

# Resumes & Cover Letters for Master's Students

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*Harvard Kenneth C. Griffin Graduate School of Arts and Sciences*  
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# *Resumes and Cover Letters* **for Master's Students**

## **What is the purpose of a resume?**

A resume is a brief, informative summary of your abilities, education, and experience. It should highlight your strongest assets and skills and differentiate you from other candidates seeking similar positions. Remember that a strong resume is an important step toward obtaining an interview. Tailor your resume to the type of position you are seeking. Your resume should reflect the kinds of skills the employer values based on the role you're applying for.

## **I'm planning on applying to several different types of jobs. Will I be expected to write different resumes for each one?**

It's important to think about your reader. Let's say you are receiving a master's degree in data science and are applying for roles in tech as well as generalist positions in big consulting firms. You will want to target each resume to the specific employer. For example, employers in tech will be interested in relevant projects and experience analyzing datasets. Be clear about how you developed those skills in courses or internship experiences. Consulting firms will be concerned with leadership and teamwork skills; in that case, you might want to include more information about your involvement with student groups, volunteer work, or internships. Resume writing can be difficult. MCS supports the responsible use of generative AI as a tool to support your career and professional development. Learn more:

[careerservices.fas.harvard.edu/channels/ai-for-professional-development-and-exploration/](https://careerservices.fas.harvard.edu/channels/ai-for-professional-development-and-exploration/)

## **A friend of mine, who is in business school, told me I need to have a one-page resume. Is that true?**

For most master's degree candidates, it is typical and often preferred to have a one-page resume. Normally two-page resumes are acceptable if you are advanced in your career, have years of experience, or have a PhD. For BA/BS, MA/MS, and MBA candidates, a one-page resume is the norm. When in doubt, ask one of the GSAS advisers.

## **Are there formatting guidelines I should keep in mind?**

Stick to a common, easy to read font, and avoid text boxes, color, and shading. We discourage the use of templates. Font size should be between 10 and 12 point and kept consistent throughout the document. Margins should be equal all the way around the page and should be at least three quarters of an inch in size.

## **Can someone at the Mignone Center for Career Success review my resume?**

Yes. Weekly resume review drop-in hours are available. You may also have your resume reviewed as part of an advising appointment with a Harvard Griffin GSAS staff member (to schedule an appointment, visit our website and follow the directions on [Crimson Careers](#)). Note that alumni in [Firsthand Advisors](#) also offer industry-specific resume critiques.

## **Am I eligible for the Campus Interview Program at Harvard? How does it work?**

Master's degree candidates in the Harvard Griffin GSAS are able to search for and apply to many Recruiting Program jobs and internships, including some with campus interviews. Be aware that the Recruiting Program is primarily for entry-level hiring of undergraduates. Employers will indicate in their job description and requirements section whether or not they are willing to receive applications from Harvard Griffin GSAS master's students.

## *Consider describing your experiences with these action verbs:*

### **Achievement**

accelerated  
accomplished  
achieved  
activated  
attained  
competed  
earned  
effected  
elicited  
executed  
exercised  
expanded  
expedited  
generated  
improved  
increased  
insured  
marketed  
mastered  
obtained  
produced  
reduced  
reorganized  
reproduced  
restructured  
simplified  
sold  
solicited  
streamlined  
succeeded  
upgraded

### **Help/Teach**

advised  
clarified  
coached  
collaborated  
consulted  
counseled  
educated  
explained  
facilitated  
guided  
helped  
instructed  
modeled  
participated  
taught  
trained  
tutored

### **Administrative**

arranged  
channeled  
charted  
collated  
collected  
coordinated  
dispensed  
distributed  
established  
executed  
implemented  
installed  
maintained  
offered  
ordered  
outlined  
performed  
prepared  
processed  
provided  
purchased  
recorded  
rendered  
served  
serviced  
sourced  
supported

### **Lead/Manage**

acquired  
administered  
approved  
assigned  
chaired  
contracted  
controlled  
decided  
delegated  
directed  
enlisted  
governed  
handled  
initiated  
instilled  
instituted  
managed  
motivated  
presided  
recruited  
retained  
reviewed  
selected  
shaped  
supervised

### **Communication**

addressed  
arbitrated  
articulated  
briefed  
communicated  
conducted  
contacted  
conveyed  
corresponded  
delivered  
demonstrated  
edited  
entertained  
interviewed  
informed  
lectured  
mediated  
negotiated  
persuaded  
presented  
promoted  
proposed  
publicized  
reported  
represented  
responded  
suggested  
translated  
wrote

### **Plan/Organize**

allocated  
anticipated  
arranged  
catalogued  
categorized  
classified  
collected  
consolidated  
convened  
edited  
eliminated  
employed  
gathered  
grouped  
monitored  
organized  
planned  
regulated  
scheduled  
structured  
summarized  
targeted

### **Creative**

authored  
changed  
conceived  
constructed  
created  
developed  
devised  
drafted  
established  
formulated  
founded  
illustrated  
influenced  
introduced  
invented  
launched  
originated  
revamped  
revised  
staged  
updated  
visualized

### **Research/Analytical**

assessed  
compared  
critiqued  
defined  
derived  
detected  
determined  
discovered  
evaluated  
examined  
explored  
found  
inspected  
interpreted  
investigated  
located  
measured  
observed  
predicted  
rated  
recommended  
researched  
reviewed  
searched  
studied  
surveyed  
verified

### **Financial**

allocated  
analyzed  
appraised  
audited  
balanced  
budgeted  
calculated  
compiled  
computed  
controlled  
disbursed  
estimated  
figured  
financed  
forecasted  
projected  
reconciled  
tabulated

### **Technical**

adapted  
adjusted  
applied  
built  
computed  
constructed  
designed  
diagnosed  
engineered  
experimented  
maintained  
modified  
operated  
prescribed  
programmed  
proved  
reinforced  
repaired  
resolved  
restored  
solved  
specified  
systematized  
tested

**RESUME #1:** Tobin is seeking a position in fundraising and program coordination at a non-profit organization. You will notice he focuses on fundraising, strategic thinking, research and grant management.

## **Tobin Fatin (He/Him/His)**

Cambridge, MA • 801-555-5555  
xxxx@harvard.edu • LinkedIn

### **EDUCATION**

**Harvard University** Cambridge, MA  
MA, Middle Eastern Studies May 20XX  
*Honors & Awards: Center for Middle Eastern Studies (CMES) Foreign Language & Area Studies recipient, CMES Summer Grant recipient*

**University of Nevada** Las Vegas, NV  
BA, Middle Eastern Studies, History, International Studies; Minor in Arabic May 20XX  
*Honors & Awards: Magna cum laude, Golden Key Scholar, Winner of Memorial Paper Competition*

### **EXPERIENCE**

**The ADC Discrimination Committee** Washington, DC  
*Development & Special Projects Coordinator* February 20XX -Present

- Established fundraising goals, planned and administered quarterly fundraising campaigns, identified potential sponsors and managed terms of support.
- Developed organization's strategic plan and annual objectives with president. Executed entire plan.
- Facilitated outreach efforts with 30+ high school, college, government and non-profit groups; developed and oversaw ADC's monthly educational lecture series.
- Solicited donations by drafting proposals/appeals, maintained correspondence and negotiated terms of support.
- Managed and reviewed grant phases, and directed grant writer by communicating organizational needs.
- Oversaw Internship Program by reviewing applications, interviewing and selecting applicants, managing intern tasks/complaints, and arranging intern orientation/field trips/brown bags.

**The Washington Institute for Near East Policy (WINEP)** Washington, DC  
*Research Intern for the Program on Arab Politics* June - September 20XX

- Drafted research memoranda for interviews and publications on subjects including human rights abuses in Syria, rise of opposition groups in Syria, and parliamentary elections in Egypt and Tunisia.
- Monitored key regional political developments such as the rise of the Ennahda Party and ISIS.

**Foundation for the Defense of Democracies (FDD)** Washington, DC  
*Intern for the Center for the Study of Terrorist Radicalization (CSTR)* May - August 20XX

- Researched for appearances and publications on subjects including: NGOs in Somalia, economic and political instability in North and East Africa, radicalization in the Horn of Africa, and domestic counter-terrorism efforts.
- Reviewed and edited materials for Daveed Gartenstein-Ross' publication *Bin Laden's Legacy*.

**Harvard University, Lecturer in Departments of Government & Economics** Cambridge, MA  
*Research Assistant* July 20XX - July 20XX

- Revised articles on topics including: identity formation, sectarianism, resource sharing groups and secularism.
- Reviewed and edited manuscript entitled: The Unmaking of Nation-States: Case Studies from the Middle East.

### **SKILLS**

*Technical: list, list, list*

*Languages: Levantine Arabic, Fluent; Modern Standard Arabic, Advanced; Persian, Intermediate*

**RESUME #2:** Jose is applying for a data science position at a top tech firm. Since Jose's most relevant experience comes from their coursework, they include details on their projects in their experience section. The specific and detailed descriptions are appropriate given the technical nature of the jobs they are applying to.

## JOSE ROBERTS (they/them/theirs)

Cambridge, MA

(773) 999-4103 | joseroberts@harvard.edu | LinkedIn

### EDUCATION

#### Harvard University

*Master of Science in Data Science*

Cumulative GPA: 3.83 /4.00

- Honors: 2018 Recipient of Harper Educational Foundation Scholarship
- Relevant Coursework: Stochastic Optimization, Data Science I, Systems Development for Computational Science

Cambridge, MA

Expected May 20XX

#### University of Notre Dame

*Bachelor of Science in Mathematics*

Cumulative GPA: 3.90 /4.00

- Honors: The GE Prize for Excellence in Mathematics (20XX), University of Notre Dame Mathematics Scholar (20XX)
- Relevant Coursework: Probability Theory, Stochastic Modeling, Real Analysis, Numerical Analysis, Data Mining, Abstract Algebra, Differential Equations, Mathematical Statistics

Notre Dame, IN

Spring 20XX

### RELEVANT ACADEMIC RESEARCH & PROJECTS

#### Harvard University

*Spotify Song Recommendation Project*

- Trained random forest model to impute missing genre labels in Spotify's song database (119,064 songs)
- Built recommendation system using cosine similarity to choose similar songs added to a given playlist

Cambridge, MA

Fall 20XX

#### Harvard University, Data Science Capstone Project

*Sentiment Analysis of Radiology Reports*

- Built NLP tool for detection of presence/absence of medical conditions in ~20M free-text medical reports deployed via LSTMs in Keras.
- Achieved precision and recall levels of current industry standard of rule-based negations detections approaches.

Cambridge, MA

Fall 20XX

#### University of Notre Dame

*Applications of Brownian Motion in Finance*

- Applied Markov chains and random walks in Black-Scholes formula and geometric Brownian motion in Finance
- Presented results to audience of 20 at annual mathematics meeting.

Notre Dame, IN

Summer 20XX - Spring 20XX

#### University of Notre Dame, Department of Mathematics

*Course Participant, Analysis on NBA Real Plus-Minus for 20XX-20XX Regular Seasons*

- Applied multiple regression to examine relationship between players' performances and numerical variables.
- Built Python package implementing automatic differentiation.

Notre Dame, IN

Spring 20XX

### LEADERSHIP

#### Harvard Square Homeless Shelter

*Volunteer*

- Serve food to 50+ homeless on a monthly basis. Prepare food, set up tables and greet attendees

Cambridge, MA

April 20XX-present

#### Peking University Chapter, Forum for American/Chinese Exchange at Notre Dame

*Co-officer*

- Organized 20XX China Conference at Peking University, attended by 40 representatives from U.S. and China

Beijing, China

Dec. 20XX – Dec. 20XX

### SKILLS & INTERESTS

- Programming: Python (numpy, pandas, scikit-learn, pytorch), SQL, R, Bloomberg Terminal, MATLAB, Latex
- Language: Fluent in Korean and Chinese

**RESUME #3:** Hitomi is an alumna who sought a position in international business. You will notice she highlighted her research skills as well as her project management skills and experience working with diverse audiences.

## HITOMI LEE (She/Her/Hers)

Cambridge, MA  
(617) 555-5555 | xxxx@harvard.edu

### EDUCATION

#### Harvard University

MA, Regional Studies East Asia: Business and Economics Concentration

Cambridge, MA

May, 20XX

- Awards: Harvard Foreign Language and Area Studies Scholarship recipient, Summer Research Grant
- MA Thesis: The Failure of Regulatory Reform after the 20XX Beijing Stock Exchange Correction
- Relevant coursework: Econometrics, Upper-Level M.S. Mandarin, Economic History of the Far East, Energy Business and Geopolitics

#### Smith College

BA, East Asian Studies

Northampton, MA

May 20XX

### WORK EXPERIENCE

#### The Corporate Executive Board

Senior Analyst

Arlington, VA

Aug 20XX-present

- Managed over 20 projects across geographically dispersed team
- Analyze business problems for clients at Fortune 500 companies using root cause analysis, hypothesis generation, and surveys. Conduct secondary research to supplement analyses
- Conduct interviews with and present research findings to senior executives and industry experts
- Create project deliverables including white papers, case studies, presentations, implementation tools, e-learning modules, and website pages
- Supervise junior colleagues' projects and development

#### Harvard University, Department of Economics

Teaching Assistant

Cambridge, MA

Spring 20XX

- Taught section of 30 students for the course: The Economics of Financial Markets
- 90% of students rated over 4.4/5.0 in course evaluations

#### Maguire Associates

Research Assistant, Market Research Division

Concord, MA

Oct 20XX-Apr 20XX

- Implemented and analyzed customized surveys probing strategic pricing, messaging, and branding for a higher education consulting firm
- Collected, processed, and analyzed data; performed secondary research to inform results
- Prepared, data checked, and edited tables, reports, online surveys, and client presentations
- Provided focus group coordination and management for over 10 projects

#### Office of Institutional Research, Smith College

Research Assistant

Northampton, MA

Mar 20XX - May 20XX

- Collaborated with senior research team to administer and interpret surveys
- Assisted with data processing and coding/interpreting survey responses
- Created, proofread, and edited reports and presentations for Senior Staff of the College

### SKILLS

**Computer:** SPSS, STATA, Microsoft Access

**Language:** Five years studying Mandarin

**RESUME #4:** Michelle is seeking a position as a quantitative analyst in an investment bank. As such, she begins with her business experience and financial analysis skills. She also makes her research understandable to the layperson while emphasizing her analytical and communication skills. In addition, she is careful to highlight her student group involvement in the Leadership section and identifies her programming experience in a separate Skills section.

## MICHELLE LU

54 Dunster Street, Cambridge, MA 02138 • xxxx@fas.harvard.edu • (919) 555-6666

### EDUCATION

#### Harvard University

Master of Science in Computational Science and Engineering, GPA: 4.00/4.00

Cambridge, MA  
Expected May 20XX

#### Cornell University

Bachelor of Science in Mathematics (Distinction) and Economics (High Distinction) with Concentration in Financial Economics, Minor in Statistical Science, GPA: 3.90/4.00  
*Phi Beta Kappa, magna cum laude, Dean's List with Distinction & Dean's List*

Ithaca, NY  
May 20XX

### BUSINESS EXPERIENCE

#### XXXX Seoul Office

*Summer Intern, Banking & Finance I Division*

Seoul, Korea  
June-July 20XX

- Collected articles on Woori bank and subsidiaries, presented research summary to team members and translated 200 pages of Samsung Fire Insurance Accounting Manual from Korean to English

#### Asset Management Co., Ltd.

*Summer Intern, Fixed Income Strategy Team*

Ithaca, NY  
May-June 20XX

- Analyzed effects of macroeconomic news on global financial markets, designed tentative portfolios and assisted traders in executing market transactions

### RESEARCH EXPERIENCE

#### Cornell University, Mathematics and Economics Department

*Financial Economics Researcher, Fellow PRUV (Program for Research for Undergraduates)*

Ithaca, NY  
Jan 20XX-May 20XX

- Analyzed 13-years of minute-by-minute price data of 8 individual stocks and examined correlation between stocks and S&P 500 as proxy for overall market by developing method for measuring common jumps
- Delivered 20-min talk to math audience and published result in Journal of Economics, 20XX

#### Cornell University, Mathematics Department

*Research Assistant*

Ithaca, NY  
Aug-Dec 20XX

- Investigated carbon assets trades in current carbon credit markets and applied Black-Scholes Pricing Model on carbon credit options

### LEADERSHIP EXPERIENCE

#### Cornell Math Union (CMU)

*Guest Lecture Coordinator (2018), Math Meet Proctor (20XX), Member (20XX)*

Ithaca, NY  
Jan 20XX-May 20XX

- Organized 10 guest lectures and proctored high school students during annual Math Meet

#### Cornell University, Peer Tutoring Program

*Intermediate Microeconomics Tutor (Spring 20XX) and Intermediate Calculus Tutor (Fall 20XX)*

Ithaca, NY  
Jan-Dec 20XX

#### Cornell University, Mathematics Department

*Intermediate Calculus Help Room Tutor (Spring 20XX), Grader*

Ithaca, NY  
Jan 20XX-May 20XX

- Clarified calculus questions to students during 3-hour session held twice a week and graded weekly problem set

### SKILLS

**Language:** Fluent in English and Korean, Reading knowledge in French

**Computer:** Python, Matlab, R, SAS, Stata, JMP, Java, Latex

## Cover Letter Template:

Note that in an email message, you would omit both your and the addressee's contact information, as well as the date. Simply start with the salutation.

Your Name  
Street Address  
City, State Zip Code  
Your Email

Month Day, Year

Contact Name  
Title (if known)  
Organization Name  
Street Address  
City, State Zip Code

Dear (Name/Title):

**Opening paragraph (why them?):** Clearly state why you are writing. If applying for a job, indicate the position title and where you saw it advertised. If you were referred to the position from someone within the organization, or by someone the addressee knows, mention that as well. You may want to add a sentence on why you feel you are a good fit for the position, what draws you to the organization, what motivates you, or why you are seeking this experience as a next step in your professional journey.

**Middle paragraph(s) (why you?):** You should have one or two paragraphs that elaborate on how you have developed the relevant skills required for the job, and any relevant experiences or education you have acquired. Of equal importance is your argument for how your interest in both the *job* and the *organization* developed. You will want to ensure that you include why it would be a logical decision on their part to hire you.

**Closing paragraph:** Express interest in speaking with the addressee further in a personal interview, and indicate that you will follow up within an appropriate time frame. Thank them for their time and consideration of your application.

Sincerely,

Name (typed)

(Pronouns)

## Sample Cover Letter #1:

Yasmine is applying to paralegal positions to help her gain experience in the field of law. You will notice she provides clear examples and references for how she can contribute to the organization.

**Yasmine Young (she/her/hers)**

54 Dunster Street, Cambridge, MA 02138 • (617) 555-5555 • yasy@post.harvard.edu

June 21, 20XX

Children's Rights  
330 Seventh Ave  
New York, NY 10001

Dear Ms. Maeder,

I am writing to apply for the position of paralegal at Children's Rights. I learned of the position through a posting at Harvard's Mignone Center for Career Success. I received an M.A. from Harvard in May 20XX in East Asian Regional Studies, with a concentration on modern Korean history and Japanese sociology, and received a B.A. with a *magna cum laude* distinction from Smith College in 20XX in East Asian Studies and American Studies. I believe working for Children's Rights would provide an excellent opportunity for me to become tangibly involved in the world of law, where I would be able to apply my knowledge and skill sets into concrete practice.

Throughout my years of study at prominent educational institutions in the U.S. and Japan, I have demonstrated an outstanding level of academic achievement and have shown a particular strength in social science research that requires analytical and speculative approaches. I have been consistently engaged in conducting long-term and short-term research projects, most of which involved meticulous investigation and qualitative research - the experience that I believe would transfer well to the position of paralegal. My salient past research experience includes a year spent in Tokyo, where I conducted extensive research and a series of interviews in English and Japanese to examine the issues regarding gender roles and equality in Japan. Based on the interviews and research findings, I successfully produced a paper that was selected for presentation at a renowned academic conference at Smith College. For my master's thesis, I researched heavily in English and Korean to examine today's pressing immigration issues in South Korea. My thesis, according to a prominent professor from Harvard, carries "the most extensive state-of-the-field analysis of multiculturalism in South Korea [to date]."

In addition to my strong academic background, I have experience working for various not-for-profit organizations where I have acquired skills in planning events, developing and managing organizational programs, communicating with a diverse group of people, and administering logistics. For example, at United Nations University Press (UNUP) in Tokyo, I worked closely with the Editor and Sales Coordinator to organize the UNUP online publications database and communicated with various scholars and authors regarding book recommendations. More recently at the Asian University for Women Support Foundation, I assisted in coordinating large-scale fundraising events and writing grant proposals to help young women from South and Southeast Asia receive quality education at the Asian University for Women in Bangladesh.

With these qualifications, I am convinced I have the capability to provide the best assistance to your attorneys in their practice of litigation. Thank you for considering my application and please let me know if you would like further information regarding my candidacy. Please feel free to contact me at (617) 555-5555 or via email at yasy@post.harvard.edu. I look forward to hearing from you soon.

Sincerely,

Yasmine Young

## Sample Cover Letter #2:

Ginnie is applying online to a global consulting firm that recruits Harvard students but expects cover letters and resumes to be uploaded to its website. As such, they use a formal business letter format, and indicate their preferred offices.

For companies that recruit Harvard students, including those who use Crimson Careers to take resumes, it is not necessary for them to say they will follow up with the recruiter the way they might with companies they find on their own. However, they do indicate that they have spoken to a consultant and they express interest in continuing the conversation about opportunities within the firm.

**GINNIE LEE (they/them/theirs)**  
ginnielee@fas.harvard.edu

1212 Palm Blvd., #34  
Los Angeles, CA 90669  
(111) 222-3333

54 Dunster Street  
Cambridge, MA 02138  
(222) 333-4444

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September 21, 20XX

Seth Kassenberg  
Management Consulting, Inc.  
123 Boylston Street  
Boston, MA 00000

Dear Mr. Kassenberg:

Kamina Jackson suggested I apply for the associate position with Management Consulting, Inc. when I recently spoke with her at your information session for Harvard University students at the Charles Hotel. Please accept this letter as an application for the position of associate consultant with Management Consulting, Inc. Based on my research of your firm and my qualifications, I am confident you will agree that I am a good match for your organization. I will complete my master's in Computational Science and Engineering in May 20XX from Harvard University and look forward to the possibility of joining Management Consulting, Inc.

My interest in a business career is long standing and is coupled with strong research, analytical, communication, leadership, and teamwork skills. While exploring my passion for statistics during my master's degree, I have kept up my interest and knowledge of the industry through the business press. I also have taken part in various business classes at Harvard. In one project, while working in teams of four, we analyzed a case and presented recommendations to consultants. I received positive feedback on my analytical abilities and teamwork skills, and I am confident I can make a significant contribution to your firm and its clients.

I look forward to speaking to you about the possibility of my joining your team at Management Consulting, Inc. I am most interested in working in your offices in Boston or Los Angeles as, through my research, I have discovered that many of the firms these offices serve fit best with my area of expertise. Thank you for your time and consideration.

Sincerely,

Ginnie Lee  
(they/them/theirs)

## **Sample Request for Informational Interview:**

This e-mail message is not designed to accompany a resume as a job application, but rather to request an informational interview to learn more about the field of not-for-profit consulting. As such, Suzanne is careful to avoid asking for a job, or for anything other than the chance to listen and ask questions about the alumna's experience making the transition from academe to non-profit consulting.

Dear Director Ramos:

I found your name through Firsthand Advisors and saw that you completed your master's in East Asian Studies before beginning your work as a non-profit consultant. I will be completing my master's in East Asian Regional Studies at Harvard next summer and am interested in learning more about how I might use my background in non-profit consulting.

Working in the field of non-profit consulting is a career option that I have been reading and thinking about for some time. I have had the opportunity to intern at two large non-profit organizations in the Boston area and have spoken to a few former members of my department about their own decisions to leave academe and use their skill sets in the private sector.

Would you be available to connect for 20 minutes in the coming weeks to share how you leveraged your graduate degree beyond academia? I am available the week of October 9 if you have any availability then.

Thank you very much for your time and consideration.

Sincerely,

Suzanne Lilly  
(She/Her/Hers)

### **Sample Thank You Letter:**

Having completed a formal interview with this organization, Charles sends out a thank you note within 24 hours. He sends it via e-mail, as the interviewer has indicated that the organization intends to make a decision about his candidacy within a few days.

Dear Dr. Funahashi:

Thank you very much for taking the time to meet with me yesterday morning about opportunities with Global Education Associates. I am even more enthusiastic about the work you do now that I have had the chance to learn more about it.

As we discussed, my experience at WorldTeach and my extensive international travel have instilled in me the desire to foster educational opportunities worldwide, and to promote cross-cultural understanding of educational methods and adapt them, as appropriate, in developing countries. I am particularly interested in the Educating for Global Citizenship Program due to its commitment to meeting the educational needs of the emerging global community by offering teachers, youth leaders, and community organizers ways to comprehend and respond to the critical and creative task of educating the world in the 21st century.

Thank you once again for your time and consideration. I look forward to speaking with you further about the contribution I could make to your organization.

Sincerely,

Charles Cestari

(He/Him/His)