Business Intelligence Analyst, Designer, Junior Project Manager, Quality Assurance Engineer, Web Developer

Insurance

Aetna
Marketing Early in Career rotational Program

CIGNA
Actuarial Senior Analyst

Liberty Mutual Group
Associate Consultant

New York Life Insurance Company
Financial Services Professional

Northwestern Mutual
Financial Representative and Financial Advisor

Swiss RE

Travelers Companies, Inc.
Product Pricing Development Program

Internet

Dynamic Signal, Inc.
Back-end & Front-end Engineer

Law

Balestrieri Lanza
Legal Analyst

Kobre & Kim
Legal Analyst

Ropes and Gray
Technical Advisor

Law Enforcement/Securiry

Guardmark, LLC
Relationship Manager

Non-Profits

APPRISE, Inc.
Policy Analyst

State Public Interest Research Group
Fellowship Program, Campus Organizer

Real Estate

Binswanger Companies
Real Estate Sales/Marketing Analyst
Build your career on a solid foundation.

Bain Capital is one of the world’s leading private investment firms managing a range of funds including private equity, levered debt assets, venture capital and absolute return investments. As an Analyst, you will receive the guidance, training and resources you need to grow and excel as a professional in a global environment.

Join us on campus to learn more about the opportunities at Bain Capital.

Private Equity, Venture Capital & Sankaty Advisors Analyst

First Round Interviews:  
Friday, September 28, 2012 | Career Services

Sankaty Advisors Summer Analyst

Information Session:  
Monday, January 14, 2013 | Inn at Penn

First Round Interviews:  
Wednesday, February 6, 2013 | Career Services
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Bring your career into focus

Company Presentation
September 20, 2012, 6:00 pm
Jon M. Huntsman Hall, Room G-55

Resume Drop Date
September 24, 2012

Round One Interviews
October 9, 2012

Apply online at www.zsassociates.com/careers/penn

Successfully different

Find your own path to success with Macquarie: 2013 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 www.macquarie.com/careers

www.macquarie.com/careers

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Employers Recruiting for Summer Positions 2011-2012

A variety of employers recruit at Penn for summer internships. Although they typically hire juniors, other students are welcome to submit resumes for summer internships. Not all 2012-2013 recruiting dates are finalized when Pathways goes to press. The 2011-2012 information is listed here to give a more complete idea of the types of employers who visit campus. For definitive information on 2012-2013 summer recruiting, check the On-Campus Recruiting link on PennLink. The names of Pathways advertisers appear in bold print. For more information about them, check the indicated pages where their ads appear.

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PepsiCo  
Marketing Analyst Intern

Quidsi Inc.  
Quidsi’s Summer Internship Program

Diversified Services  
Maximus  
Associate Analyst – Summer Internship

Energy  
Schneider Electric  
Quality Intern

Weatherford  
Summer Analyst

Engineering  
MIT Lincoln Laboratory  
Various Technical Positions

Schlumberger  
Field Engineer

Finance  
Allen & Company LLC  
Summer Analyst

AllianceBernstein  
Fixed Income and Asset Allocation  
Summer Internships

American Express  
Finance, Marketing & Consulting  
Undergraduate Summer Intern

Apollo  
Alternative Asset Management –  
Finance & Accounting Intern, Legal/Tax/Compliance Intern Marketing & Investor Relations, Operations/Risk Management Intern, Private Equity, Hedge Funds Intern

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Ares Management LLC  
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AXA Private Equity  
Summer Analyst

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Capital One  
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Centerview Partners, p. 91  
Summer Investment Banking Analyst

CIBC World Markets  
Summer Analyst – Financial Planning & Infrastructure

Citadel Investment Group  
Financial Technology Summer Associate, Investment & Trading Summer Associate

Citi  

Cornerstone Research, p. 38  
Summer Analyst

Cowen and Company  
Summer Analyst – Investment Banking

Credit Suisse, inside front cover  
Asset Management Summer Analyst, Equity Research Summer Analyst, Global Markets Solutions Group Summer Analyst (Capital Markets), Investment Banking Department Summer Analyst, Chicago Global Industrials Group (GIG), Sales & Trading – Equity & Fixed Income – Summer Analyst

Deutsche Bank, p. 12  
Corporate & Investment Bank: Commercial Real Estate Analyst Internship Program, Corporate Finance Analyst Internship Program (Investment Banking), Markets Analyst Internship Program (Sales & Trading)

Dodge & Cox  
Research Associate Intern

DRW Trading Group  
Trader Analyst Internship

Evercore Partners, p. 34  
Investment Banking Summer Analyst

Fidelity Investments  
Equity Research Associate Intern

Field Street Capital Management, LLC  
Research Analyst

Fifth Street  
Summer Analyst

Financo  
Investment Banking Summer Analyst

FINRA  
Project Management Summer Intern

Gleacher & Company  
Investment Banking Summer Analyst (M&A)
Lazard

Cordially invites University of Pennsylvania Seniors
to a presentation and reception on
Wednesday, September 5th, 2012
Huntsman Hall, Room G-65
7:00 PM
Career Analyst Interviews for
Investment Banking
On
October 1, 2012
Seniors interested in interviewing for Analyst positions in M&A/Restructuring, Real Estate and Capital Markets Advisory should submit resumes and cover letters online through Pennlink by September 13th
For additional information please contact:
Kristen.Holzer@lazard.com
Goldman Sachs

Greenhill & Co., p. 101
Investment Banking Summer Analyst – M&A and Restructuring

Guggenheim Global Trading
Investment Analyst

Guggenheim Securities, LLC, p. 64
Investment Banking Summer Analyst

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Insight Venture Partners, p. 88
Summer Analyst

Jane Street Capital, p. 57
Assistant Trader Summer Intern, Software Developer/Quantitative Research Summer Internship

Janney Montgomery Scott LLC
Capital Markets Internship

Jefferies & Company, p. 42
Equities Summer Analyst, Fixed Income Summer Analyst

JPMorgan
Investment Bank Analyst Summer Program for Freshmen and Sophomores

JPMorgan Chase
Private Banking Summer Analyst Program

Lazard, p. 85
Investment Banking Summer Analyst, Summer Financial Analyst – Capital Markets Advisory & Real Estate

Leon, Mayer & Co.
Financial Analyst – Summer Internship

LLR Partners
Private Equity Intern

M&T Bank Corporation
Summer Executive Associate

Macquarie, p. 82
Macquarie Summer Internship Opportunities

Milestone Advisors
Summer Investment Banking Analyst

Mizuho Corporate Bank
Summer Internships at Mizuho Corporate Bank

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Investment Banking Summer Analyst

Morgan Stanley, p. 61

National Australia Bank
Capital Markets Summer Analyst

New Holland Capital, LLC
Summer Intern

Nomura Securities International, p. 87
Global Markets Summer Analyst, Risk Summer Analyst

NYSE Euronext
NYSE Summer Intern

Pegasus Capital Advisors
Private Equity Summer Analyst

Perella Weinberg Partners
Investment Banking Analyst

Peter J. Solomon Company, p. 97
Summer Financial Analyst

PIMCO
Summer Analyst in Investment Management

PNC Financial Services Group
PNC Corporate or Investment Banking Summer Analyst Intern

Prudential Financial

Qatalyst
Summer Analyst

Raine Group, The
Merchant Banking Summer Analyst

RBC Capital Markets, p. 50
Investment Banking Summer Analyst, Global Markets Summer Internship Program, Municipal Finance Summer Internship Program

RBS, p. 62
Banking Summer Analyst, Capital Markets Summer Analyst, Markets Summer Analyst

Rothschild
Global Financial Advisory (Investment Banking) Summer Analyst

Roundtable Investment Partners
Summer Analyst

Ruane, Cunniff & Goldfarb
Investment Analyst Summer Intern

Sage Group, LLC, p. 12
Analyst/Summer Analyst

Sagent Advisors
Summer Analyst, Investment Banking Summer Analyst

Sanford C. Bernstein & Co.
Summer Research Associate

Shenkman Capital Management, Inc
Summer Intern

SilverLake, p. 28
Private Equity Summer Analyst

Sixpoint Partners
Summer Analyst

Susquehanna International Group
Technology Associate Internship, Assistant Trader Internship

T. Rowe Price
T. Rowe Price Equity Summer Internship

TD Bank
Summer Internship Program, Corporate Banking Financial Analyst

TD Securities
US Rates Sales and Trading Summer Analyst

Truffle Hound Capital, LLC
Research Analyst Intern

UBS, inside back cover

**Wells Fargo, p. 94**
- Wells Fargo Securities Summer Analyst, Commercial Real Estate Summer Analyst, Global Financial Institutions Summer Analyst, Government and Institutional Banking Summer Analyst

**Vornado Realty Trust**
- Acquisitions & Capital Markets Summer Analyst

**Food Services**
- Starbucks
  Intern – Marketing

**Government/Public Administration**
- Office of the Comptroller of the Currency (Policy Analysis Division)
  Research Analyst/Summer Intern

**Healthcare**
- Saaraa Medical Solutions
  Summer Internship Opportunity

**Hotel, Restaurant, Hospitality**
- Hersha Hospitality Management
  Acquisitions and Asset Management Summer Analyst

**Insurance**
- CIGNA
  Actuarial Summer Intern

**New York Life Insurance Company**
- Financial Services Professional

**Northwestern Mutual**
- Financial Representative and Financial Advisor

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

**Real Estate**
- SL Green Realty Corp.
  Acquisitions Summer Analyst

**Retail/Wholesale**
- Brown Shoe Company
  Business Intern

**Dick’s Sporting Goods, p. 28**
- Corporate Internship, Process Improvement Intern, Real Estate Market Strategy Internship, Strategic Sourcing Internship

**Lord & Taylor**
- Assistant Buying/Planning Internship

**Macy’s/Bloomingdale’s, p. 4**
- Macy’s Private Brands Product Development Internship, Macy’s/Bloomingdale’s Buying/Planning Internship

**Ralph Lauren**
- Summer Internship

**Saks Fifth Avenue**
- Executive Excellence Program Internship

**TJX Companies, Inc**
- TJX Companies – Internship in Planning/Buying (Sophomore and Junior)

**Telecommunications**
- Comcast
  Finance and Accounting Internship, Analysis Intern, Business Technology Intern, DNS Engineering Intern, Comcast: Summer Intern, Xfinity Home Security Intern, Xfinity WiFi Engineering Intern

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Date: September 10, 2012
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Jon M. Huntsman Hall
Wharton School Building, Room G-50

On-Campus Interviews
Wednesday, October 10, 2012

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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-answerquisition, 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 counselor 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-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 (i.e., 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 counselors 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.
Full Time Analyst Hiring
Resume Deadline: September 17
Interviews: October 2

Summer Analyst Hiring
Resume Deadline: January 17
Interviews: February 1

For more information, contact:
Charles Lynch, '11
clynch@centerviewpartners.com

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Questions Recruiters Ask

The questions listed here were reported to us by students using On-Campus Recruiting.

General Questions
- Tell me about yourself.
- How would your friends describe you?
- What are your long-term goals?
- What characteristics/traits do you most dislike in a person?
- What is your biggest weakness?
- Where else are you interviewing?
- Where else did you get into college?
- Why did you choose Penn?
- Why did you major in ________?
- What is your GPA?
- What do you know about our company?
- Why do you want to work in this industry?
- What do you find most memorable from your experience at Penn?

Behavioral Questions
- 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.
- Talk about a group situation in which there were problems. How did you handle the situation and what was the outcome?
- Give me an example of how you are a risk taker.
- Give an example of 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 that you couldn’t meet. How did you handle it?
- Describe a situation when you had to learn a large amount of material quickly. How did you do it?
- Give an example of a time when you went above and beyond the call of duty.

Challenging Questions
- Did you ever have a group leader or boss you disliked? Why did you dislike him/her?
- On a scale of hardworking to smart, where would you rank yourself?
- How would someone who dislikes you describe you?
- Describe yourself in three words.
- Tell me everything you know about the stock market in three minutes. (or, Tell me everything you know about our company in three minutes.)
- How do you measure the quality of your work?
- Why did you not get a permanent offer from the firm you worked for last summer?
- If you could have any job in the world, what would it be?
- What motivates you?
- Why do you want to work for us and not for our competitor?
- Why should we hire you over everyone else we spoke to today?
- What do you think is the most important/difficult ethical dilemma facing corporations today?
- Give a one sentence positioning statement of yourself.
- What problems do you see in your school? How would you go about correcting them?
- What question do you wish we had asked?
- What is your biggest reservation about this job?
- What are you looking for in a position?
- What was your least favorite class?
- What don’t you do well?
- You are very qualified. Why would you want to work at a small company like ours, when you could work at a stronger company?
- You work in a library, and a book has been misshelved. How do you find it?

Case Questions: Asked by Consulting Firms

These questions are designed to demonstrate your ability to handle ambiguous data. The process you follow to answer the question is much more important than arriving at the “right answer.” Your analytical and quantitative ability will be judged. Consequently, it is important that the figures that you develop in your answer be correct.
- If you wanted to buy a ski resort, what would you consider? Draw a graph of cost and revenue per skier.
- Look at this graph. How would it change in the face of different contingencies?
- Estimate the total value of all the personal items on a commuter flight that arrived at La Guardia airport at 8:30 am this morning from Boston given that the plane was approximately 2/3 full. (Tip: Don’t forget to include checked luggage.)
- You are a manufacturer of toys and you have a product that cost U.S. $1,000. Estimate how many of those you can sell in Hong Kong.
- Estimate the market size of shampoo bottles in India.
• Discuss the economics of a gym.
• You are the consultant for a bank. Give some quantitative measures that can tell about the productivity of the operations department.
• How many skis will be sold in the U.S. next year? (or What is the market size for wallpaper? What is the population of dogs in the U.S.? How many drug stores are there in Manhattan?)
• A company dealing with a commodity is thinking about expanding internationally. If its labor costs are competitive with industry standards, what issues might influence its decision?
• Where would you put a gas station if there were none in New Jersey?
• The sales of a travellers cheque company are falling. How would you go about deciding what should be done about it?

Financial Questions: Highly Quantitative Questions Commonly Asked by Sales and Trading Recruiters
• Tell me about the CAPM (Capital Asset Pricing Model).
• Describe what you believe to be the future of the derivatives market.
• What is .125 squared?
• How would you go about selling the idea of a derivatives hedge to a prospective client?
• What is 5 2/7 minus 3 7/8?
• Two retail banks have different return rates on their loan portfolios, although default rates are similar. What might explain the difference?
• Why would the cap rate on a Holiday Inn be the same as the Plaza Hotel?
• How can you convince your client that the “higher yield” bond does not really give a higher yield?
• How would you go about valuing a firm?
• Why are oil prices so high?
• What is the relationship between the forward and spot interest rate?
• Use 12 equal sized sticks to construct 6 equal size squares.

Marketing Questions
• “Sell me this.” (Recruiter picked up whatever was on the desk and asked.)
• If you were to introduce a new product into a foreign market, what are some of the factors you would need to know about that country?
• You need more shelf space in a store. How do you convince the store manager to give it to you?
• Tell me about the most effective TV commercial you have ever seen.
• It’s March, and you still have 2,500 Christmas trees unsold from last season. What suggestions do you have for turning those trees into profits?
• You have just bought a gourmet food store in Alhany, NY. Describe all the strategies you would use to generate business for your store.
• What do you consider the most important impacts of the Internet on commerce in America?

Technical Questions
• What temperature (Ac) is 212AF?
• What does NEMA stand for?
• After being shown 6 plastic and metallic objects, describe what material was used and how each was made.
• Reverse a linked list.
• Swap two numbers without using temporary space.
• How would you test this program? Design an interface. What is a DLL?
• Describe what a telnet session entails.
• Tell me all about Sparc RISC architecture.
• Look at the picture below. Will the water depth, d, rise or lower after rock, R, is thrown into the lake? (Do not write out equations. Argue by waving your hands.)
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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 6th
Time: 7:00 p.m. to 8:00 p.m.
Location: Wharton School Building—Jon M. Huntsman Hall, Room G-55
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 following section, “Career Services Standards” on page 9.

What You Can Expect of an Employer

What is Required and Permitted by Law

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. “Employment/Job Hunting Links” on the Career Services website includes links to a variety of Equal Opportunity sites.

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.

Testing. An employer can legally require many forms of pre-employment testing, including drug testing. Drug testing continues to become more widespread.

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.

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 in their position. 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 You Can Do to Protect Yourself

Equal Employment Opportunity. 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 counselor can discuss your options with you.

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

Americans with Disabilities Act. 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, nor 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 counselors can discuss this issue with you.

Testing. 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 it, will you be told you didn’t, 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 any, volunteer that 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 anyone who requires such tests? (Note that European employers are the most likely to use psychological testing.)

Legal Work Permission. 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.

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 your career counselor 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's 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 intervene to 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 rosiest interpretation that you can to 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 what you are applying for. 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 counselor 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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PETER J. SOLOMON COMPANY, L.P.

Information Session
Wednesday, September 12, 2012
Huntsman Hall, Room G-55 – 6pm-7pm

Interview Dates
Full Time Financial Analyst – Friday, September 28, 2012
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 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 you have 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), pagers and other noisy devices.

• 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.

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 the Penn Alumni Career Network (PACNet) and LinkedIn to try and 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 skirt suit is preferable to a pant suit. Underneath the jacket, women can either wear a nice shell 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.
- **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, TTLY, etc.) 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 towards 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**

See “Job Hunting Correspondence” on p. 36 for more information on thank-you letters.

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

• **Demonstrate your appreciation** for the individual’s support and advice and thank him for his 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.

• **Either a hand-written or typed note or e-mail is appropriate.** A hand-written 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.

• **Follow employers of interest on Twitter, LinkedIn and Facebook.** It will demonstrate your enthusiasm and keep you informed of industry-related news.
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To apply, please submit your application at www.bateswhite.com/careers/apply and through PennLink, the on-campus recruiting website. Please include a résumé, cover letter, transcript, and writing sample that reflects your research and/or analysis of a particular issue.

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2012 – 2013 Penn Analyst Recruiting

Fall 2012: Full-time Analysts (Seniors Only)
Spring 2013: Summer Analysts (Juniors Only)

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What to Do When You Get Your First Offer

You’ve checked your mail; you’ve waited for the phone to ring with a job offer. Finally, you receive one. Perhaps you have other offers pending, or other jobs that interest you to which you have not yet applied. The employer making the offer has given you a deadline. What do you do? What are your options after receiving an offer?

Requesting Time to Consider & 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 their 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
- 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 which “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) suit 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 that you may be under.

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 you 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 counselor is available to discuss your options with you. Past salary data and access to alumni in our Penn Alumni Career Network (PACNet) 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 which 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 science degree awarded at Penn in the College of Arts and Sciences, that fact may put you in a higher range.

- **Articulating any special contributions which 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 and you’ve decided that it is not your dream job or even close to it. There may also 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, 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.
You know what you want.
We’ll help you get there.

UBS and the University of Pennsylvania
UBS is one of the world’s leading investment banking and securities firms, providing a full spectrum of services to corporate and institutional clients, government and financial intermediaries and alternative asset managers.

UBS will be on campus this fall. The following events have been confirmed.
Please check back as new events are added.

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<tr>
<td>November 6, 2012</td>
<td>Global Capital Markets Presentation</td>
<td>Houston Hall in Perelman Quad Bodek Lounge</td>
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<td>4 p.m. to 5 p.m.</td>
<td>Sales and Trading Presentation</td>
<td>Houston Hall in Perelman Quad Bodek Lounge</td>
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<td>November 6, 2012</td>
<td>Investment Banking Presentation</td>
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Visit us on PennLink to learn more about our recruiting events and programs:
• Sophomore Symposium
• Chairman’s Summer Internship Program (Sophomores)
• NY Voyager (Juniors)
• Internship opportunities in Global Capital Markets, Group Technology, Investment Banking, Sales and Trading and Wealth Management Americas

UBS will also be on campus this winter for presentations and intern interviews.
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