

# RESUMES THAT GET NOTICED

Trachtenberg School  
of Public Policy  
& Public Administration

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THE GEORGE WASHINGTON UNIVERSITY

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# RESUMES THAT GET NOTICED

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## RESUME DO'S AND DON'TS

### DO's

- **Page Length:** 1 OR 2 pages (full pages are preferred, but if needed, you can have 1 1/2 pages), unless applying for high level positions, federal or academic positions when longer resumes are accepted
- **Margins:** no larger than 1" and no smaller than .8"
- **Font Size:** 10 (only some fonts can be 10 and readable) 11, 11.5 or 12-point font preferred
- **Basics Fonts:** Garamond, Calibri, Cambria, Arial, Georgia, Century Gothic & Corbel are preferable styles than Times New Roman. **Use only one font style**
- **Be consistent with format and space:** If you use all capital letters for a section, do the same for all sections. If you write out dates using numbers instead of months, do that throughout.
- **Use a condensed style of writing:** Omit articles ("a," "an," "the")
- **Have white spaces:** Use judiciously; these are necessary to reader to read your resume easily
- **PDF your resume:** Send with a clear title, e.g. "Resume, First and Last Name, Position Title"
- **Be factually accurate and error free**
- **Integrate key words** from the position description when tailoring for a specific opportunity

### DON'Ts

- **Use acronyms or abbreviations unless necessary:** If used, specify what they stand for before using, e.g. Federal Drug Administration (FDA)
- **Minimize your results:** Use strong action words and results-based accomplishments to highlight your achievements
- **Include a message about "References available upon request" on your resume:** Hiring managers know to ask about your references if they need them
- **Use First Person on Your Resume:** Remove any use of "I," "me," "we," "our," or "my"
- **Include personal information** such as: information about hobbies, marital status or weight
- **Use confidential** data from former employers.
- Have an **objective statement**
- **Be afraid to use color; but do not go over board**

- Use odd fonts, spacing, bullets and capitalization

## GETTING STARTED: MASTER RESUME, FORMAT & CONTENT

### STEP ONE: Create a Master Resume

- Develop a complete resume with all relevant experience, education and more
- This will make it much easier to create a general version (e.g. to use for a career fair or an informational interview) and to tailor it for specific jobs/internships.

### STEP TWO: Determine a Resume Style

- Keep your format simple and sharp but utilize a style that will help your resume stand out. Also consider if your resume is more likely going to be first seen by an Applicant Tracking System or human eyes.
- Review the examples in this guide or resume templates. While we don't recommend using a template as they are often difficult to edit, you can use these for inspiration: [hloom](#) | [Microsoft templates](#)
- Overly narrow margins can make it appear jumbled and difficult to read, and overly wide margins can project a perception of emptiness. Margins should be no smaller than .8 inches and no larger than 1 inch. If you absolutely need a bit more space, decrease the top and bottom margins slightly, but avoid decreasing the side margins. You can also keep the font size but slightly decrease the size of the space in between each line.

### STEP THREE: Identify Position-Specific Competencies

- Search postings for commonly used **keywords and core competencies** that employers are looking for in your field. Make sure that your resume contains these “buzz words.”

### STEP FOUR: Identify your accomplishments and transferrable skills

- Use the Skills Matrix below as a tool to assess your strengths, abilities and accomplishments with a focus on **transferable** skills. This will help for resumes, cover letters and interviews!

<b>Skill</b>	<b>What did you do?</b> (the task)	<b>How did you do it?</b> (the method)	<b>Why did you do it?</b> (the purpose or the value you brought)	<b>What were the results?</b> (positive outcome)
<b>Research</b>	Researched education and housing issues for policy briefs.	Conducted a literature review; analyzed previous policy briefs for changes in previous year.	Agency needed current information for grant proposal and website.	Research was incorporated into 2 grants and into policy agenda section of organization's website.
<b>Project Management</b>	Led program to increase awareness of breast cancer among Latino women. Developed education program and acquired mammogram van.	Advertised in Latino media outlets and partnered with nonprofits serving Latino community. Developed workshops to community members and medical personnel. Secured grant funding and corporate partners to fund van.	Lack of awareness among Latino women of breast cancer symptoms and participation in screening.	1) Secured \$350,000 in grant money and corporate donations to fund mammogram van; 2) Provided over 1,000 Latino women with mammograms; 3) Secured volunteer service from 10 doctors and 15 nurses to administer mammograms.

## RESUME SECTIONS

### Most resumes include:

- **HEADER** (Contact Information)
- **BRANDING STATEMENT & PROFESSIONAL PROFILE/SUMMARY** (also called: Summary of Qualifications; Career Summary, Executive Summary). In some cases, it doesn't even need a title and you can just include the branding statement and profile at the top
- **EDUCATION** (also called: Academic Background, Education & Training)
- **WORK EXPERIENCE** (also called: Employment History; Professional Experience; Professional Background; Related Experience; Related Professional Experience; [Industry/Field] Experience; Consulting Experience)

### Additional potential sections:

- **Technical Skills** (also called: Credentials; Qualifications; Areas of Expertise; Technologies; Proficiencies; Language Competencies and Skills; Computer Skills; Specialized Skills)
- **Publications/Presentations** (also called: Conference Presentations; Papers; Professional Publications; Research; Research Projects; Current Research Interests; Thesis/Theses)
- **Professional Training** (also called: Certifications, Special Training, Related Coursework; Educational Training)
- **Community Service/Leadership** (also called: Community Involvement; Civic Activities; Professional Activities; Volunteer Experience)
- **Awards/Honors** (also called: Academic Honors; Achievements; Accomplishments; Distinctions; Fellowships; Scholarships)
- **Affiliations** (also called: Professional Affiliations, Associations, Professional Associations, Memberships, Professional Memberships)

## HEADERS

- Name: No nicknames
- City/State/Zip: No longer common to include street address because employers aren't sending mail
- One phone number: Including the area code
- One e-mail: Make sure it sounds professional and is not your current work email

### SAMPLE 1

#### **First Name Last Name**

Washington, DC XY208 • (202) XXX – XXXX; [name@gwu.edu](mailto:name@gwu.edu) ; [www.linkedin.com/in/name](http://www.linkedin.com/in/name)

### SAMPLE 2

#### **First Name Last Name**

Arlington, VA 22201 • 703-222-2222 • [name28@gmail.com](mailto:name28@gmail.com)  
*Relocating to Denver in Fall 2017*

### SAMPLE 3

#### **FIRST NAME LAST NAME**

Washington DC | 555.222.3333 | [namej@email.com](mailto:namej@email.com) | [www.linkedin.com/in/name](http://www.linkedin.com/in/name)

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## PROFESSIONAL PROFILE

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Grab the reader's attention by highlighting what makes you an ideal match for a position or organization. Some of the reasons why you might choose to add a profile:

- Aggregate long or varied career history with a few key accomplishments
  - Pivoting to a new field/sector and want to emphasize transferable skills
  - Quickly quantify work experience and/or display core competencies
  - Play out education/knowledge if you have less work experience than needed
  - Selectively guides the reader to information that you want to highlight as your brand/message.
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### SAMPLE 1

Consultant with eight years of advanced economic analysis and corporate fundraising experience in the nonprofit and private sectors. Consistently realized financial and membership gains for organizations at all professional levels. Adept at designing and implementing data-driven strategic development plans.

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### SAMPLE 2

#### **Program Management ♦ Capacity Building ♦ International Negotiation**

MPA candidate specializing in program evaluation, analysis and management. Collaborated with international teams (Latin America and Africa) to realign strategic organizational goals for consistent marketing and community engagement. Consistently requested by supervisors to take on additional responsibility to analyze evaluation challenges, simplify organizational procedures, and identify cost-effective solutions within multilateral organizations.

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### SAMPLE 3

#### **PUBLIC AND NONPROFIT SECTOR ADMINISTRATION AND MANAGEMENT** *Collaborative Leader Focused on Relationships, Process & Results*

- 15+ years of cross-sector leadership leveraging strategic partnerships and high-impact programs
  - Program manager with expertise balancing innovation and pragmatism for sustainable results
  - Interactive trainer and coach focused on measurable impact and high participant engagement
- 

### SAMPLE 4

#### **PROGRAM MANAGER AND POLICY ADVOCATE SPECIALIZING IN ENVIRONMENTAL AND ECONOMIC DEVELOPMENT**

- ❖ Project management, policy and community outreach experience in private and nonprofit sectors
- ❖ Domestic and international education, trade, ecotourism, and technology sectors
- ❖ Research focus in climate change, conservation, land use, agriculture, and indigenous business development

**CORE COMPETENCIES:** Program Design/Development | Negotiation and Advocacy | Policy Research and Analysis  
Program Evaluation | Strategic Planning | External Relations/Fundraising

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### SAMPLE 5

#### **Bilingual Quantitative Policy Analyst**

Policy expertise in government accountability, program evaluation and cost-benefit analysis. Technical skills in SPSS and SAS. Native fluency in both Spanish and English.

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## EDUCATION

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*In reverse chronological order, a list of all schools you have attended and degrees earned. Depending on how recently you've graduated and/or relevant experience, this can be before or after Professional Experience.*

### What to include?

- Current, or anticipated, degree at the Trachtenberg School of Public Policy and Public Administration
    - Example: *MPA Candidate*, May 2018
    - Example: *PhD Candidate*, December 2017
  - Coursework, academic research/thesis, and presentations (only if relevant to specific job/field); alternatively, presentations can be included in a separate section called "Presentations"
  - Graduation honors (high honors, magna cum laude) and/or GPA (min 3.0; 3.5 – 4.0 is preferable)
  - Relevant honors, publications, projects, clubs, affiliations, and activities; alternatively, this information can be included in a separate sections like, Community Involvement, Publications & Research, Community Leadership, and Honors & Awards.
  - Don't include high school
  - When a future graduation date is listed, it is understood that you are still in school.
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### SAMPLE 1

**The George Washington University**, Washington, DC  
**MPA, Trachtenberg School of Public Policy and Public Administration** Anticipated Dec 2022  
➤ *Concentration:* Nonprofit Management

**Bachelor of Arts, Political Science** May 2020  
➤ *Thesis:* Analysis of impact of federal teacher training programs (K-5<sup>th</sup> grade) in ten urban areas from 1990-2000. Presented findings to faculty and students as part of Honors Symposium.

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### SAMPLE 2

**George Washington University**, Washington, DC Dec 2017  
Trachtenberg School of Public Policy and Public Administration  
*Master of Public Policy; Concentration: Program Evaluation (GPA: 3.88)*

**Franklin and Marshall College**, Lancaster PA May 2013  
*B.A. Government, cum laude (GPA: 3.68)*

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### SAMPLE 3

**George Washington University**, Washington, DC Expected May 2021  
Trachtenberg School of Public Policy and Public Administration  
*Master of Public Administration Candidate; Concentration in Government Contracting*

- *Relevant Coursework:* Policy Analysis, Economics in Policy Analysis, Urban Policy, Community Development and Management, Land Use Development and Community Planning (GIS)
- *Academic Research:*
  - *Analysis of Subprime Lending Practices:* Reviewed new policies from 2000-2020 in 5 states to assess legislative impact in urban areas.
  - *Economic Impact of Brownfield Redevelopment:* Conducted quantitative analysis (via SPSS) of 3 midsize cities to determine emerging trends for equitable distribution of federal funds.

**University of Delaware**, Newark, DE May 2011  
*B.A., Economics; Minor: Spanish*

## PROFESSIONAL EXPERIENCE

*Reverse chronological order of your relevant positions, which can include paid, volunteer, or internships.*

**For each experience, include the following:**

- Name of Employer
- Position Title
  - If an internship, it's preferable to add a descriptor before the word intern. Examples: Development Intern; Capacity Building Intern; Research Intern
- Location: City, State and Country (if pertinent)
- Dates of Employment
- Accomplishments
  - Use compelling actions words like "Leveraged," "Increased," or "Authored"
  - Illustrate the impact and context and why it mattered (see examples below)
  - It's recommended to remove words like "the," "a," and "an" for tighter sentences
  - For current positions, you can use both past and present tense in articulating accomplishments.

BEFORE	AFTER
Established a professional program for members of Trade Association.	Certified 100+ members of Trade Association in a 6-month period by launching a new professional certification program for members of foreign-trade zone community.
<b>Project Management:</b> Monitored human capital system design and deployment contracts.	<b>Project Management:</b> Tracked and monitored approximately 20 IT and human capital system design and deployment contracts, ranging in value from \$20K to \$41M; coordinated with both internal and external stakeholders on a regular basis to ensure timely and accurate delivery of contract deliverables.
Establish partnerships with policymakers, individuals, corporations and foundations.	Raised \$25K in new agency funding by pursuing diversified partnerships with individuals, and foundations.

### SAMPLE 1

- Government Affairs Intern** June – August 2019  
 Environmental Organization Chicago, IL
- Identified and analyzed proposed state and federal bills for potential impact to the advocacy efforts.
  - Assisted Government Affairs in meetings with congressional staffers to propose legislative initiatives.
  - Communicated with 30 external stakeholders to alert them to relevant legislation or regulations.

### SAMPLE 2

- Northwest Social Services Agency** January – May 2017  
*Pro-bono Consultant, Program Evaluation Capstone* Seattle, WA
- Collaborated on 4-person team to assess and analyze pilot education program for foster care youth.
  - Reviewed evaluation forms, conducted stakeholder interviews, and led analysis of similar programs across the nation to examine effectiveness and cost-benefit for long-term program expansion.
  - Compiled evaluation report including findings and recommendations. Presented to agency staff and Board.

### **SAMPLE 3**

**Professional Membership Organization**, McLean, VA  
Associate Director of Corporate Membership

12/2018 – 12/2020

*Key Accomplishments:*

- Generated annualized 9% increase in donations amounting to nearly \$3M in total return on investment in conjunction with the Director of Development.
  - Secured 11 new corporate partnerships in metropolitan DC area working with each partner from initial contact to point of finalizing arrangements.
  - Within first 6 months, devised and implemented new streamlined strategies with corporate partners that resulted in additional revenue.
- 

### **SAMPLE 4**

**ABC Associates**, Washington, DC  
*Program Specialist*

October 2007 – May 2008

- Researched and authored guides on cross-agency collaboration, disproportionate minority contact in the juvenile justice system, adolescent brain development, substance abuse and youth aging out of foster care.
  - Created, updated, and maintained committee databases, spreadsheets, and public records; developed and streamlined office and meeting procedures.
  - Organized and managed logistical components for more than six meetings per year including site selection, online registration, agenda development, invoice reconciliation, and staff coordination.
- 

### **SAMPLE 5**

**National Training Manager, Cooking Matters, Share Our Strength**, Washington, DC, 2015 – 2019

- Significantly enhanced training strategy for 31 Lead Partners to improve nutrition and culinary programs for low-income families nationwide:
    - During first three months, designed first needs assessment and led implementation of recommendations to address quality and impact of training and technical assistance services.
    - Piloted new evaluation tools to tackle issues of content integration and consistency.
    - Increased attendance at National Training Summit (three days; 150-200 participants) by shifting agenda to include best practice sharing and experiential learning sessions.
- 

### **SAMPLE 6**

**REGIONAL COMMISSION, Program Analyst**

Washington, DC, October 2012 – Present

*Policy Analysis:*

- Drafted sections of Commission's annual \$20 Million budget document.
- Evaluated 100+ grant proposals and made funding recommendations to Federal Co-Chairman.
- Provided written and oral input on social, economic, and environmental policy initiatives.

*Agency Liaison:*

- Streamlined, coordinated and implemented Regional Development Initiative, 12-agency collaboration created to strengthen and diversify the region's economy.
- Revamped, organized and executed five Regional Development Initiative technical assistance workshops and 5 listening sessions throughout region, resulting in 1,500 participants in two years.



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## ADDITIONAL SECTIONS

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**These can include any of the following:**

- Volunteer or community service work
- Community and/or academic leadership
- Professional affiliations and memberships
- Language skills with fluency level (i.e. Full Professional Proficiency, Low-Intermediate Proficiency, Elementary, Written and Oral Fluency, Conversational Proficiency, Fluent)
- Professional development trainings and certifications
- Research or relevant publications (Use proper style such as APA, Chicago or MLA )
- Travel
  - Only include relevant travel for the position/field. For example, if you're applying for positions focused on Asia-US relations and have traveled to Asian countries, list them on your resume.
- Technology Skills
  - Unless the employer notes that they are specifically looking for basic computer/Internet skills, refrain from including things like Microsoft Word or Excel.
  - Preferable to highlight technical software like GIS, STATA, SPSS, Salesforce

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### SAMPLE 1

**TECHNOLOGY SKILLS:**

OMB's MAX Budget database, STATA, and SPSS

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### SAMPLE 2

#### PROFESSIONAL SKILLS AND MEMBERSHIPS

**Computer:** SharePoint, Oracle Systems, PeopleSoft, SPSS

**Member:** National Language Service Corps, American Society for Public Administration

**Language:** Spanish (Full Professional Proficiency), Japanese (Low-Intermediate Proficiency)

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### SAMPLE 3

#### PROFESSIONAL DEVELOPMENT

**Action Planning Workshop Presenter**, Russian-U.S. Young Leadership Fellows Program, Contracted by American Councils for International Education, *Washington, DC; July 2019*

**Demand Driven Workforce Development Participant**, The Performance Institute, *Arlington, VA; May 2017*

**Application Reviewer and Interviewer**, Edwin Muskie Fellowship Program, Contracted by the International Research and Exchanges Board (IREX), *Dushanbe, Tajikistan; January 2017*

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### SAMPLE 4

#### VOLUNTEER EXPERIENCE

**American Red Cross**, Washington, DC

October 2015-Present

*Disaster Action Team Member*

- Respond to on-site disaster situations in DC area ranging from house fires to weather-related crises.
- Interviewed clients, assessed needs and completed casework to facilitate claims process.
- Trained in disaster fundamentals, psychological first aid, client casework and shelter operations.

## ACTION WORD RESOURCES

If you want to grab the reader's attention, use action words at the beginning of each statement in the work experience section. Take a look at the list below and try to use a variety of them in your resume.

### **Management Skills**

Administered  
Analyzed  
Assigned  
Chaired  
Consolidated  
Contracted  
Coordinated  
Delegated  
Developed  
Directed  
Evaluated  
Executed  
Organized  
Oversaw  
Planned  
Prioritized  
Produced  
Recommended  
Reorganized  
Reviewed  
Scheduled  
Supervised

### **Communication Skills**

Addressed  
Arbitrated  
Arranged  
Authored  
Co-authored  
Collaborated  
Corresponded  
Developed  
Directed  
Drafted  
Enlisted  
Formulated  
Influenced  
Interpreted  
Lectured  
Mediated  
Moderated  
Negotiated  
Persuaded  
Promoted  
Proposed  
Publicized  
Reconciled  
Recruited  
Spoke  
Translated  
Wrote

### **Research Skills**

Clarified  
Collected  
Critiqued  
Diagnosed  
Evaluated  
Examined  
Extracted  
Identified  
Inspected  
Inspired  
Interpreted  
Interviewed  
Investigated  
Organized  
Reviewed  
Summarized  
Surveyed  
Systemized

### **Technical Skills**

Assembled  
Built  
Calculated  
Computed  
Designed  
Devised  
Engineered  
Fabricated  
Maintained  
Operated  
Pinpointed  
Programmed  
Remodeled  
Repaired  
Solved

### **Teaching Skills**

Adapted  
Advised  
Clarified  
Coached  
Communicated  
Conducted  
Coordinated  
Developed  
Enabled  
Encouraged  
Evaluated  
Explained  
Facilitated  
Guided  
Informed  
Instructed  
Lectured

Persuaded  
Set goals  
Stimulated  
Taught  
Trained

### **Financial Skills**

Administered  
Allocated  
Analyzed  
Appraised  
Audited  
Balanced  
Budgeted  
Calculated  
Computed  
Developed  
Managed  
Planned  
Projected  
Researched

### **Creative Skills**

Acted  
Conceptualized  
Created  
Customized  
Designed  
Developed  
Directed  
Established  
Fashioned  
Illustrated  
Instituted  
Integrated  
Performed  
Planned  
Proved  
Revised  
Revitalized  
Set up  
Shaped  
Streamlined  
Structured  
Tabulated  
Validated

### **Helping Skills**

Assessed  
Assisted  
Clarified  
Coached  
Counseled  
Demonstrated

Diagnosed  
Educated  
Facilitated  
Familiarized  
Guided  
Inspired  
Motivated  
Participated  
Provided  
Referred  
Rehabilitated  
Reinforced  
Represented  
Supported  
Taught  
Trained  
Verified

### **Clerical or Detail Skills**

Approved  
Arranged  
Catalogued  
Classified  
Collected  
Compiled  
Dispatched  
Executed  
Filed  
Generated  
Implemented  
Inspected  
Monitored  
Operated  
Ordered  
Organized  
Prepared  
Processed  
Purchased  
Recorded  
Retrieved  
Screened  
Specified  
Systematized

### **Stronger Verbs for Accomplishments**

Accelerated  
Achieved  
Attained  
Completed  
Conceived  
Convinced  
Discovered

Doubled	Increased	Originated	Spearheaded
Effected	Initiated	Overcame	Strengthened
Eliminated	Innovated	Overhauled	Transformed
Expanded	Introduced	Pioneered	Upgraded
Expedited	Invented	Reduced	
Founded	Launched	Resolved	
Improved	Mastered	Revitalized	

*From To Boldly Go: Practical Career Advice for Scientists, by Peter S. Fiske*

**PLANNED**

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Devised	Investigated	Solved	Prepared
Developed	Appraised	Created	Researched
Examined	Estimated	Produced	Reviewed
Discovered	Planned	Originated	Identified
Evaluated	Analyzed	Interpreted	
Designed	Studied	Determined	
Organized	Measured	Revamped	

**DIRECTED**

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Operated	Regulated	Transferred	Founded
Managed	Directed	Maintained	Headed
Guided	Oversaw	Awarded	Instituted
Supervised	Designated	Authorized	Navigated
Governed	Coordinated	Vetoed	
Commanded	Adapted	Removed	
Controlled	Eliminated	Conducted	

**EXECUTED**

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Motivated	Extended	Modified	Collected
Generated	Augmented	Transformed	Assumed
Utilized	Supplemented	Balanced	Attached
Employed	Condensed	Established	Exchanged
Administered	Curtailed	Stabilized	Invested
Rectified	Reduced	Discontinued	Sponsored
Restored	Minimized	Assembled	Expedited
Repaired	Converted	Computed	Attained
Reorganized	Exchanged	Estimated	Executed
Approved	Replaced	Inventoried	Achieved
Observed	Conceived	Surpassed	Dispatched
Demonstrated	Authored	Simplified	Selected
Disclosed	Strengthened	Grouped	Compounded
Published	Activated	Distributed	Completed
Notified	Unified	Classified	Wrote
Produced	Combined	Terminated	Implemented
Improved	Merged	Initiated	Arranged
Built	Consolidated	Introduced	Presented
Formulated	Updated	Economized	Invented
Increased	Modernized	Obtained	Performed
Expanded	Altered	Procured	Accelerated

**ADVISED**

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Conferred	Exhibited	Detected
Consulted	Illustrated	Referred
Publicized	Advocated	Diagnosed
Notified	Counseled	Edited
Advised	Instructed	Protected
Reported	Acquainted	Arbitrated
Advertised	Recommended	Prescribed
Informed	Suggested	Encourage
Demonstrated	Familiarized	
Displayed	Disproved	

**You Led a Project**

1. Chaired
2. Controlled
3. Coordinated
4. Executed
5. Headed
6. Operated
7. Orchestrated
8. Organized
9. Oversaw
10. Planned
11. Produced
12. Programmed

**You Envisioned and Brought to Life a Project**

13. Administered
14. Built
15. Charted
16. Created
17. Designed
18. Developed
19. Devised
20. Founded
21. Engineered
22. Established
23. Formalized
24. Formed
25. Formulated
26. Implemented
27. Incorporated
28. Initiated
29. Instituted
30. Introduced
31. Launched
32. Pioneered
33. Spearheaded

**You Saved Time or Money**

34. Conserved
35. Consolidated
36. Decreased
37. Deducted
38. Diagnosed
39. Lessened
40. Reconciled
41. Reduced
42. Yielded

**You Increased Efficiency, Revenue, or Customer Satisfaction**

43. Accelerated
44. Achieved
45. Advanced
46. Amplified

47. Boosted
48. Capitalized
49. Delivered
50. Enhanced
51. Expanded
52. Expedited
53. Furthered
54. Gained
55. Generated
56. Improved
57. Lifted
58. Maximized
59. Outpaced
60. Stimulated
61. Sustained

**You Changed or Improved Something**

62. Centralized
63. Clarified
64. Converted
65. Customized
66. Influenced
67. Integrated
68. Merged
69. Modified
70. Overhauled
71. Redesigned
72. Refined
73. Refocused
74. Rehabilitated
75. Remodeled
76. Reorganized
77. Replaced
78. Restructured
79. Revamped
80. Revitalized
81. Simplified
82. Standardized
83. Streamlined
84. Strengthened
85. Updated
86. Upgraded
87. Transformed

**You Managed a Team**

88. Aligned
89. Cultivated
90. Directed
91. Enabled
92. Facilitated
93. Fostered
94. Guided
95. Hired
96. Inspired
97. Mentored

98. Mobilized
99. Motivated
100. Recruited
101. Regulated
102. Shaped
103. Supervised
104. Taught
105. Trained
106. Unified
107. United

**You Brought in Partners, Funding, or Resources**

108. Acquired
109. Forged
110. Navigated
111. Negotiated
112. Partnered
113. Secured

**You Supported Clients**

114. Advised
115. Advocated
116. Arbitrated
117. Coached
118. Consulted
119. Educated
120. Fielded
121. Informed
122. Resolved

**You Were a Research Machine**

123. Analyzed
124. Assembled
125. Assessed
126. Audited
127. Calculated
128. Discovered
129. Evaluated
130. Examined
131. Explored
132. Forecasted
133. Identified
134. Interpreted
135. Investigated
136. Mapped
137. Measured
138. Qualified
139. Quantified
140. Surveyed
141. Tested
142. Tracked

**You Wrote or Communicated**

143. Authored
144. Briefed

145. Campaigned
146. Co-authored
147. Composed
148. Conveyed
149. Convinced
150. Corresponded
151. Counseled
152. Critiqued
153. Defined
154. Documented
155. Edited
156. Illustrated
157. Lobbied
158. Persuaded
159. Promoted
160. Publicized
161. Reviewed

**You Oversaw or Regulated**

162. Authorized
163. Blocked
164. Delegated
165. Dispatched
166. Enforced
167. Ensured
168. Inspected
169. Itemized
170. Monitored
171. Screened
172. Scrutinized
173. Verified

**You Achieved Something**

174. Attained
175. Awarded
176. Completed
177. Demonstrated
178. Earned
179. Exceeded
180. Outperformed
181. Reached
182. Showcased
183. Succeeded
184. Surpassed
185. Targeted

**Source:**

<https://www.themuse.com/advice/185-powerful-verbs-that-will-make-your-resume-awesome>

# RESUME EXAMPLES – BEFORE AND AFTER

**BEFORE**

*First Name Last Name*

Home Address  
2111 First Street  
Alexandria, VA 22306  
202 555 1234  
[firstname.lastname@gmail.com](mailto:firstname.lastname@gmail.com)

Work Address  
Department of the Interior  
1849 C St., NW, Washington, D.C.  
202 222 5555  
[name@ios.doi.gov](mailto:name@ios.doi.gov)

## OBJECTIVE

To Earn a Master of Public Administration degree at George Washington University, specializing in policy analysis and evaluation, international development management and federal policy. To become an expert in the field and gain the confidence needed to lead.

## EDUCATION

Diploma Public Administration  
**Institut International d'Administration Publique, Paris, France, 1996**

Diploma French Language Proficiency (Basic and Advanced)  
**Centre Audiovisuel de Langue Modernes, Vichy, France, 1995**

Bachelor of Arts in Politics  
**Mount Holyoke College, South Hadley, Massachusetts, U.S.A., May, 1990**

Valedictorian, General College Preparatory Studies  
**SDA High School, Pohnpei, Micronesia, 1986**

## WORK EXPERIENCE

*Office of Insular Affairs, U.S. Department of the Interior*  
*Policy Analyst August 2006 to present*

- Desk Officer for Federated States of Micronesia (FSM) and Palau
- Coordinates annual meetings of the Interagency Group on Insular Areas (IGIA) annual meetings; compiles agenda items and responses on issues of interest and concern to territorial leadership through collaboration with representatives from over 15 Federal agencies.
- Support to Trust Fund Committee which oversees \$200M in FSM Compact Trust Fund

*White House Initiative on Asian Americans & Pacific Islanders*  
*U.S. Department of Education*  
*Detailee March 2010 to November 2010*

- Coordinator of Outreach to Native Hawaiians and Pacific Islanders (NHPI)
- Led WHIAAPI representation at Council for Native Hawaiian Advancement which included for first-time ever Policy Forum for Non-Hawaiian Pacific Islanders.
- Initiated Collaboration with NHPI Communities in Southern California and First Lady's "Let's Move" Initiative in planning "Let's Move" event targeting youth.

*Federated States of Micronesia Embassy, Washington, D.C.*  
*First Secretary April 2000 to July 2006*

- Covered political and economic issues as well as consular issues for Micronesian citizens living in the U.S.
- Liaised with State, Interior, Homeland Security and other Federal officials on issues of importance to Micronesia.
- Represented Micronesian issues on the Hill to Congressional and Committee staffers.
- Coordinated Micronesia's Participation in Tour de Sol for Climate Change.
- Chargé d'Affaires, a.i. in the absence of Ambassador and Deputy Chief of Mission
- Public Speaking experience as Chargé representing Ambassador and FSM

*Federated States of Micronesia Government, Pohnpei, FSM*  
*Foreign Affairs Foreign Service Officer 1992 – June 2000*

- Assigned to various areas: United Nations and Multilateral, South Pacific and American and European Affairs
- Coordinated Foreign Scholarships from Australia, France, New Zealand and China
- Coordinated Credentialing Ceremonies and Visits for Ambassadors to Micronesia

*Bloom and Company, CPA, Berkeley, California*  
*Office Manager 1990 - 1992*

- Manage office administration for Owner and 2 CPA's
- Assemble basic tax returns
- Handle basic office accounting and billing
- Answer phones and respond to client needs with respect to tax documents

#### ***Other Skills, Talents and Enriching Experiences***

- Youth Sunday School Teacher (Primary and Sharing Time) for youth ages 3 to 12 in Mount Vernon Ward, Church of Jesus Christ of Latter-Day Saints, Alexandria, VA
- Translate documents from English to Pohnpeian language for the Guam Micronesia Regional Language Mission, Church of Jesus Christ of Latter-Day Saints (via email)
- Born and raised in former Trust Territory of the Pacific Islands administered by the U.S. on behalf of the United Nations
- Lived, studied and/or worked in California, Paris (France), Israel, Suva (Fiji), Pohnpei, Micronesia and Port Louis, Mauritius
- Extensive knowledge of U.S.-affiliated Pacific Islands
- Speak French and Pohnpeian languages
- Married to Sgt. John Smith

**PUBLIC ADMINISTRATION ♦ POLICY ANALYSIS ♦ GOVERNMENT AFFAIRS**  
*20+ years of progressive leadership specializing in developed and developing nations*

- Trilingual policy analyst serving as primary liaison between US Department of the Interior and Federated States of Micronesia and Palau.
- Collaborative leader in fostering partnerships between US, state and foreign government officials, including non-government entities.
- Elevated domestic and overseas experience in policy development, project management, foreign affairs, and communication.

## **PROFESSIONAL EXPERIENCE**

**US Department of the Interior (DOI),** Washington, DC  
**Office of Insular Affairs (OIA),** *Policy Analyst*

August 2006 – Present

*Desk Officer for Palau and the Federated States of Micronesia (FSM)*

- Provide policy recommendations to Assistant Secretary and government officials on political, social and economic matters related to FSM and Palau
- Author briefings for Assistant Secretary to utilize in forming policy decisions
- Serve as primary contact between FSM and Palau Ambassadors and US government officials
- Redesigned and currently manage OIA website at [www.doi.gov/oia](http://www.doi.gov/oia)

*Coordinator, White House Interagency Group on Insular Areas (IGIA)*

- Organize IGIA senior plenary session, co-chaired by Secretary of the Interior and Deputy Assistant to the President. Attended by 100+ government officials representing 15+ federal agencies, Insular Governors and Members of Congress
- Establish and regularly compile annual IGIA briefing book to provide benchmarks of current federal policies regarding US insular areas
- Develop IGIA meeting agenda, organize presenters and arrange briefing book in collaboration with 20+ federal partners

*Special Assistant to the Chairman, Trust Fund Committees*

- Assist Chairman in managing Trust Funds for FSM and Republic of the Marshall Islands (RMI), with combined value of over \$350M
- Collaborate closely with Executive Director and Mercer Global Investments on quarterly meeting agendas, policies and administrative tasks necessary in managing two funds
- Coordinate financial education workshops for Trust Fund Committee members and staff (25+).
- Systematize initiative to encourage US, FSM and RMI government officials to attract subsequent contributions to the Trust Funds from other non-government sources

**US Department of Education,** Washington, DC

March – November 2010

**White House Initiative on Asian Americans and Pacific Islanders (WHIAPPI)**

*Outreach Coordinator, Native Hawaiian and Pacific Islander (NHPI) populations*

- Detailed from Department of Interior to WHIAPPI to strengthen outreach to NHPI populations
- Implemented new database containing over 200 contacts from NHPI communities
- Collaborated with Council for Native Hawaiian Advancement to organize first policy forum including Pacific Islanders as part of annual meeting, attended by community organizers, state and local government officials

**Embassy of the Federated States of Micronesia**, Washington, DC April 2000 – July 2006

*First Secretary for Political and Economic Affairs*

- Selected as interim Chargé d’Affaires on behalf of Ambassador to manage embassy operations while Ambassador was out of country
- Liaised with State and Interior Departments on political issues of importance to Micronesia
- Represented Micronesian issues on the Hill to congressional and committee staffers
- Successfully lobbied Homeland Security to extend eligibility period of Employment Authorization Document for Micronesians
- Assessed and resolved consular matters for Micronesian citizens living in the US
- Recruited team members for Tour de Sol to raise awareness of climate change

**Embassy of France**, Port Louis, Mauritius April – June 1996

*Public Affairs Assistant*

- Generated daily compilations of media and news articles of importance to the Ambassador
- Updated and compiled reference document highlighting 15+ news sources on the island
- Assisted Press Officer in communicating, promoting, and highlighting French interests in Mauritius

**Government of the Federated States of Micronesia** March 1994 – March 2000

**Department of Foreign Affairs, Palikir, Pohnpei, Micronesia**

*Foreign Service Officer*

- Formulated division rotations with UN Multilateral Affairs, American & European Affairs and South Pacific & Regional Affairs; enhanced communications on relevant political issues for each division
- Traveled with President and First Lady of Micronesia to international high-level meetings
- Arranged credentialing ceremonies for several foreign Ambassadors-designate to Micronesia
- Served as sole representative for Micronesia at regional meetings

*Foreign Government Scholarship Coordinator*

- Introduced and administered competitive application process improving selectivity and effectiveness of scholarships provided to Micronesian students by Japan, Australia, New Zealand, and China
- Communicated with embassy officials to monitor and bolster student success

## EDUCATION

**George Washington University**, Washington, DC May 2014

Master of Public Administration

- **Associate Editor, Policy Perspectives Journal**
  - Reviewed and edited editorial submissions published in the 20<sup>th</sup> edition of Policy Perspectives, student-run public administration periodical at George Washington University

**Institut International d’Administration Publique**, Paris, France July 1996

Diplôme (Post-Graduate Studies Diploma)

**Centre Audio-Visuel de Langues Modernes**, Vichy, France July 1995

Diploma of Advanced French Language Studies (DALF)

**Mount Holyoke College**, South Hadley, MA May 1990

A.B. 1990, Politics

## FOREIGN LANGUAGES AND TECHNOLOGY SKILLS

*Languages:* Fluent in spoken and written Pohnpeian (Pacific Island language); Advanced French

*Technology:* Clarity and Credenza



**BEFORE**

**First Name Last Name**

**2233 Main Street, Apt. 1, Washington, DC 20008- (202) 454-623 – [name@gmail.com](mailto:name@gmail.com)**

**PROFESSIONAL EXPERIENCE**

**Intellectual Property Owners Association**

*Project Manager*

*Assistant to the Executive Director*

Washington, DC  
(August 2012-present)  
(Sept 2008 – August 2012)

- Staff liaison for Amicus Brief Committee. Direct logistics for preparing briefs for various courts.
- Create annual statistical report on operations of U.S. domestic and international agencies.
- Developed board of director’s orientation program.
- Participate in strategic planning and assist the board in implementing member benefits projects in accordance with the strategic plan.

**Office of Congressman J. Gresham Barrett**

*Scheduler*

*Staff Assistant*

Washington, DC  
(June 2007-Aug 2008)  
(Aug 2006 – June 2007)

- Maintained Congressman’s daily and long-term schedule for four offices.
- Responsible for hiring and managing interns.

**Office of Congressman Joe Wilson**

*Intern*

Columbia, SC & Washington, DC  
May – June 2004

**EDUCATION**

**George Washington University,**

**Trachtenberg School of Public Affairs and Public Administration**

*Masters of Public Administration, Nonprofit Management Concentration*

Washington, DC  
Expected Spring 2015

**University of Georgia, School of Public and International Affairs**

*Bachelor of Arts in International Affairs*

**University of Nottingham, Nottingham, England study abroad program**

Athens, GA  
August 2006  
Spring 2005

**ACTIVITIES**

**South Carolina Presidential Inaugural Ball Committee**

*Chair*

*Committee Member*

Washington, DC  
2012-2013  
2004-2005 & 2008-2009

- Lead a committee of 26 volunteers to host a ball attended by 2,200+ guests
- Increased fundraising by over \$200,000 in one year.

**Taste of the South**

*South Carolina Committee Chair*

Washington, DC  
August 2008-Jan 2012

- Coordinated fundraising and event planning efforts with a team for 50 for the annual charity ball.

**Old Presbyterian Meeting House**

*Youth Advisor*

*Sunday School Teacher*

Alexandria, VA  
Aug 2007 – present  
Aug 2007 – May 2008

**Delta Gamma Sorority**

*Advisor to the Beta Sigma Chapter of University of Maryland*

College Park, MD  
August 2009-May 2011

**University of Georgia Alumni Association**

*Young Alumni Director and Golf Tournament Chair*

Washington, DC  
August 2007- July 2008

**AFTER**

FIRST NAME LAST NAME

Washington, DC 20008 – (202) 454-6523 – [name@gmail.com](mailto:name@gmail.com)

Relocating to Charleston, SC in January 2015

Nonprofit management experience focused on initiatives to build higher performing organizations. **Successes include raising engagement of 50-member board of directors and leading fundraising campaign to over 50% increase from previous two years.**

*Core Knowledge & Skill Areas*

- Member Services
- Strategic Planning
- Fundraising
- Event Planning
- Board and Member Orientation
- Social Media/Marketing
- Stakeholder Outreach
- Board Management

**PROFESSIONAL EXPERIENCE**

**Intellectual Property Owners Association** 2008 – 2014

Project Manager (Promoted from Executive Assistant in 2012)

*Managed 50-member board of directors and board level committees and serve as first public relations representative for the association and its affiliated education foundation.*

*Key Contributions and Accomplishments:*

- **Modernized approach to board management** by implementing electronic communication and meetings management program and developing new board member orientation program.
- **Spearheaded strategic planning** efforts of the board by conducting surveys of association members and the board, consulting with outside facilitator, and shepherding task force initiatives.
- **Initiated new membership engagement** strategy to track how companies and individuals use their memberships to expand involvement and increase internal/external leadership.
- **Advanced social media presence** through use of planned content across different media outlets and tracking of community engagement.

**South Carolina State Society Inaugural Ball Committee** 2005 – 2013

Chair (2012-2013)

*Directed a committee in all aspects of planning, fundraising, advertising, sales, and event logistics.*

*Key Contributions and Accomplishments:*

- **Increased event sponsor funding by 54%** to \$137,500 by developing benefits package that was attractive to previous State Society donors and by building relationships with key stakeholders in South Carolina and Washington, DC.
- **Expanded event attendance from 2,000-2,300** through improved marketing campaign.
- **Improved committee's overall financial standing** by creating reserve of \$140K for future events.

**Office of Congressman J. Gresham Barrett** 2006 – 2008

Scheduler (Promoted from Staff Assistant in 2007)

*Managed Congressman's schedule and travel arrangements for four offices in South Carolina and Washington, DC. Hired and managed office interns.*

**EDUCATION**

**The George Washington University** December 2014

Master of Public Administration, Nonprofit Management Concentration

- *Relevant Coursework:* Management of Nonprofit Boards, Fundraising for Nonprofit Organizations, Conflict Resolution and Negotiations, Housing and Community Development, Nonprofit Enterprises
- *Awards:* Non-Profit Leadership Development Scholarship, President's Volunteer Service Award

**University of Georgia** 2006

Bachelor of Arts in International Affairs

**ACTIVITIES**

**Old Presbyterian Meeting House**, Associate Pastor Nominating Committee, Youth Group Advisor, 2006-present; **Taste of the South**, South Carolina Committee Chair, 2008-2012

## RESUME EXAMPLES

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### FIRST NAME LAST NAME

202-555-1212 ▪ [name@gmail.com](mailto:name@gmail.com)

*Relocating to San Francisco, CA in Summer 2014*

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#### URBAN & HOUSING POLICY ♦ PROGRAM EVALUATION

*Entrepreneurial leader* — bridging private, public and nonprofit sector stakeholders to find mutual ground for community development that is inclusive, profitable and sustainable. Skilled in feasibility & market analysis, real estate appraisals, and training & facilitation.

#### PROFESSIONAL EXPERIENCE

**Novogradac & Company LLP**, Bethesda, MD 2004-2010  
*Manager, Government Services and Valuation Group*

- Guided real estate valuation including feasibility analysis, market analysis and appraisal with fees up to \$1.1M
- Directed 150+ federal Low Income Housing Tax Credit reviews (2008, 2009) to increase federal and state affordable housing programs
- Supervised staff of 14 researchers/analysts in collaborative team environment to perform responsibilities including administrative assignments, client communication, and formulation of budget briefs
- Conducted feasibility analyses, market studies, and appraisals for multifamily housing which local housing authorities, developers and lenders used to design future property studies.

**National Trust for Historic Preservation**, Washington, DC 2003-2004  
*Assistant Business Manager, National Main Street Center*

- Headed network of 30 state Main Street coordinators including processing memberships, scheduling consulting services, and assisting with annual state coordinator meeting
- Prepared registration, supervised educational sessions, and aided in troubleshooting for annual National Main Streets conferences that attracted 1,000+ participants
- Authored and edited articles for *Main Street News*, monthly publication reaching 20,000 households

**Urban Business Initiative**, Houston, TX 2002- 2003  
*Program Coordinator*

- Designed curriculum and facilitated 10-week entrepreneurship course to 50+ new employees
- Wrote, edited, and published quarterly newsletter using MailChimp software, which reached over 5,000 households in the Houston area

#### EDUCATION

**George Washington University**, Washington, DC May 2013  
Master of Public Policy, concentration in Program Evaluation, *3.95 GPA*

**Rice University**, Houston, TX May 2001  
Bachelor of Arts, Policy Studies and English (dual degree), *summa cum laude*

# FIRST NAME LAST NAME

Arlington, VA ▪ (617) 687-3563 ▪ [name@gmail.com](mailto:name@gmail.com) ▪ [linkedin.com/in/firstinitial.lastname](https://www.linkedin.com/in/firstinitial.lastname)

## PROFESSIONAL EXPERIENCE

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**Research Projects Administrator** July 2015 – Present  
*The George Washington University, Office of the Vice President for Research* Washington, DC

- Analyze federal regulation and compare with current GW policy by conducting research of market basket institutions and providing procedure recommendations for senior administration
- Reorganized outdated processes to ensure compliance with federal regulations, including development of communications plan and training materials for stakeholders
- Liaise with faculty and Research Enhancement team to develop grant proposals to conceptualize specific research goals, understand review process, edit proposals, and develop budgets
- Authored 7 US Department of Health and Human Services grants in which \$1M was secured for a National Endowment for the Humanities proposal
- Attained and monitor \$120K in sponsored projects and internal awards, serving as point person to execute and route contracts, review invoices and track payments, and approve reported deliverables

**Graduate Student Evaluator** (Public & Non-profit Program Evaluation Class) January – May 2016  
*Department of Health & Human Services, Human Resources & Services Administration* Washington, DC

- Evaluated impact of Public Health Training Center grant program by using quantitative and qualitative methods (interviews with key stakeholders) and existing data (annual grant reports)
- Recommended strategies for improving program processes and outcomes
- Created assessment design to improve effectiveness and utility of annual grant reports

**Senior Class Gift Coordinator** April 2014 – June 2015  
*The George Washington University, Division of Development & Alumni Relations* Washington, DC

- Raised record breaking \$90,000 with highest participation in program's history to that date
- Developed fundraising strategies for campaign by evaluating past campaigns, brainstorming new strategic plan, and creating overall communications plan to promote giving
- Recruited and managed 3 part-time employees and committee of 45 volunteers to plan and execute fundraising events
- Generated and disseminated fundraising brochures, website, social media, mass emails and marketing materials, producing 15% increase in donors and 16% increase in dollars raised

## EDUCATION

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**Master of Public Administration Candidate** (GPA 3.6) May 2019

Concentration: Public-Private Policy & Management  
*The George Washington University, Washington, DC*

- Award: Presidential Administrative Fellow (Full Tuition and Stipend)
- Chair, Professional Development Curriculum; Internal Consulting Project

*Regent's College, London, United Kingdom* June 2018

- UK Lessons for US Public Private Partnerships

**Bachelor of Arts, Political Communication** (GPA 3.7) May 2015

*The George Washington University, Washington, DC*

**Leadership ♦ Management ♦ Operations**

- Trained in directing complex, mission-driven projects from concept to operational status
- Strategic design and governance models to ensure alignment between ongoing action and stated mission
- Professional and academic training in strategic communications, outreach, and grassroots activities

**EDUCATION**

**George Washington University**, Washington, DC May 2018  
*Master of Public Administration (MPA)*

**Florida International University**, Miami, FL April 2016  
*B.A. in International Relations – Specialization: Latin American Politics*  
*Certificate in Professional Leadership*

- University-wide Student Leadership Award (selected from student body of 48,000)

**PROFESSIONAL EXPERIENCE**

**The LIBRE Initiative** Arlington, VA  
*Executive Assistant* June 2016 – Present

- Built national office from inception to fully functional centralized system to support national partners
- Launched and authored LIBRE Initiative issue specific statements and constituent engagement publications reaching annual audience of 5,000+
- Manage Chief of Staff briefing and scheduling to ensure timeliness and complete reporting
- Administer account reconciliation including employees and outside vendors
- Serve as HR and legal department liaison for all employees to maintain streamlined communication

**Florida International University, Office of the President** Miami, FL  
*Administrative Assistant* May 2015 – May 2016

- Briefed university president and top level administration on issues, events, and upcoming meetings
- Coordinated domestic and international travel arrangements for Office of the President staff
- Formulated planning committee for annual Homecoming Week, Faculty and Staff Engagement Series
- Conducted research with donor relations department on new funders for the university

**COMMUNITY LEADERSHIP**

**Beta Theta Pi Fraternity** October 2016 – Present  
*Foundation Ambassador*

- Contact and engage Beta alumni to build relationships, communicate educational objectives of the foundation and increase support for the *Beta Leadership Fund*

**Eta Gamma Chapter** December 2014 – December 2015  
*President*

- Headed daily operations of 60-person chapter with executive team resulting in receiving risk management rating of excellent and university chapter of the year award
- Doubled membership by creating and implementing new 2-year strategic development plan
- Attended national convention as general delegate presiding over 120 chapters, 7,500 undergraduate members and 120,000 living alumni members
- Delegated spending of \$30,000 operating budget and raised \$12,000 in leadership scholarships

**Relay For Life, American Cancer Society at Florida International University** May 2015 – March 2016  
*Executive Director*

- Led fundraising effort of over \$100,000 for American Cancer Society Research and Patient Services
- Planned all pre-events that raised \$68K before the Relay for Life event

# First Name Last Name

Washington, DC | 202-615-3259 | name@gmail.com

Policy research with specialization in budget analysis, brief writing, and program evaluation. Reform catalyst recognized for conducting market research to streamline online and print processes and procedures. 5+ experience writing advocacy letters and articles, managing social media campaigns, and designing websites.

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## SELECTED EXPERIENCE

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### United States Coast Guard

Washington, DC

*Pro-Bono Consultant*

August – December 2016

- Collaborated with four team members on capstone project determining feasibility of power-generating buoy technology to integrate or replace existing navigation buoys within designated U.S. Coast Guard Waterways
- Analyzed return on investment, viability of technology, externalities of implementation, and cost-benefit

### University of California – Davis, Center for Human Services

Davis, CA

*Policy Research Intern*

May – August 2016

- Researched crossover youth and their specific probation needs in California's juvenile justice system
- Interviewed California Probation Officers regarding current out-of-home placements

### GovLoop.com – The Knowledge Network for Government

Washington, DC

*Graduate Fellow*

September 2015 – August 2016

- Established and executed company-wide social media marketing plan and developed weekly analytics reports
- Published author in *The Washington Post*, *The Huffington Post*, and *AOL Gov* based on GovLoop content
- Managed GovLoop Mentors Program, government-wide initiative connecting public sector professionals

### United Kingdom Parliament

London, UK

*Research Assistant for Jon Trickett MP*

May – August 2015

- Proposed and led research projects, most notably confidential research project pertinent to government spending, which resulted in creation of ongoing project that continued in fall 2015 session
- Composed speeches, press releases, and news articles on behalf of the MP
- Built website (design and written content) and maintained Twitter and Facebook accounts leading to a 20% increase in followers

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## EDUCATION

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### The George Washington University

Washington, DC

*Master of Public Policy (GPA 3.68)*

December 2016

- *Student Associations:* GW Net Impact, Student Committee for Faculty Recruitment
- *Relevant Coursework:* Research Methods and Applied Statistics, Introduction to Public Policy, Research Methods in Policy Analysis (Multivariate), Economics in Policy Analysis, Public Budgeting, Revenue and Expenditure

### University of California, San Diego

La Jolla, CA

*B.A. Cum Laude with Distinction, Communication, Political Science, History (GPA 3.65)*

August 2014

- *Student Associations:* Alpha Epsilon Phi, Hillel of San Diego
- *Honors:* Communication Honors Thesis Program, Order of Omega Greek Honors Society, Provosts Honors
- *Study Abroad in Madrid, Spain:* Drug Policy and International Terrorism Policy Global Seminar

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## TECHNOLOGY, LEADERSHIP, & SERVICE

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**Technology:** SPSS, STATA, Adobe, InDesign, WordPress, and Google Analytics

**Publications:** xx, xx, and xx. "Can a Government-Wide Mentorship Program Really Work?" *The Public Manager* 41.2 (2012): 48-52.

**Leadership:** Panhellenic Board of Directors (2009-10), Hillel Campus Entrepreneur Initiative Intern (2009-10)

**Volunteer:** Reading Leaders Literacy Program (2012-present), Ricky Gill for Congress CA-9 (2012-present)

**Languages:** Spanish Fluency

EDUCATION

<b>The George Washington University</b> , Washington, D.C. <i>Master of Public Administration</i>	May 2018
<b>Whitman College</b> , Walla Walla, WA <i>B.A., Rhetoric and Film Studies, Education, GPA: 3.6</i>	May 2010
<b>SIT India Arts and Culture Program</b> , New Delhi, India	Fall 2008

PROFESSIONAL EXPERIENCE

<i>Management Assistant</i> , <b>A Wider Circle</b> , Silver Spring, MD	October 2012 – Present
<ul style="list-style-type: none"> <li>• Decreased by 37% education expenditures by researching, redesigning and implementing new intern program</li> <li>• Directed fall hiring process including creating job postings, screening applicants and conducting interviews</li> </ul>	
<i>Language and Culture Assistant</i> , <b>Government of Andalusia</b> , Adra, Spain	2011 – 2012
<ul style="list-style-type: none"> <li>• Created curriculum, facilitated lessons and evaluated progress for four grade levels amounting to 200+ students</li> <li>• Produced monthly presentations for 50-60 students on climate change and American education system.</li> <li>• Selected as lead mentor teacher from pool of 400 candidates; authored weekly newsletters of original teaching materials/strategies and provided expertise on classroom management and curriculum planning</li> <li>• Chosen as one of four bloggers for Council on International Educational Exchange to write regular articles on teaching English/living abroad, which served as promotional materials for 600+ applicants</li> </ul>	
<i>Columnist</i> , <b>Volunteer Today</b> , Washington, DC	2010 – 2012
<ul style="list-style-type: none"> <li>• Launched innovative monthly column on volunteerism, altruism and public education in Spain</li> <li>• Pioneered monthly column on AmeriCorps and community service in America</li> </ul>	
<i>Volunteer</i> , <b>AmeriCorps</b> , Federal Way, WA	2010 – 2011
<ul style="list-style-type: none"> <li>• Reengaged high school ELL/ESL class through inventive curriculum while simultaneously expanding English vocabulary/fluency (demonstrated through letter grades and behavioral improvements)</li> <li>• Led 9<sup>th</sup>/10<sup>th</sup> grade Advancement Via Individual Determination (AVID) students in tutoring/team-building sessions</li> <li>• Cultivated positive environment through coaching 70 K-5 students living in poverty on effective homework habits</li> <li>• Documented and analyzed personal/academic growth of 250+ students and created action plans</li> </ul>	
<i>Senior Admission Intern</i> , <b>Whitman College</b> , Walla Walla, WA	2009 – 2010
<ul style="list-style-type: none"> <li>• Interviewed prospective students and marketed college to parents</li> <li>• Evaluated applications and aided in admission committee decisions for class of 2014</li> <li>• Piloted visitors' day events including managing team, coordinating logistics and collaborating with professors, administrators and college President</li> </ul>	
<i>Public Events Chair</i> , <b>Associated Students of Whitman College</b> , Walla Walla, WA	2007 – 2008
<ul style="list-style-type: none"> <li>• Contracted, organized and marketed campus-wide events while maintaining/balancing budget of \$68,000</li> </ul>	

LEADERSHIP & AWARDS

<i>Volunteer Coordinator</i> , Trachtenberg Student Organization, GWU	2017-2018
CIEE (selected for highly competitive merit-based scholarship to cover Spanish classes in Spain)	2011
<i>Senator</i> , Associated Students of Whitman College	2008 – 2010
<i>Communications Photographer</i> , Whitman College Magazine	2009 – 2010
<i>Photo Journalist</i> , Whitman College <i>Pioneer</i> (student newspaper)	2007 – 2009
<i>Leadership Committee</i> , Hillel-Shalom, Whitman College	2006 – 2010

TECHNOLOGY & LANGUAGE

**Technology:** Microsoft Excel, SPSS, InDesign, Photoshop  
**Languages:** Spanish (intermediate), French (basic), Hindi (basic)



# First Name Last Name

Washington, DC 20035 · 555-333-1111 · name@email.com · linkedin.com/in/firstname\_lastname

## GLOBAL PROGRAM DEVELOPMENT 🌐 BUDGET MANAGEMENT 🌐 STRATEGIC PLANNING

- 10+ years of experience supervising staff, planning and executing student programs, and managing budgets.
- Cross-cultural partnerships to foster international exchange for young adults.
- Respected by peers as someone who takes initiative, keen problem solver, and influential “people person.”

### EDUCATION

**GEORGE WASHINGTON UNIVERSITY**, Washington, DC May 2012  
*Master of Public Policy*

**UNIVERSITY OF CONNECTICUT**, Storrs, CT May 2007  
*Bachelor of Arts in History, Cum Laude*

- Semester Study Abroad: Rome, Italy

### PROFESSIONAL EXPERIENCE

**TUFTS UNIVERSITY**, London, England | Assistant Site Director, Tufts Program 07/2013 – 12/2014

#### *Leadership:*

- Served on 8-person team, advising 115 first-year students during study abroad experience
- Supervised 5 professional and 15 undergraduate staff members
- Facilitated environment of personal growth, role model and leadership development, and academic success through formal training sessions, one-on-one meetings, staff meetings, and development opportunities
- Participated in on-call rotation and responded to campus emergencies including resident transports, administrative searches, mental health emergencies, and natural disasters

#### *Program Development:*

- Organized and executed 3-day pre-departure orientation and 10-day site orientation for 625 first-year students, focusing on community building, experiential development, and risk management
- Initiated, implemented, and facilitated two-credit, service-learning semester course titled, “The Global Exchange” in which 115 first-year students completed 5,000+ hours of international public service

**UNIVERSITY OF CONNECTICUT**, Storrs, CT | Exchange Coordinator, Office for Study Abroad 09/2011 – 08/2013

#### *Program Development:*

- Increased international exchange program enrollment by 17% in one academic year through enhanced support offerings and online communication efforts
- Grew student participation by 20% by leading outreach efforts with diverse student organizations, faculty, and campus partners for programming and marketing support

#### *Budget Analysis:*

- Charted exchange program expenditures to develop \$30K fiscal budget
- Reconciled department finances monthly to track expenditures and streamline purchasing protocols

#### *Strategic Planning:*

- Designed brochure, processed applications, and managed accounts using CRM Database Studio Abroad
- Organized career and re-entry series for 300+ undergraduate students and 40 campus partners
- Collaborated with overseas Directors to provide student support services while students were abroad



*Research and Administrative Support:*

- Compiled information on maritime security sector issues for preparation of public peace briefs and reports
- Consulted on design and developed written web content for Security Sector Governance web page, preparing reports and text for review by supervisor

*Instruction:*

- Created partnerships with U.S.-based educators to connect students in U.S. to students in Lithuania; brought in experts from U.S. to lead classroom discussions on tolerance, U.S. history, and U.S. government systems
- Served as cultural attaché to U.S. Embassy in Vilnius, Lithuania, hosting Foreign Service Officers at the high school and bringing students to the Embassy for lectures on U.S. government and politics
- Instructed 200 international students from 2<sup>nd</sup> to 12<sup>th</sup> grade in English
- Advised high school students on Exchange applications to the U.S. including AFS Intercultural Programs
- Led development campaign to build English book library

**ACME HEALTH**, Washington, DC | Finance Assistant

05/2009 – 08/2010

*Budget Analysis:*

- Maintained company's compliance (\$1M annual revenue) with state regulations through computing, recording and proofreading data, records and reports
- Reconciled billing compensation discrepancies found in records and advocated on behalf of department to ensure full compensation from external insurance companies
- Billed Medicare, Medicaid, private insurers, and hospitals for approximately \$150K on a monthly basis
- Liaised with patients and employees and reviewed financial information to address payment issues

**CORPS INTERNATIONAL**, Washington, DC | Program Assistant

11/2007 – 04/2009

*Program Development:*

- Designed, launched and managed a \$40K revenue-generating training and consulting program
- Facilitated operational aspects of program, including budgeting, operations, contracting, business development, and monitoring and evaluation
- Directed diverse, project-specific teams composed of contractors and full-time employees to implement projects in Chicago, IL; Yemen; Argentina; Tajikistan; Kyrgyzstan; and Ethiopia
- Designed and executed training programs covering topics including conflict resolution, coaching for youth development, teambuilding, fundraising, and more, in diverse global environments
- Secured \$250K annually in donations and contracts to support program launch, growth, and services

## PROFESSIONAL DEVELOPMENT

*Volunteer Leadership:*

- Operated as Conference Planning Coordinator for NAFSA Region VIII from 2006-2009
- Acted as chief liaison and coordinated logistics of four-day conference for 450-600 attendees

*Committee Work:*

- Established creation of Technology Committee for the Offices of Study Abroad and International Programs
- Synchronized social media strategy for the department made up of 300+ constituents

## PUBLICATIONS

United States Institute of Peace. *Conflict and Post Conflict Governance: The Stakeholder Perspective*. Dec. 2010. The InterAgency Journal. *A Legacy of Vietnam: Lessons from CORDS*. August 2011.

## TECHNOLOGY

- QuickBooks, SPSS, STATA, Drupal, Adobe InDesign and Photoshop, Google Apps, Prezi, WebEx, WordPress

Principal educator, administrator, and policy researcher serving international and domestic research organizations for 5+ years. Experienced in professional communication, data analysis, and grant writing. Instructional assistant for 6 semesters for Capstone Seminar course for graduate students.

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### EDUCATION

- Ph.D., Public Policy and Public Administration**,  
The George Washington University    October 2013  
Washington, DC
- *Concentration:* Science and Technology Policy
  - *Dissertation Title:* Intellectual Property, Public Sector Research, and Genetically Engineered Corn: An Anti-commons Analysis
  - *Dissertation Advisor:* Dr. Will Smith
- MPP**, The George Washington University    May 2005  
Washington, DC
- *Concentration:* Science and Technology Policy
- B.A., History**, Wake Forest University    May 2000  
Winston-Salem, NC

### PUBLICATIONS

- Smith, B. and L. Glass (forthcoming) Intellectual Property, Standards. *Innovation Policy Handbook*. World Bank Publications.
- Smith, B. (2012) Patenting Plants and Plant Products. *eLS*. Published online: July 16, 2012.
- McArthur C. and B. Smith (2009) *Innovation Effects of the Industrialized University*. Paper presentation. Triple Helix VII. Glasgow, UK.
- Smith, B. and P. Blue (2008) *An Assessment of the Small Business Innovation Research Program at the Department of Energy*. Performed and co-authored case study analyses of participating firms. National Academy Press; Washington, DC.
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### SELECT PROFESSIONAL EXPERIENCE

- CRDF Global**, Arlington, VA    April 2012 to December 2014  
*Project Manager, Evaluation*
- Served dual roles in corporate partnerships and communication during Executive Director transition:
    - Saved \$50K in annual personnel costs while brokering two new multi-year corporate sponsorships
    - Created and evaluated methods of data collection and presentation for a new database of research and technology partnerships among business, university, and government entities
  - Designed surveys and analyzed data for 30+ evaluations to write eight-year \$66M impact evaluation grant
- Institute for Public Policy Research**, London, England    January 2007 to March 2012  
*Senior Research Analyst*
- Cut 15% from operations expenses by merging two outdated database systems into less expensive program
  - Eliminated need to hire two new team members through improved operations and communication process, with estimated \$90K annual agency savings
  - Played key role in merger with community nonprofit and led integration of development offices through restructured individual giving and donor strategy; resulted in 25% fundraising increase over previous year
  - Devised and implemented a multi-case study design with a maximum variation sampling of five programs to evaluate current procedures and formulate decision-focused recommendations

### VOLUNTEER EXPERIENCE

- Glass Area Civic Association**, Washington, DC    2012 to 2014
- Blogger: Published 15 profiles of neighborhood businesses highlighting investors' roots, plans for the future, and role in the community; profiles are available at <http://batesareacivicassociation.org/author/bcog/>
  - Economic Development Committee (2012): Collaborated on a 7-person committee that planned and executed "North Capital Bingo," a creative local business promotion that rewarded community members for patronizing neighborhood businesses

**PROGRAM EVALUATION ♦ PUBLIC-PRIVATE PARTNERSHIPS***8+ years of professional management and operations experience*

Policy Research & Analysis | Multi-site Organizational Management | Operations & Project Management | Organizational Education | Cross-functional Team Collaboration | Launching New Enterprises

**EDUCATION****The George Washington University, Washington, DC**

May 2016

**Trachtenberg School of Public Policy and Public Administration***Master of Public Administration, Concentration in Health Policy*

- *Relevant Coursework:* Program Evaluation; State Health Policy; Federal Policy Making & Policy Advocacy; Economics for Public Decision Making; Research Methods & Applied Statistics (SPSS).
- *Policy Research Projects:*
  - *Privatization of Human Resources for the U.S. Government Cybersecurity Workforce:* Qualitative review of survey data from previous 5 years to assess agency impact.
  - *Evaluation of State Nutrition, Physical Activity, and Obesity CDC Program:* Conducted statistical analysis (via SPSS) from program reports to conduct cost-benefit analysis.
  - *Analysis of Alternatives to Increase Health Insurance for the Uninsured in Texas:* Examined practices from 10 states to determine viable options based on comparable demographics.
- *UK Study Abroad - Privatization, Nationalization, and Public-Private Partnerships:* Lessons learned from privatization and P3s in Health Care (NHS), Defence, Infrastructure, Transportation, Network Utilities, Oil, and Royal Mail. Analysis of political perspectives on business and the State.

**California State University, Chico, Chico, CA**

May 2004

*Dual Bachelor of Arts, International Relations (with Honors) and History***PROFESSIONAL EXPERIENCE****West Health Policy Center, Washington, DC**

March 2012 – Present

*Senior Manager (promoted from Office Manager)****Policy Research & Communications***

- Write concise summaries of MedPAC, CBO and GAO reports, Congressional hearings, and think tank studies/briefings to inform and advance new/existing solutions and policy practices.
- Research health policies and monitor legislation on Successful Aging, Care Delivery & Payment, Care Coordination, and Overutilization, to identify implications for organizational priorities.
- Collaborate on cross-functional Education Committee working group to drive internal mission priorities through developing and implementing strategies for staff education.
- Serve as lead to disseminate daily news update and create and distribute weekly legislative scan.

***Organizational Management***

- Led opening of new DC Policy and Advocacy Office including onboarding new hires, driving internal collaboration with CA headquarters, and promoting brand in DC.
- Manage DC operations and coordinate cross-functional collaboration with CA office for all administrative, human resources, vendor relations, property management, and IT matters.
- Ensure accurate policy adherence through managing timelines and organizational processes in collaboration with Accounting and Finance for budgets, grants, and audit/tax preparation.
- Safeguard internal legal policies by serving as point person on highly confidential, time sensitive internal communications, including contracts and budget requisitions.

***Human Resources & Executive Support***

- Managed staffing process including drafting open job requisitions, serving as primary liaison for external candidates, processing background checks, and handling new hire onboarding.
- Coordinated administration of benefit plans and processes, including day-to-day issues, annual open enrollment, retirement planning, Leave of Absence administration, and COBRA.
- Oversaw Institute contracts and internal formation documents while maintaining complete confidentiality regarding highly-sensitive information.

***Organizational Management***

- Collaborated during expansion period with multiple departments including Business, Communications, Research & Development, Finance and Executive teams. Highlights:
  - Development of website contact database
  - Creation of new business development database
- Managed facility issues during period of large staff growth which required simultaneously handling property issues and employee safety.
- Selected by senior staff to lead the LEED® Gold Certification project to improve project management, processes and timeline adherence. Results:
  - TOBY 2011 Outstanding Building of the Year by Building Owners and Managers Association (BOMA) of San Diego
  - Building of the Year at the TOBY Pacific Southwest Regional Competition

- Oversaw daily operations including accounting, P&Ls, product ordering, inventory, staff management and scheduling, and opening/closing the restaurant.
- Served on Grand Opening team for both restaurants. Hired, trained and managed 100 employees.
- Implemented new cost saving and staff reallocation strategies during economic downturn.

**COMMUNITY INVOLVEMENT & ACHIEVEMENTS**

**Miriam's Kitchen**, Volunteer, May 2012 – Present

- Focused on ending chronic homelessness in Washington, DC

**The Gary & Mary West Senior Wellness Center**, Volunteer, June 2010 – February 2012

- Services for low-income older adults to retain independence in San Diego, CA

**T.E.R.I. (Training and Education Research Institute)**, Volunteer, December 2007 – 2009

- **Volunteer of the Year Award**, 2008

**Chico State Model United Nations**, Member, August 2002 - May 2003

- **Distinguished Delegation Award** on Special Session for Children at 2003 Conference

**Drum Corps International World Championship**, Concord Blue Devils Color Guard, 1999-2000

- **Bronze medalist**, 2000; **Gold medalist**, 1999

- **PROJECT MANAGEMENT:** Proactively takes on internal and external systems challenges while continually adapting to rapidly changing priorities. Sound judgement and calm demeanor for high efficiency and project productivity.
- **BUSINESS STRATEGY & OPERATIONS:** Reputation for balancing rigorous contraction and operational compliance requirements with client and corporate outcomes.
- **STRATEGIC PARTNERSHIPS:** Intuitive relationship builder known for inspiring high performing teams and fostering client relationships for long-term business contracts.

#### Leadership Profile

- 12+ years of progressive leadership
- Rapid growth revenue generation
- System Optimization
- Process & Performance Reviews
- MPA, George Washington University

### RELEVANT EXPERIENCE

**The Winvale Group, LLC**  
Account Manager

Washington, DC  
2014 – Present

Built new department providing proposal support services to vendors pursuing government contracts. Created business strategy for entire department and pricing structure. Advised small, medium and large companies pursuing government contracts on procurement regulations. Achieved customers' sales objectives through analytical recommendations to clients' strategic plans.

- **Generated \$200K+ with 30% profit margin** of new revenue within 8 months of launching new department.
- **Hold record for most number of blogs** in top 10 most viewed blogs and highest attended webinar.
- **Conducted and managed \$4 million+** in GSA Schedule transactions within a year.
- **Oversaw proposal and award processes for 20+** partners and federal, state, and local government buyers.

**KAA Federal Solutions**  
Business Operations Manager

Alexandria, VA  
2011 – 2014

Directed business operations in: project management, contract administration, finance, consultant retention, pipeline development, recruitment and information technology. Implemented reviews of internal controls, work processes, and policies to improve organizational functions. Conducted qualitative and quantitative analyses on government spending and programs, market trends, competitive assessments, potential partners, and government business opportunities.

- **Decreased monthly invoice processing time** from 20 days down to 5 days by analyzing processes and procedures and recommending plan to address vulnerabilities.
- **Reduced \$1,000 in monthly expenses** by identifying under-utilized tools and inexpensive alternatives.
- **Led KAA's largest project**, increasing gross profit by approximately 7% through negotiation of labor rates from consultants and to customers.
- **Oversaw proposal and award processes** for three GSA Schedules and 50+ contracts. Monitored contracts ensuring compliance and financial obligations were met and facilitated contract negotiations.

**Mission Critical Solutions, Inc.**

Deputy Project Officer, U.S. Army Office of Judge Advocate General Corps

Arlington, VA

2008 – 2011

Collaborated with Project Officer to review current processes and procedures within department to increase efficiency, productivity, and repeatability. Independently reviewed existing policies and procedures to provide technical support for 15+ applications. Administered all new employee training and wrote documents for employee training/work flow processes. Designed customized training for classes and individual instruction. Executed trainings directly to contractors, Federal employees and high-ranking Army officers.

- **Selected as lead technician** on new applications because of aptitude to quickly learn new products.
- **Entrusted with the most complex customer service issues** as a result of ability to promptly resolve concerns. Recognized by several JAG offices for exceptional service.
- **Resolved an average of 20-30 Tier 1 tickets a day.** Issues included: application access, browser and basic database troubleshooting for customized web-based applications.

**New Horizons Computer Learning Centers**

Account Executive

McLean, VA

2006 – 2008

Constructed and reviewed training programs for effectiveness in meeting customers' objectives. Conducted interviews with customers and instructors; recommended changes to programs to align with objectives.

- **Determined logistics** for training courses, managed enrollments, scheduled training sessions, and developed customized solutions for 300+ clients.

Earlier Professional Experience 2003 – 2008*INTERNET SALES MANAGER* | **LEESBURG TOYOTA** | 2004 – 2006*ACCOUNTS PAYABLE CLERK* | **BROTHERS PAVING AND CONCRETE CORP** | 2003 – 2004**EDUCATION***MPA, George Washington University, May 2017**Survey Design and Data Analysis Certificate Program, George Washington University, 2011**B.A., Business Administration, University of California–Riverside, 2003***TECHNOLOGY**

Excel, Adobe Professional, Salesforce and QuickBooks

## MULTI-YEAR PROJECTS | GOVERNMENT AND NON-PROFITS | CRIMINAL JUSTICE POLICY

- Entrepreneurial and adaptive manager who guided implementation of high-profile, public policy initiatives, transforming state criminal justice systems to reduce prison populations and invest in community resources.
- Highly effective collaborator with government executives and diverse criminal justice stakeholders – including cabinet secretaries, state legislators, judges, law enforcement leaders, practitioners, and researchers – to sustain policy changes and overcome implementation barriers.
- Effective communicator, able to translate highly technical information to policy makers, practitioners, and criminal justice stakeholders and create persuasive written, oral, and visual stories for policy decisions.

### CORE QUALIFICATIONS

- *Complex project management*
- *Communicating data analysis and research for non-technical audiences*
- *Presenting to high-stakes audiences in formal and informal settings*
- *Criminal justice policy and research*
- *Grantee financial management and monitoring*
- *Capacity-building planning and implementation*
- *Stakeholder engagement and partnerships*
- *Team building and leadership*
- *Statistical methods, quantitative and qualitative research design, and program evaluation*

### PROFESSIONAL EXPERIENCE

THE COUNCIL OF STATE GOVERNMENTS JUSTICE CENTER (Bethesda, MD) May 2012 – Present  
*National, nonpartisan, non-profit association that engages government and civic leaders through research, analysis, and technical assistance to promote data-driven, consensus-based criminal justice policy.*

**Project Manager, State Initiatives Division** July 2015 – Present

- Secured \$16M appropriation to support implementation of statewide comprehensive criminal justice reforms despite extensive budget cuts to other state programs by building and leveraging relationships with Alabama policymakers, government executives, and criminal justice practitioners.
- In less than 8 months, prepared state and local agencies to implement significant, new statewide criminal justice policies by managing a team of seven policy staff, researchers, and subject-matter experts to deliver intensive technical assistance directly to stakeholders.
- Strategically deployed 35 policy staff, researchers, and experts across 15 complex technical assistance projects to maximize impact of \$21M program budget, as part of State Initiatives Division management team.

**Policy Analyst (promoted three times), State Initiatives Division** May 2012 – June 2015

- Designed and led two-year policy implementation strategy that has saved West Virginia \$21.3M in averted prison costs since 2013. Heralded by Governor as landmark accomplishment.
- Anticipated implementation challenges and developed strategies to ensure success, resulting in West Virginia agencies securing \$9M of appropriations – during three politically difficult budget cycles – to build new systems of community-based behavioral health services for justice-involved populations.
- Presented to West Virginia governor on four occasions regarding public safety and recidivism reduction strategies, achieving long-term support to implement statewide policies. Led Governor to highlight reforms and resulting outcomes in 2015 State of the State address.

- Saved \$11.8M in averted prison costs during first year of implementation of parole supervision recommendations. Wrote communication linking data and research to actionable policy solutions, and persuaded government executives in Pennsylvania to adopt reports through persuasive presentations.
- In partnership with government and civic leaders, identified capacity-building needs and drafted budgets for \$1M in grants to state agencies; created tools and processes to effectively monitor grant utilization.

FEDERAL INTERAGENCY REENTRY COUNCIL (Washington, DC)

November 2012 – May 2013

**Pro Bono Federal Government Consultant**

- Successfully pitched project concept and negotiated scope of work with multiple executive clients representing federal-agency consortium, in order to deliver high-impact recommendations to educate law enforcement stakeholders about the Affordable Care Act’s impacts on jail management.

MISCHON DE REYA NEW YORK LLP (New York, NY)

April 2010 – May 2011

**Special Projects Manager / Paralegal**

- Launched new marketing and communications strategy for start-up New York branch of international law firm, successfully integrating specific strategies designed to grow U.S. business with firm-wide needs.
- Independently established project management work flows, processes, and organizational tools for growing office, allowing firm to take on increasing business during tenure.

PROSKAUER ROSE LLP (New York, NY)

February 2009 – April 2010

**Project Manager / Paralegal**

FUND FOR THE PUBLIC INTEREST RESEARCH (Chicago, IL & Philadelphia, PA)

March – October 2008

**Campaign Field Director**

- Within four months, single-handedly launched Philadelphia-area field office for national voter registration campaign and exceeded goals ahead of schedule, leading 50 canvassers to register 15K voters.
- Oversaw all areas of campaign management, including program finances, completing project under-budget and in compliance with voter-registration laws.
- Led team of 35 canvassers that raised \$250K for clean water legislation through door-to-door donor contact.

MEDILL INNOCENCE PROJECT (Evanston, IL)

September – December 2007

**Wrongful Conviction Student Investigator**

- Identified key piece of evidence that led to resolution of two-year investigation by conducting 12+ field interviews with the accused, legal professionals, and key witnesses in Chicago’s South Side and St. Louis.

**EDUCATION**

**George Washington University**

May 2013

Master of Public Administration | Budgeting and Public Finance Concentration

*Honors* | MPA Honor Graduate Award, awarded to student with highest GPA in graduating class; Graduate Assistantship with stipend and tuition award; Pi Alpha Alpha, Public Administration Honor Society

**Northwestern University, Medill School of Journalism**

December 2007

Bachelor of Arts *Cum Laude* | Journalism Major; History Minor