

Turning your C.V. into a Résumé

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SPSP
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Agenda:

Who are you?

Learning objectives:

1. How résumés differ from C.V.s
2. How to convert your C.V. into a “master” résumé
3. How to create résumés tailored to specific job openings

Questions?

Who are you?

- You should have been invited to complete an online survey before attending this webinar.
- As of Sunday, May 19th, I have received ~25 responses to this online survey.

Who are you?

What is your highest postsecondary credential?

25 responses

Credential	Percentage
No postsecondary award	0%
Associate's degree, certificate, or lower	0%
Bachelor's (or equivalent) degree	28%
Master's (or equivalent) degree	40%
Doctoral (or equivalent) degree, or a first professional degree such as an MD or JD	32%

Who are you?

How many years has it been since you earned your first postsecondary award (such as bachelor's, associate's, or certificate)?

25 responses

Years	Count	Percentage
0	2	8%
1	2	8%
1.5	1	4%
2	4	16%
2.5	1	4%
3	2	8%
3.5	1	4%
4	2	8%
5	2	8%
6	1	4%
7	1	4%
8	1	4%
9	1	4%
10	1	4%
11	1	4%
12	1	4%
13	1	4%
14	1	4%
15	1	4%
16	1	4%
17	1	4%
18	1	4%
19	1	4%
20	1	4%
21	1	4%
22	1	4%
23	1	4%
24	1	4%
25	1	4%

Who are you?

How many years of postbaccalaureate academic experience do you have (including while in grad school, as well as teaching and/or conducting research at a postsecondary school, college, or university)?

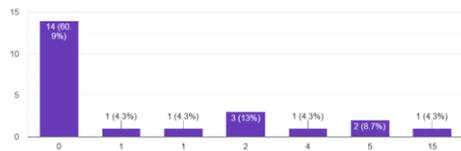
25 responses

Years	Count	Percentage
1	2	8%
2	1	4%
3	2	8%
4	1	4%
5	5	20%
6	1	4%
7	4	16%
8	2	8%
9	2	8%
10	1	4%
11	1	4%
12	1	4%
13	1	4%
14	1	4%
15	1	4%
16	1	4%

Who are you?

How many years of postbaccalaureate non-academic experience do you have (including public- or private-sector employment outside of a postsecondary school, college, or university)?

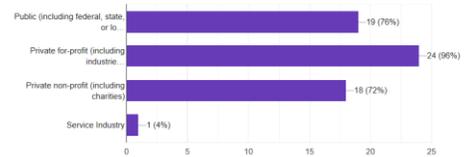
23 responses



Who are you?

Which of the below non-academic employment sectors are you interested in working in? Check all that apply.

25 responses



How résumés differ from C.V.s

Defining our terms:

- Curriculum Vitae - Latin for "course of (one's) life". Plural *curricula vitae*. An "account of one's career and qualifications prepared typically by an applicant for a position"
- Résumé - French *résumé*, from past participle of *résumer* to resume, summarize, from Middle French *resume*. A set of accomplishments. source: Webster (not very useful, but...)

Key concepts:

- C.V.: full account of all qualifications
- Résumé: summary of most pertinent qualifications

Why create a résumé if you already have a C.V.?

(Note: this workshop assumes you already have a C.V., even if it's short and simple.)

Most **non-academic** employers will want to see a summary of your credentials (i.e., a résumé) when considering your application.

But why seek work outside academia?

Why seek work outside academia?

- Precedent
 - Just 33% of psychology doctors work in academia.*

It can sometimes feel like the preponderance of psychology students remain in academia, because most of the professional psychologists you encounter are faculty members and other academics. But that's just the availability heuristic.

*Source: apa.org/careers/resources/profiles/non-academic

Why seek work outside academia?

- **Precedent**
 - Just 33% of psychology doctors work in academia.
- **Options**
 - High variety of career choices in multiple sectors.

Careers outside academia are too varied to summarize here. You can still teach and do research. But you can also work for local, state, or federal governments, in the fields of justice, medicine, information technology, or industry, as a contractor, consultant, or manager, for a small business or a corporation, etc.

Why seek work outside academia?

- **Precedent**
 - Just 33% of psychology doctors work in academia.*
- **Options**
 - High variety of career choices in multiple sectors.
- **Qualifications**
 - Your academic skills are valued outside academia (more on that in a bit).

Counterpoint: Why seek work inside academia?

- **Autonomy**
 - You get to set your own research agenda.
- **Philosophy**
 - Easier to do pure/basic research, which is essential for applied work.
- **Access**
 - Breaking (back) into academia is harder than breaking out.

Remember: Academic/non-academic is a false choice. You can cast a wider net by looking for work everywhere of interest.

Why you?

Question: "Why would a non-academic employer want to hire me, a miserable, wretched, pointy-headed grad student?"

Answer: YOU ARE A HIGHLY QUALIFIED JOB CANDIDATE. You may not know it, and employers may not know it, but you are.

Why you?

Your qualifications likely include:

- a strong work ethic (accustomed to setting your own goals and monitoring your own work with minimal oversight, productivity)
- technical skills (familiarity with statistical packages and coding)
- quantitative skills (statistical analyses)
- professional skills (organization, teamwork, presentation, and verbal communication)
- academic credentials (postsecondary and graduate-level degrees)

Your résumé is the tool you use to present your qualifications to skeptical employers.

Comparing C.V.s to résumés

Both are organized into sections, including...

- name and contact info;
 - employment history;
 - education;
 - technical/specialized skills; and
 - accomplishments (publications, etc.)
- ...but with different levels of detail.

Contrasting C.V.s with résumés

	C.V.	Résumé
Orientation	products (what you've done)	process (what you can do)
Emphasis	accomplishments (products, publications, projects)	knowledges, skills, and abilities ("KSAs"), including trainings, proficiencies, languages
Objective	academic positions, fellowships, grants, tenure	non-academic positions in private and public sectors
Structure	education first	education or work history first, depending on which is more recent or relevant
Audience	fellow academics	non-academic professionals
Content	everything	only what's relevant
Length	long (as many pages as necessary)	short (1-2 pages, 3 at a stretch)
Customization level	low (one-size-fits-all)	high (tailored specifically to the position)
Development	grows longer with time	constantly revised, with new elements replacing old

Contrasting C.V.s with résumés

Because résumés are...

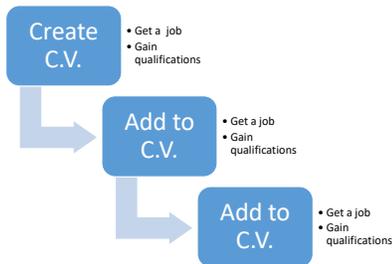
- only what's relevant;
- short;
- tailored specifically to the position; and
- constantly revised, with new elements replacing old,
...you can't always just update the most recent version of your résumé every time you apply for a new job.

As you get further in your career, and you gain more qualifications, you will have to keep making decisions about what to include in, or exclude from, each new version of your résumé.

C.V. development

Your C.V. will always grow longer and longer.

- There will be some revision and reorganization, but you will rarely have to remove items.



Résumé development

In contrast, your résumés will usually be the same length, even as you gain more knowledge, skills, and abilities.

- As you add items to a résumé, other items will have to come out.



Résumé development

- As you proceed through your career, you'll need to update a growing "master résumé" containing all your qualifications.
- Every time you go on the market for a non-academic job, you will need to produce new résumés, each one tailored to the specific job you are applying to at the time.

Think of the master résumé as a résumé without a page limit. Every time you start applying to jobs, you will need to:

1. Reduce the master to just the information relevant to the job opening.
2. Translate it into terms relevant to the job opening.

How to convert your C.V. into a "master" résumé

Creating a master résumé

1. Consider your audience
2. Convert experiences into skills
3. Quantify accomplishments
4. Check Your Language
5. Structure your résumé
6. Mistakes to avoid

Creating a master résumé

Reminder: Your C.V. ≠ your master résumé.

- A C.V. is not just a very long résumé.

As already noted, C.V.s and résumés also differ in their:

- Orientation
- Emphasis
- Objective
- Structure
- Audience

1. Consider your audience

Audience: non-academic professionals

- **not** laypeople
- **not** general audience

Creating a résumé is an act of self-presentation.

Present yourself to employers in a way that is both:

- Accurate
- Intelligible

It's not enough to put yourself out there. You have to think about how you're putting yourself out there.

1. Consider your audience

Self-Presentation: "Fostering images of being likeable, competent, an exemplary partner or group member, or physically attractive increases people's relational value compared with being regarded as unlikable, incompetent, an undesirable partner or group member, and unattractive. Although people sometimes misrepresent themselves to others to increase their relational value (Feldman, Forrest, & Happ, 2002; Tyler and Feldman, 2004; Weiss & Feldman, 2006), their self-presentations are more-or-less accurate representations of their characteristics when overly positive self-presentations are held in check by the possibility of detection (Schlenker, 1975)."

From *The Handbook of Social Psychology, 5th edition*. Gilbert, D. T., Fiske, S. T., & Lindzey, G. (Eds.), 2010.

1. Consider your audience

As noted, you are already a qualified applicant for many jobs outside academia.

Your chief obstacles are social, rather than a lack of human capital:

- prejudices within academia against non-academic work
- prejudices within non-academic sectors against academics
- mutual misunderstandings, language barriers (in terms of jargon and terminology), and a lack of shared understandings about academic experience or non-academic work

1. Consider your audience

Academics can be seen as lacking the following:

- practical experience
- ability to work fast
- money management and budget skills
- ability to communicate with laypeople
- ability to take direction

Use your résumé to dispel these misconceptions.

2. Convert experiences into skills

What experiences do academics have?

- Interpretation and analysis
- Abstract reasoning and problem solving
- Research
- Synthesis of ideas, data, or existing literature
- Communication (verbal and written)
- Management of others (i.e., students, research assistants)
- Self-management, initiative, and motivation
- Expressing complex information clearly (especially teaching and mentoring experience)

2. Convert experiences into skills

1. List your academic work experiences.
 - (Include coursework, research, teaching, leadership, volunteering, lab work, etc.)
2. For each entry, identify and list transferable skills (skills that can apply to many different tasks and settings).
 - Leadership, Ability to work in a team, Communication, Problem-Solving, Communication (verbal), Strong Work Ethic, Initiative, Analytical/Quantitative, Flexibility/Adaptability, Technical, Interpersonal (relates well to others), Computer, Detail-Oriented, Organizational, Strategic Planning....

2. Convert experiences into skills

Things you did:	Things you can do:
<ul style="list-style-type: none"> • Prepared syllabus; Ordered books; Provided course resources • Prepared lectures and discussions; Developed multimedia resources • Delivered lectures; Evaluated student progress; met with students privately to discuss their progress; Answered questions, created exams, graded papers 	<ul style="list-style-type: none"> • Organize and provide structure; Plan and coordinate resources • Present information to large groups; Translate complex concepts to new learners in interesting ways • Manage groups and lead discussions; Communicate clearly to individual students and large groups; Manage relationships and act as a mediator

- Your aim is to explicitly highlight your skills that made these accomplishments possible.
- You should still share your accomplishments, so that you can also....

3. Quantify accomplishments

- Quantify your experiences as often as possible in order to enrich your descriptions.
 - Replace vague adjectives (e.g., very, many, some) with numbers (e.g., more than 200, up to 50, average of 10, less than 50%, \$10.5k annually, etc.).

Quantifying your accomplishments accomplishes two goals:

- Makes your accomplishments more concrete (and therefore more salient and memorable).
- Helps convince employers that you can think quantitatively.

4. Check Your Language

IMPORTANT:

- These are fellow experts, just in a different field.
- Don't speak down to your peers and future colleagues. Speak sideways.

As noted before, the audience for your résumé is:

1. Non-academic
2. Professional

Use language that is:

1. Non-specialized
2. Formal-registered (sophisticated but generic)

4. Check Your Language

1. Non-specialized

- Free of jargon particular to your area of study

2. Formal-registered

- "Register" = a linguistic level of formality
- To write in a formal register, avoid:
 - Contractions
 - Sentence fragments
 - Jokes
 - Slang, colloquialisms, and figures of speech
 - Words with Anglo-Saxon roots (in favor of Latin or Greek roots)

Review: Example conversion

- Contributed to and led multiple research programs on the redesign and synthesis of antitumor anthraquinone pluraflavin A. Working toward completion of the total synthesis of ET-743 as well as additional analogs for biological evaluations and structure / activity relationships.
- 
- Collaborated with two postdocs and three graduate students to ensure successful and timely project completion
 - Managed and mentored two undergraduate researchers
 - Designed, revised, and improved lab protocol throughout research
 - Published research articles on formal synthesis of ET-743 in two peer-reviewed scholarly journals
 - Presented research at a symposium lecture with over 300 attendees

5. Structure your résumé

- Your master résumé will have all the sections normally found in short résumés, including:
 - Education (list course titles, but not course numbers. Describe coursework)
 - Experience (include work as a research assistant, even if unpaid. Note name of lab, if any, as well as organization, college, department, head researcher, etc.)
 - Awards (include year and description)
 - Publications (include a full citation, as well as a short citation for use in short résumés)
 - Training (including certifications)
 - Professional affiliations (including years, and details on involvement, such as offices held)
 - References (include them here even if they likely won't be included in specific résumés)
- Put these in order of importance (but be ready to rearrange order when you make a specific résumé).

5. Structure your résumé

Resources:

- You can structure a master résumé by converting your C.V.
- You have multiple options for résumé templates, though you will likely need to expand on them to include everything:
 - Docs.google.com (start a new document, and search the template gallery)
 - Microsoft Word (create a new document, then search for "resume")
- You can also use any of a number of online resources to help you structure a résumé. Both of these sites allow you to structure long, comprehensive profiles, which you can then use to create shorter résumés:
 - LinkedIn.com
 - USAjobs.gov

6. Mistakes to avoid

- Unprofessional email addresses
- Using the words "phone" "email address" etc.
 - Field labels take up valuable space, and will usually be evident from the format.
- Specialized jargon
- Abbreviations
- Typos and other errors
 - Even if this isn't a final résumé for a job, it's better to catch spelling and grammar mistakes sooner rather than later.

Review: BIG LISTS

- In your C.V., you likely have multiple, long, comprehensive inventories of many or all of the following:
 - Education
 - Publications
 - Presentations
 - Awards
 - Honors
 - Fellowships
 - Etc., etc.
- For the "master" résumé, keep all that in there, but go through each item one-by-one and look for ways to convert them into transferrable skills.
- When you apply to a job, you will create a tailored résumé by selecting from this master document.

How to create résumés tailored to specific job openings

So you've found a job opening

1. Research the position
2. Reduce résumé to what's relevant
3. Structure your résumé
4. Adjust presentation
5. Open strong
6. Check for mistakes
7. Make finishing touches

1. Research the position

- Read and take notes on the following:
 - Job description
 - Company web site
 - Mission statement
 - Press releases
 - News and media coverage
 - Bios, company profiles, and linkedin accounts of important employees (including executives as well as peers)
- If you know people at the employer, talk to them about the job.

2. Reduce résumé to what's relevant

- Résumé size limit: 2 pages (maybe 3, on the outside).
- **Axe-and-scalpel approach:**
 - **Step 1: Chop** – Remove entire sections and sentences that you know won't be helpful or relevant.
 - **Step 2: Trim** – Look for ways to make the remaining material more compact and efficient.
 - Remove words, phrases, and other text that are redundant, uninformative, or otherwise useless.

3. Structure your résumé

- Remember: People read left-to-right, top-to-bottom. The top and left of your résumé are your most valuable real-estate.
 - Place your best qualifications "above the fold".
 - When listing information chronologically, go in reverse-chronological order, with the most recent events first.
 - Put dates (for degrees, jobs, etc.) in the right margin, not left. (What you did is more important than when you did it.)

3. Structure your résumé

There are two common formats:

- Chronological
- Functional

Choice of format will be determined by experiences and skills

3. Structure your résumé

Format	Chronological	Functional
Pros	Organization scheme is universally understood. Easy to examine and interpret.	Relevant information is presented more prominently.
Cons	Relevant information may be less prominent if it occurred too long ago.	Can be more difficult to interpret order of events. May be less space efficient if any events in your background (education, employment) occur in multiple locations, requiring you to repeat information.

3. Structure your résumé

- Chronological Format
 - Most common format, most preferred by employers.
 - For each section, list your experiences in reverse chronological order by employer or organization. Most recent first.
 - If you organize your experiences section of your resume into subcategories (e.g., Internship Experience, Teaching Experience, Research Experience, Leadership Experience), each subsection should be in reverse chronological order to feature those areas that make you a good "fit" for the position.

- Chronological Format (example)

PROFESSIONAL RESUMÉ
I have recently been professional with several years of experience in the consumer products industry and strong track record of exceeding quarterly sales goals. Highly effective at creating and maintaining good customer relations and generating repeat business. Proven ability to communicate sales tactics and strategies to other professionals through strong presentation skills.

EDUCATION
Bachelor of Science in Managerial Economics with a minor in Communications
University of California, Davis, June 2008
Cádiz University, Education Abroad Program, Madrid, Spain, Summer 2008

SKILLS
Computer: Proficient in MS Word, Excel, email and Internet Explorer in PC and Mac environments.
Language: Fluent in Vietnamese, Conversational Spanish (spoken)
Communications: Able to write clearly and concisely and give public presentations to large groups.

RELEVANT EXPERIENCE
ERP Sales Trainee, California 01/15-present
Entered sales positions of the ERP program at UC Davis. This focused solely on college level English composition and reading. These roles were members of the disabled community and trained in both gender, ethnicity and age.

Marketing/Sales Intern, Progressive Microproducts, Sacramento, CA 01/17-01/17
Market personal computer hardware and software. Develop and implement marketing and advertising strategies. Design and develop educational and entertainment software for Apple computer system. Participate in numerous computer trade shows having more than 1,000 visitors and over 125 vendors.

Management Trainee/Salesperson, Grand Auto, Inc., San Francisco, CA 05/12-01/13
Performed full-time sales work for auto parts store with annual sales exceeding \$35 million, earning annual sales record for 2012 fiscal year. Worked effectively with customers and employees. Maintained a large store inventory using a computerized inventory system. Supervised and trained sales force of 24 representatives. Institutional paid department organization for enhanced work flow. Developed effective in-store and window displays.

Salesperson, Consumer Distributing Company, San Francisco, CA 01/11-01/12
Performed general merchandise sales for large catalog, chain store. Processed over \$10,000 per week in cash, checks and credit cards, performed inventory control, and completed detailed tasks. Received 7 monthly awards for sales performance.

LEADERSHIP
Member, Phi Kappa Phi 01/15-present
Member, Vietnamese Student Association 01/15-present
President, Vietnamese Student Association, Davis Campus, CA, Vietnam, Summer 01/04-01/07

3. Structure your résumé

- Functional Format
 - Useful if you have distinct skills sets, but no work, project or internship experience.
 - Also useful if you have gaps in your work history or are looking for a career field change.
 - Lists your experience organized into "function" or skill areas (e.g. Communication, Marketing, Sales, Event Planning, etc.)

- Functional Format (example)

OBJECTIVE A career position in sales and marketing

EDUCATION Bachelor of Science in Managerial Economics with a minor in Communications
University of California, Davis, June 2008
Cádiz University, Education Abroad Program, Madrid, Spain, Summer 2008

SUMMARY OF QUALIFICATIONS

- Three years relevant responsibility in sales
- Extensive and up-to-date knowledge of the computer software industry
- Proven overall job sales performance
- Proficient in Word, Excel, email and Internet Explorer in PC and Mac environments
- Fluent in Vietnamese, Conversational Spanish (spoken)

Marketing/Sales

- Marketed personal computer hardware and software
- Developed and implemented marketing and advertising strategies
- Performed sales work for auto parts chain store with annual sales exceeding \$35 million
- Recognized for impressive sales record and received quarterly awards for outstanding performance
- Performed general merchandise sales for large catalog sales store
- Participated in numerous computer trade shows

Organization/Planning

- Designed and developed educational and entertainment software for Apple computer system
- Implemented parts department reorganization for enhanced work flow
- Developed effective in-store and window displays

Communication: Skills

- Communicated effectively with customers and employees
- Revised public materials and developed materials for training sessions
- Supervised and trained sales team of 24
- Gave presentations to groups of 150 or more people

EMPLOYMENT HISTORY

Marketing/Sales Intern, Progressive Microproducts, Sacramento, CA, 01/17-01/17
Management Trainee/Salesperson, Grand Auto, Inc., Davis, CA, 05/12-01/13
Salesperson, Consumer Distributing Company, Woodland, CA, 01/11-01/12

ACTIVITIES

Fundraising Chairperson, Member, Delta Sigma Pi, a business fraternity, 01/02-Present
Member, Vietnamese Student Association, 01/03-01/07

3. Structure your résumé

- Combination Chronological/Functional
 - You can make some sections chronological, and other sections functional.
- Whichever format you choose, keep the following questions in mind:
 - What is relevant? The more important information should always be earlier, where it's most likely to be seen.
 - Is this intelligible? Can readers make sense of what they're looking at?

4. Adjust presentation

- You can strengthen your résumé with a number of cosmetic alterations:
 - Echo the employer's language
 - Choose a good font
 - Use loaded headings

4. Adjust presentation

Echo the employer's language

- Tailor the resume to the job by using the language favored by the prospective employer.
 1. Paste the text of the job listing and other relevant documents (web site, press releases, social media posts, etc.) into a text document.
 2. Trim down to a list of the most salient and distinctive terms.
 3. Go through your résumé (and cover letter) and look for opportunities to replace your original wording with using their own language.
- You know from research that people are biased to like what is familiar to them. Leverage this effect by using language familiar to the employer.
- Reminder: Employers may have detrimental assumptions about academics. You can dispel those stereotypes by showing that you share their values and can speak their language.

4. Adjust presentation

Choose a good font

- By using a compact, readable, but popular font you can fit a little bit more information into the résumé while remaining pleasing to the eye.
 - Times New Roman is space-efficient and has elite connotations, but because it is a serif font, you should use a good-sized font.
 - Calibri is a sans-serif font and about as compact as Times New Roman.

Use the same font throughout!

4. Adjust presentation

Choose a good font

- Font sizes: 14 is good. (No smaller than 12.)
- Be sure to **bold** important information that you don't want reviewers to miss.

(This includes bolding your own name in lists of publications, to make it stand out from the other authors.)

4. Adjust presentation

Use loaded headings

- Instead of generic headings like "Work Experience," "Related Experience," or "Education" add flattering details. E.g.:
 - Statistics and Social Sciences Education
 - Professional Experience in Education and Consulting
 - Policy, Advocacy, and Research Experience
 - Experience in Teaching and Program Management
 - Research Experience in Genomics and Data Analysis
 - Education in Software Development and Coding
 - Research and Writing Experience in South-Asian Literature

5. Open strong

As with most professional documents, the beginning should be the last thing you write.

Depending on your preferences, you can open with:

- Summary
- Objective
- Neither!

5. Open strong

- Summary – A few sentences discussing key skills.

Describe yourself in a pithy, punchy, but professional way. For example:

- Experienced scientist with expertise in microarray technology. Exceptional leadership abilities and outstanding oral and written communication skills. Able to work effectively as part of multidisciplinary teams.
- Two years of experience serving as liaison between community groups and government agencies. Familiarity with budget preparation and administration. Skill at public speaking and negotiating working relationships between public and private sector organizations.
- Professional writer and editor, with expertise in both web and print based publications. Experienced in both private sector and nonprofit environments; skilled at teaching, tutoring, and customer service. Excellent in solo and collaborative translation; fluent in Spanish and Catalan. Expert knowledge of Microsoft Office, WordPress and Mac OS X.

5. Open strong

- Summary
- **Objective** – A one-line description of the position desired that may include job title, job number and company name.

Only used when describing a very specific position. For example:

- Summer internship at Intel
- Career position in finance
- Senior analyst #6532 at Sandia National Lab
- Seeking Internship as Data Analyst at QualComm
- Seeking position in management consulting company requiring outstanding verbal, analytical and team-work skills.
- Position in public opinion polling or consumer product market research using skills in survey design and statistical analysis

5. Open strong

- Summary
- Objective
- **Neither!** – Save space by excluding both!

A summary is often redundant, especially if your relevant qualifications are already in a prominent position in the résumé.

An objective is often redundant, as hiring agents often already know which position you are applying for.

Never include both!

Résumé space is limited. Use it wisely!

6. Check for mistakes

- Too much contact info.
 - Don't include more phone numbers, email addresses, etc. than necessary.
- Too cramped.
 - Margins should not be smaller than 1 inch on all sides.
- Putting important information in a subordinate position ("below the fold").
- Using "unreliable" file formats
 - If possible, save as a file attachment rather than pasting résumé into an email or text field.
 - Save as .pdf instead of .docx.

7. Make finishing touches

- Proofread
 - Run a spelling and grammar check
 - Print it out (using a different font than normal) and re-read it
- Get feedback from others (and give them feedback in return)
- Save the résumé using a descriptive file name (name, job, date)
 - E.g.: DRichards-SPSP-researcher-resume-20190521.pdf

7. Make finishing touches

- Always include a cover letter, unless instructed otherwise.
- After you apply, print out and save copies of:
 - The résumé
 - The master résumé
 - The cover letter
 - The job listing (in case it goes offline after the closing date)

Bring these copies with you to the interview.

Online sources and resources

Much of this material is adapted, directly or indirectly, from the following:

- APA non-academic careers web site - <https://www.apa.org/careers/resources/profiles/index>
- UC Davis Internship and Career Center - <https://icc.ucdavis.edu/materials>
- UPenn Career Services - https://www.vpul.upenn.edu/careerservices/files/Converting_Your_CV_to_a_Resume-website.pdf
- Yale Office of Career Strategy - <https://ocs.yale.edu/sites/default/files/files/CV%20to%20ResumeWorkshopfinal.pdf>

Thank you!

David A. Richards

Questions?