Job Search Strategies
NASPA IV-W Preconference
Breckenridge, CO
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Ashley Maloney, Coordinator
Recruitment & Outreach
Front Range Community College
Westminster Campus
(303) 404-5084
Ashley.Maloney@frontrange.edu

Jody Donovan, Director
Student Transitions and Parent and Family Programs
Colorado State University
(970) 491-5312
Jody.Donovan@Colostate.edu
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Student Affairs Functional Areas

Academic Advising
Admissions/Registrar
Alcohol & Drug Education
Alumni Affairs
Campus Activities
Campus Childcare Providers
Campus Ministry
Campus Safety
Career Services
College Stores
Commuter Affairs
Conference Services/Event Planning
Counseling/Testing
Development/Fund Raising
Distance Education
Financial Aid
Health Services
Human Resources
International Student Affairs
Judicial Affairs
Leadership Development
Learning Center
Legal Affairs
Multicultural Affairs
Ombuds Offices (conflict mediation)
Orientation Offices
Recreation/Athletics
Residence Life and Housing
Service Learning
Special Projects
Student Activities Offices
Student Affairs Research
Student Unions
Wellness Programs
Women’s Centers
Do you want to be a BIG FISH in a little pond  
Or a little fish in a BIG POND?

Institutional characteristics to consider when accepting a position: CIRCLE the characteristic that you prefer.

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<tr>
<th>PRIVATE</th>
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<tr>
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*In Search of Community Workbook: Job Search Strategies for New Professionals*
Negotiable Institutional Factors
Describe the institutional characteristics that you prefer.

TYPE (private/public; two year/four year):

SIZE (small, medium, large):

ADMISSION CRITERIA FOR STUDENTS (open/selective):

HOW MANY STUDENTS LIVE ON CAMPUS (residential/commuter):

AGE OF STUDENTS (traditional age/ non-traditional age):

GENDER OF STUDENTS (coed/single gender):

STUDENT ETHNICITY (ethnic affiliation; diversity of campus):

AFFILIATION (religious/secular):

POLITICAL CLIMATE (liberal/conservative):

ACADEMIC FOCUS (liberal arts/business/technology; grad & undergrad or undergrad only):

LOCATION (rural/urban):

Adapted from In Search of Community Workbook: Job Search Strategies for New Professionals
Negotiable Geographic Factors

Describe what characteristics you are looking for in these geographic considerations of your job search

Climate:

Size of City:

Crime Rate:

Cost of Living:

Public Transportation – Rapid Transit:

Tax Rate – Income tax, Sales tax:

Demographics/ Diversity:

Social Services Available – Day Care, Elder Care:

Number of Institutions in the Area:

Recreational Possibilities:

Access to Health Care:

Proximity to Family or Friends:

Cultural Events Available:

Adapted from In Search of Community Workbook: Job Strategies for New Professionals
Negotiable Position Factors
Describe the position characteristics that you prefer

RESPONSIBILITIES:

OPPORTUNITIES FOR GROWTH & ADVANCEMENT:

PEOPLE YOU WORK WITH:

STUDENT CULTURE:

LIVE-IN/LIVE-OUT:

POTENTIAL TO IMPLEMENT CHANGE:

SALARY:

BENEFITS/PARTNER BENEFITS:

LIFESTYLE BALANCE:

LIVING CONDITIONS (IF LIVE-IN):
PREPARING FOR A JOB SEARCH IN STUDENT AFFAIRS

Areas to Ponder as You Consider Your Search:

1. Describe as specifically as possible the kind of position or types of position responsibilities you will be looking for:

2. List at least three features important to you in an employment setting (i.e. Work relationships, organizational structure, work environment, supervisor characteristics, support services, etc.):

3. List at least three strengths and two areas in which you need to grow as they relate to your desired position(s):

4. Give specific examples of your strengths:

5. What anxieties do you have as you prepare for your job search:
Job Search Websites

www.higheredjobs.com

www.studentaffairs.com/jobs

www.academic360.com

www.acuho ohio-state.edu

http://collegejournal.com

http://chronicle.com/jobs/

http://jobslink.naspa.org/search.cfm

http://www.findajob.com/
Grad School: Year One

Find your Dream Job
- Search for job descriptions that are closely related to the kind of career you want to pursue.
- Identify the skills you need to develop to be a competitive candidate for your first job.

Create a Personal Development Plan
- Work with your assistantship supervisors and professors to find ways to develop the skills you need to be a competitive candidate in your area of interest.
- Be flexible! You will not gain every skill that you need in your assistantship. Look and ask for opportunities within the larger university community to gain necessary skills that will make you marketable.
- Take initiative for your own personal development. Create opportunities for yourself if they do not already exist.

Network
- Join a professional organization (or two!) related to your area(s) of interest. It is a good idea to join one “general” student affairs association to stay abreast of current issues, and to understand the bigger picture.
- Listservs are an incredible educational tool. Use them to stay abreast of current issues and trends, learn about the culture of an institution where you might someday work, and read job postings. When you actively participate on a listserv, you are building relationships with the other people in your field.
- Attend relevant conferences as you can. Many professional organizations have scholarships available for graduate students, and some assistantships have professional development funds available. It’s worth the extra student loans you might take out.
- Develop relationships with other graduate students. Although you might be competing for jobs with them in the future, the relationships you develop now will make national conferences seem much smaller and more welcoming. You will be working with some of these people for the rest of your professional career.

Find a Mentor
- Mentors provide you with the support you need to become a successful student affairs professional. Take advantage of the wise people that surround you. Ask for help and have meaningful discussions with people in student affairs. Your mentor does not have to be your supervisor!

READ! READ! READ!
- Be aware of current issues in student affairs, and in your particular field. This education takes place through reading current journal articles, The Chronicle of Higher Education, and books on leadership and higher education.
- Understand the big picture of higher education. It is important to understand how your role fits into the larger institutional mission.
- Read outside the student affairs literature. General leadership and current events books are very helpful.

Keep an Open Mind
- Although you might have an idea of what area of student affairs in which you want to work, keep an open mind. Try new things and talk with people in other areas of student affairs to learn what kinds of things they do in their day-to-day work.
Grad School: Year Two

August:
- Ensure that your professional association memberships are paid and up-to-date.
- Review your personal development plan-what do you still need to accomplish?

September:
- Begin gathering sample resumes and cover letters, and develop the first draft of your own.
- Continue to update your resume as you will be adding new skills.

October:
- Research conference registrations and placement procedures for the conferences you wish to attend in the spring.
- Begin planning for conference attendance through your assistantships, and use the networks of graduate students you know to work together to save costs of attending conferences.
- Start saving money-NASPA and/or ACPA can cost a great deal.

November:
- Continue working on your resume and cover letters. Ask many, many people to review them and make suggestions. The final drafts should be complete by Winter break.
- Reserve your hotel rooms for conferences.
- Check into whether you can get the necessary time off from your assistantship for a conference.
- Start looking for cheaper airfares to conferences-consider going early to benefit from Saturday-stayover discounts

December:
- Develop a list of priorities in what you are looking for in a job. There are many jobs available, so be sure that you know what you want. Use your winter break to discuss this with your family and other people who you know well. Identify what things are important to you as you begin to look for a job.
- Continue refining your resume
- Begin informal interviewing. Use your Winter break to gather information about schools in the area of the country you would like to work.
- Relax and enjoy your break-it may be your last one for a long time!

January:
- Begin keeping a folder of jobs postings in which you are interested.
- Send out the first batch of resumes and cover letters.
- Develop a system in which you can keep track of the communication you have had with the organizations with which you have applied for a job.
- Practice your interviewing skills-use your campus career services office
- Keep saving money for attendance at a conference
- Watch for conference registrations-submit your registration early
February:
- Review your strengths and abilities. Ask others for feedback on what your strengths are, and how you have used them in your profession. Be prepared to discuss specific situations in your interviews.
- Practice interviewing. Use your campus career or seasoned student affairs professionals to practice and provide feedback for you.
- Prepare for the conferences you will be attending in March. Review the job postings on the placement site for your conference, and do some research on the schools in which you are interested.
- Register for conference and placement
- Submit resumes to placement coordinator as requested
- Pre-print your “Notes to Employers” (optional)
- Read the Chronicle of Higher Education for job openings

March:
- Continue practicing interviews.
- Continue sending out resumes and cover letters.
- Continue following-up on positions for which you have already applied.
- Send resume and cover letter (including candidate number) to employers of interest to set up conference interviews
- NASPA and ACPA national conferences

April:
- Follow-up with people that you met at the conference, and with the employers you talked with in the placement center.
- Complete in-depth research on campuses for which you were invited to an on-campus interview.
- Stay in touch with other graduate students-build strong support

May, June, July:
- Continue the process until you find a job with which you are comfortable. There is no rush!

May:
- Continue to read the Chronicle faithfully, and check job posting websites
- Realistically, you may not find a job for a few months, so consider a summer internship that will help you build new skills and make new contacts

June:
- Keep up your Chronicle reading and checking those websites

July & August:
- Do not miss a single issue of the Chronicle! Many jobs will not be posted until July 1 budget decisions are finalized. Expect to see a lot of job changes/openings well into September
The Finances of the Job Search*

Seven Categories:
1. Clothes
2. Conferences
3. Resumes
4. Postage
5. On-Campus Interviews
6. Moving Expenses
7. Misc.

Clothes
- Ranged from $90 - $1,500 (average was $400)
  - 1-3 suits (men and women)
  - 2 sports coats
  - 9 blouses/shirts
  - New shoes (bring band-aids for blisters!) – make sure your shoes match your outfits; have your shoes shined in airports
  - Accessories – jewelry, hair things, tie tacks
  - Socks/pantyhose
  - Ties, bows, belts
  - Purse
  - New garment bag
  - Buy as you go! Ask for gifts! Buy things you would wear to work
  - If you have difficulty buying “regular” clothing due to sizes, height, etc. do not leave suit purchases to the last minute!
  - Mix & match your jacket with different pants & shirts to make more outfits

Conferences
- Registration – ranged from $0 - $200
- Placement registration – ranged from $60 - $150 (NASPA Career Services is typically free- when not a joint conference!)
- Register for jobs online prior to the conference to save $$ by not having to hardcopy resumes
- Hotel – ranged from $160 - $250 (one person shared a room with 4 others! Stay at a home of a local friend, if possible)
- Shuttles – ranged from $20 - $60
- Food – ranged from $60 - $175
- Airfare/Travel – ranged from $0 - $350 (one person arranged on campus interviews prior and directly after the national conference, thus reducing airfare expenses)
- Carpool to save money!
- Misc. – memorabilia, snacks, tours, workshops etc – ranged from $0 - $250
- If you are looking for a mid-level position, you may not have much success at placement areas at conferences
The Finances of the Job Search (cont)*

Resumes
- Ranged from $10 - $50 (average was $40)
- Printer cartridges - $30
- Resume paper, envelopes, matching stationery, etc.
- Do it all online to eliminate this expense, if possible
- Ethics of using your assistantship equipment/supplies for your job search
- Only copy enough resumes for each conference/interview. You may change/update them often.

Postage
- Ranged from $5 - $30 (average was $16)
- One person priority mailed all of her resumes - $75
- Average complete packet was $1.30
- Issue of folded in envelope or large manilla envelope
- Send all thank you notes in a manilla envelope to the search chair for distribution

On-site Interviews
- Travel - $0 - $1,500
- Each trip averages $325 – some paid, some reimbursed, get receipts! Reimbursements can take months.
- Late in the season – schools are more likely to pay
- Shuttles - $20
- Gas to airport - $60
- Car rental - $40 - $60
- Mileage - $60
- Taxi - $70 (shuttle difficulties – had to take a taxi)
- Misc: snacks, water, book to read on plane, memorabilia, tours
- Purchase a nice bag for interviewing!

Miscellaneous
- See if you can access travel grant dollars through your regional organization
- Leather bag - $200
- Portfolio - $45
- Thank you notes - $20 (bring them from your hometown to be unique)
- Supplies - $40 (binder, page protectors, accordion file, hole punch, etc.)
- Phone calls - $15 - $20
- Folder - $15
- Haircut & Style - $35
- Shoeshine - $15
- Dry cleaning - $30
- Blood, Sweat and Tears - $30 (professional counseling, stress relief, etc.)
- Not getting paid for 6 - 8 weeks during employment transition!!
- 1st job choice – priceless!

Moving Expenses
- Moving expenses - $800- $1500 (only reimbursed for up to $500)
- Insur e - $100 - $200 for electricity, gas, etc. Purchasing furniture, garbage cans, etc. 
Total Expenses
$ 130
$ 440
$ 725
$1,015
$1,420
$1,445
$1,525
$1,570
$1,750
$2,045
$2,550

*Data collected from 1999-2006 Colorado State University Student Affairs in Higher Education graduates

Updated 10/24/06
Resume Writing Tips

Introduction

A resume is a “profile” or “summary” of your experiences and qualifications. A resume promotes your unique skills and contributions to the field or institution you are pursuing. It is a summary of qualifications which is focused, concise, specific, and accurate.

From your resume, a prospective employer should be able to easily ascertain:
- Who are you
- Your objective in your job search
- Your skills
- Your past experience
- Your knowledge

Types of Resumes (Mostly people early in their career in Student Affairs use a Chronological Resume)

The Chronological Resume

The chronological resume presents information regarding education, experience, and achievement in reverse chronological order under each main heading. This is the most common format for resumes and works best for applicants who have recent work and/or educational experience that are directly related to their job objective.

Strengths:
- Highlights progression in degrees obtained and job titles held
- Employers are comfortable with this style because it is commonly used
- Is straight-forward and lends itself to conciseness

Weaknesses:
- Draws attention to frequent job changes
- Focuses on positions held and degrees obtained rather than skills

The Functional Resume

The functional resume focuses on skills and accomplishments, but does not list work history or education in a chronological fashion. This format is useful for people who have acquired skills through personal experience, self-learning, or paid positions. This format is also helpful if the applicant seeks a job not directly related to their past employment.

Strengths:
- Highlights accomplishments and areas of potential rather than job titles
- Camouflages frequent job changes or periods of unemployment
- Effectively demonstrates transferable skills

Weaknesses:
- Harder to link accomplishments with past employers
- Usually results in a longer resume
Style Considerations for Resumes

- Use white space (blank areas) on a resume. Doing so makes it easier for employers to find specific information.
- Print your resume on light colored paper that will copy well. (Test this!!!) Most interviewers will not be using the original resume that you submit.
- Consider different ways to divide your resume into sections. (Examples include the following: Objective, Education, Undergraduate Experience, Graduate Experience, Professional Experience, Leadership Involvement, Presentations, Para-Professional Experience, Internship Experience, Professional Organization Memberships, Computer Skills, Related Coursework, Professional Development, Committee Work, Teaching Experience, Activities/Honors, etc.)
- If you are emphasizing using (a) italics, (b) bold, (c) all caps, (d) underline, (e) asterisk, (f) bullets, BE SURE to be CONSISTENT throughout your resume.
- Be cautious not to use too many typefaces in the text of your resume. It can be distracting to your reader.
- Be sure that you can account for any gaps in employment and time periods.
- If you end lines with a period, make sure that all lines end with a period. (BE CONSISTENT)
- Be sure to list a permanent address, as well as a phone number and email address.
- When sending your resume to colleges and universities, do not staple your resume. (But you will do this when submitting resumes at conferences.)
- Watch your verb tenses. For a position you are currently holding, keep the verbs all in present tense. For positions that you have previously held, keep your verbs in the past tense.

If Your Resume Has These, You Will Likely be “Weeded Out”

- Spelling and/or grammatical errors
- Too many pages
- Lack of relevant experiences
- Lack of appropriate education
- Lengthy and confusing information
- Unexplained time gaps
- Inappropriate paper or printing

Notes to Self:
Resume Check Sheet

Demographics:
- Use upper and lower case for name and address
- Spell out “Street”, “Avenue”, “Boulevard”

Objective:
- Is it specific? Doesn’t include type of position? Is it work-centered, rather than self-centered?

Education:
- Is most recent degree listed first? Are all degrees, majors, minors, certifications included and spelled out?
- Are names of institutions spelled out and city and state listed?
- Is month and year of graduation listed? (“anticipated May 2000”)
- If including grade point average, is it accurate?
- Has high school information been omitted? (It should not be present throughout the resume.)

Relevant Courses:
- If including, are course titles, rather than numbers, included?

Experience:
- Is your most recent experience listed first?
- Are position titles, name, city and state of organization, and dates of employment included? (Once you’ve listed the city and state for a specific university, you do not need to continue listing it in later entries.)
- Is experience quantifiable? (i.e. “supervised 6 Resident Assistants”)
- Is it action oriented? Is it concise? Is redundancy avoided?

Presentations/Conferences:
- Is the name or topic of paper included?
- Is the name of the conference, date, city and state included?

Accomplishments:
- Are accomplishments specific and relevant?

Activities/Memberships:
- Do activities demonstrate leadership, sociability and/or interests?
- Are activities and memberships current and spelled out?

Skills:
- Are skills relevant to the position?
- Is level of competency listed with the skill? (Knowledgeable, Familiar, Fluent)

Honors:
- Are scholarships and honor societies spelled out? Are dates, if listed, correct?

References:
- Have you asked for “positive” references before including their names?
- Are references current?
- Has complete name, title, address, and telephone number been included?
- Consider including a note about their relationship to you.
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<th><strong>Resume Action Words</strong></th>
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<td>Ability</td>
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**Resume Writing Action Verb List**

Remember: always use action verbs, not “duties included” or “responsible for”. Do not misrepresent your duties- describe them as professionally and accurately as possible.

### Communications
- acted as liaison  
- advised  
- advocate  
- authored  
- commented  
- consulted  
- correspond  
- counseled  
- demonstrated  
- displayed  
- edited  
- guided  
- informed  
- instructed  
- interpreted  
- interviewed  
- lectured  
- marketed  
- mediated  
- moderated  
- negotiated  
- notified  
- presented  
- promoted  
- publicized  
- published  
- recommended  
- referred  
- sold  
- trained  
- translated  
- wrote

### Administration
- administered  
- appointed  
- arranged  
- completed  
- conducted  
- consolidated  
- contracted  
- controlled  
- coordinated  
- delegated  
- determined  
- directed  
- dispatched  
- dispensed  
- distributed  
- eliminated  
- executed  
- founded  
- governed  
- headed  
- implemented  
- initiated  
- instituted  
- issued  
- launched  
- managed  
- motivated  
- obtained  
- offered  
- opened  
- ordered  
- organized  
- overhauled  
- oversaw  
- prescribed  
- presided  
- provided  
- recruited  
- rectified  
- referred  
- regulated  
- represent  
- revamped  
- reviewed  
- routed  
- selected  
- supervised  
- supplied  
- terminated

### Planning and Development
- broadened  
- created  
- designed  
- proposed  
- developed  
- devised  
- discovered  
- drafted  
- estimated  
- improved  
- initiated  
- invented  
- modified  
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- produced

### Analysis
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- analyze  
- calculated  
- compiled  
- computed  
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- diagnosed  
- disapproved  
- evaluated  
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### Financial/Records Management
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GUIDELINES FOR APPLICATION LETTER

JOB APPLICATION (COVER) LETTER
(sent with your resume when you hear about an open position)

Person to whom you are writing
Title/Department
Institution
Address
City, State, Zip

Dear [Name],

Indicate the position for which you are applying, and how you heard of the opening (the name of the contact person). Mention your current educational status, and month/year of graduation. If you already have experience in the field, you may want to emphasize that here instead.

Present your qualifications for the position(s) for which you are applying. These qualifications will probably be a combination of your education and your work experience. Show how each of these has prepared you for the field that you want to enter. You might want to mention employment, specific courses that you took, aspects of jobs or internships that you had, and so on. Finally, make some reference to your enclosed resume.

You may wish to reiterate your interest in the position. Indicate your willingness to come in for an interview. Include your phone number, and the best times to call you. Finally, close with a positive statement.

Sincerely,

[your signed name]
THANK YOU LETTER
(sent immediately after an informational interview)

Your address
City, State, Zip
Date

Person to whom you are writing
Title/Department
Institution
Address
City, State, Zip

Dear Ms. Goodweather:

In response to your notice in the Oshkosh Placement listing, I am eagerly submitting my name as a candidate for the position of Assistant Residence Hall Director at Utopia University. I will receive my Bachelor of Arts degree in Public Administration in May, and am seeking a residence life position in which I can best utilize my talents and experience and at the same time pursue my graduate education. I am enclosing a resume for your consideration.

For the past two years I have served as resident assistant in a high-rise residence hall, of approximately 1,000 undergraduate women. I also provide the community with educational and social programs. In this role, I am responsible for creating a community environment on a floor with 35 women. I also provide the community with educational and social programs, enforce policies consistently, and serve as a team player on a staff team of eight resident assistants and one graduate director. In addition to my RA duties, I have served as staff development coordinator for my staff team, I have participated in the selection of professional staff, and I am currently the co-advisor to our hall council. One of my greatest achievements has been successfully chairing a statewide leadership development, held this past fall. My strongest areas lie in staff development, programming and leadership development. Other activities that I have been involved in while in college include my participation as Vice President of Professional Activities for Alpha Beta Gamma Business Fraternity, and serving as a member of the campus wide diversity committee and Campus Activities Board.

Specific to the Assistant Hall Director Position, I feel that my programming skills, commitment to valuing diversity, creativity and energy would be an asset to your residence life program. I will be attending the Oshkosh Placement Exchange and would be interested in scheduling an interview with you. I may be contacted at (123) 432-8975. I look forward to speaking with you soon.

Sincerely,

Suzy S. Snowflake


*In Search of Community Workbook: Job Search Strategies for New Professionals*
Educating Your Reference Writer

1. Ask individuals what kind of reference they think they could be for you.

2. Give the reference writer a current resume.

3. Give the reference writer a copy of the position you are applying for.

4. Give the reference writer the complete name, title, and address of the person being written to.

5. Give the true deadline date.

6. Sit down and discuss your resume, job interests and strengths (this is good interview practice).
Networking

Jennifer Williams Molock, Ed.D

Industry professionals state that networking accounts for the filling of over 50% of all professional/job positions.

As powerful and effective as networking can be, there is not trick to landing on your feet in the right place at the right time. It’s a matter of preparation, planning, and persistence. What you are doing when you network is sowing seeds.

A Few Keys to Networking

Know yourself!
- Identify what makes you happy.
- What are your values?
- Set goals for yourself.
- What do you imagine yourself doing in the future (personally and professionally)?
- Can you see yourself “growing old” as a student affairs professional? In what area?

Identify your Assets
- What are your strengths?
- What are your skills?

What is Networking?

- Your personal definition
- Gaining access to a “people” data base
- Using all of your available resources

1. The instant Network

- Start with your inner circle and work your way out.
- Make a list of family members, former classmates, teachers, friends, colleagues or acquaintances from professional organizations.
- People you have met through clubs and religious organizations.

2. Network Basics

- There are two ways to operate your network—the spoken word and the written word. Either way works as vigorously as possible.
  Your goals should include the following:
  - Let people know you are available
  - Discover hidden openings (often jobs are available and have not yet been advertised)
- Increase your knowledge of what is required of various institutions
- Hone your interview skills (visit the Career Center or ask someone in the profession to give you a “mock” interview).

3. Ways to enhance your network

- Go out of your way to join and participate in community activities. Volunteer as much time as you can spare. For example, volunteer at the Career Services Center when you attend your first professional national conference.
- When you attend a national conference (such as NASPA or ACPA) attend the receptions of various institutions. Also attend the newcomers and new professionals receptions. Introduce yourself. Take advantage of the conference mentoring programs. Learn as much as you can at these informal gatherings.
- Attend speakers’ bureaus, workshops, and seminars
- Present at Conferences
- Write journal articles
- Surround yourself with like minded people
- Never overlook any opportunity to expand your circle

Networking Dos and Don’ts

Do:
- Remember to identify your skills
- State your job or career objective
- Express yourself clearly
- Find common ground and pursue it
- Seek advice and be a good listener
- Keep appointments and promises
- Express your appreciation for the contact’s time and advice-write a short thank you note
- Follow-through and stay in touch with people
- Find ways to enhance your resume
- Add your name to professional list serves
- Read professional journals and publications

Don’t:
- Ask for a job. You are simply seeking suggestions and advice
- Be bitter or bad-mouth others (remember everybody knows everybody)
- Push too hard. Putting pressure on others usually turns them off.
- Contact a person too frequently – pestering someone usually does not produce results.

Networking Savvy/ The Fundamentals of Working the Crowd

1. Things you should know:
   - Know your audience
   - Know your surroundings
2. **Presenting yourself:**
   - Dress to impress
   - Act appropriately
   - Be yourself

3. **Communicating with others:**
   - Use appropriate language for the occasion
   - Think of yourself as a product, market yourself as such

When you meet a potential employer, professor, mentor or someone who you can network with do these things:

   - Introduce yourself or have someone introduce you. Make small talk.
   - Ask questions about the individuals’ career. What steps did they take to achieve their goals?
   - Share your goals and aspirations
   - Push your agenda.

**How to end a conversation**

   - Ask for a business card or address to include e-mail addresses
   - Give the person your business card or address and/or telephone number
   - Let the person know that you would like to keep in contact with them as time goes on.

**What to do with the information**

   - Write the person a thank you and within a week of the meeting
   - Attach an index card to the business card with important information that you learned from the meeting and save it.

**Information gathered from:**


**Make the most of your opportunities!**

"It's who you know that will get you in the door. However it is what you know that will keep you in the door."
The Art of Telephone Interviewing

1. Establish a convenient time and place for interviews - choose a location with no distractions. Consider changes in time zones.

2. If possible, seek to get a sense for how long the interview will last and how many questions the interview will consist of in advance of the interview - allows you to gage available time for responses.

3. Prepare in advance. Find out about the interviewer(s), research the institution and position, complete a mock interview over the phone, etc.

4. Ask for names and positions of interviewers. Record their “place” at the table, and acknowledge who is asking the question - helps in understanding the true meaning of the question and directs your response.

5. Clarify for feedback, “Have I provided enough information or should I provide another example?”

6. Record notes on questions - allows for you to come back to a question if stumped and provides clues for selection criteria should an on campus interview present itself.

7. Vary the tempo of your responses and show excitement in your voice, but be yourself. Resist the temptation to be overly excited. Use humor to diffuse nervousness.

8. It’s okay to pause and reflect - practice to become comfortable with silence.

9. If you choose to ask about salary and benefit information, always provide an out. Example: “Are you able to provide salary and benefit information at this time, or will it come later in the process?”

10. Immediately after the interview, write down everything that occurred: what was said, who said it, and your response. You want to be consistent in the future.

11. Follow-up with a thank you letter or note - send to chairperson and try to include names of search committee members in the letter.

Your goal: Demonstrate that you are a partner in the interview process.
**Tips for a Telephone Interview:**

- Make sure no one else is at home the day of the interview.
- Put the dog out, lock the cat in the back room, turn off all music, cell phones, anything that can be a distraction.
- Get dressed as if you were at an interview. This helps you take the interview more seriously.
- Get ready to answer the phone when it rings. If you have call-waiting, don’t be on the other line. You’d start off on the wrong foot if you had to tell the Search Committee that you had to get someone off the other line.
- Sit at a desk or kitchen table.
- Have paper, pencil, a glass of water, and Kleenex handy.
- The Search Committee will probably introduce themselves. Write their names down as if they were sitting across from you and add their department affiliation if you can. This will help to make the interview more personal and allows you to “remember” names. When responding to a question, use the name of the person who asked it sometime during or at the close of your response, or to address a question to a specific committee member.
- When a committee member asks a question, try to jot it down, (or parts of it). Oftentimes a question will really be two questions and you don’t want to miss answering half of it.
- While responding to a question, jot down the point(s) of your answer as you go along to keep your answer focused on the question and to summarize your points at the end of your answer.
- Take your time and make sure you understand the question before answering. You want to answer the question they ask, not what you think you heard. Ask them to repeat it if you are unsure or repeat what you heard and ask if that is correct. This allows you to not only respond accurately, but also gives some time to formulate an answer.
- Think through your answer. If it takes a couple of seconds, tell the committee that you are working on your answer so if they hear silence for a brief period of time, you are really still there. Try to answer a portion of they question you are sure of first, and formulate a response to the portion you are not as familiar about as you answer.
- Answer the question. Answer it fully but don’t ramble. Put a period at the end of your sentences. Don’t be put off by silence on the other end of the phone. Quite often the committee is waiting for you to signal that you are finished. If you interpret the silence as their wanting more, it may lead you to say too much which can be a mistake. It will help to clarify for the committee if you indicate you are finished by using a summary statement at the end of your answer.
- Anticipate questions. Jot down notes for questions that they may ask and have the notes laid out in front of you. If you have a few ideas ready to go, it will help. Just remember to listen to the question. Don’t assume if you hear a few key words that they are asking the question for the answer you have already prepared. You might need to add or change your canned answer to fit their question.
- Be ready for a situation-type question. How would you handle...? These are tough—again, take your time in formulating your answer. Jot down your points as you answer to make certain you have fully responded to the question and to assist you in formulating a complete response.
- If you wish to refer to your resume, check to make sure they have seen it. If not (or if they have but don’t have easy access to it), provide a bit more information.
- Sound friendly and interested- but don’t fake it.
• Don’t sweat it if you forget something. They will usually ask if there is anything you want to add at the end of the interview. This is also the time to let them know you are interested and provide anything else you would like them to know that they didn’t ask.

• Have a few questions ready because they may ask if there is anything you would like to ask them. You may want to ask general questions about the position (what type of responsibilities will I have if you haven’t seen a position description), to more specific ones. You could also ask when the position begins, how many hours each week are expected, how much you will earn (if you don’t already know), when you can expect to hear something (what is their timetable), and even some specific questions related to the school or department such as department or division reporting lines, etc. This shows you’ve done some research, etc. etc. Take your cue from the Committee about how much they are willing to answer. Sometimes the Search Committee won’t have the exact answers. Don’t press on if you get the indication that they either don’t know the answers or don’t want to answer that question.

• Make a copy of this and read through it several times. Prepare-if you don’t do well in the phone interview, you won’t get one on the site. Take the phone interview seriously. Many people blow a phone interview because they hadn’t had one before and didn’t know how to prepare, or went into it too non-chalantly.

• Good Luck!

3/9/05
Hints for a Successful Job Search and Interview
Before, During and After the Conference

Before the Conference

As with any job search, define your values, interests, skills and abilities.Know what you want in a job (location, small, large, public or private).
Know your professional goals, and target them (residence life, counseling, student activities, career planning, etc.)
Have realistic expectations; the conference is for job leads and contacts.
Have a clean error free resume and application materials.
Be prepared to discuss goals, skills, and abilities in an interview. Support your discussion with examples.
Make sure you register for the placement center for the conference. This can usually be done in advance.

During the Conference

How does the placement center interview process work?

- You will be given a listing of available job descriptions for which interviewers are at the conference.
- After reading the listing you must select a job for which you qualify and in which you are interested.
- You then send a note to the employer asking for an interview with a copy of your resume. This note can be on one of the conference supplied forms or on your own note paper.
- A runner takes the note and resume to the employer.
- The employer decides if he/she wants to interview you and sends a reply to your conference mailbox (labeled with your candidate number).
- You take your acceptance reply to the interview sign-up area to arrange an interview.
- An interview confirmation is sent to the employer. You must keep track of your own interviews.
- Before the interview you can go to the candidate waiting area. Your name will be called aloud. You then approach and greet the interviewer. She/he escorts you to the interview table.
- You impress the interviewer with a strong interview.

What should I bring to the conference?

Some of the items listed are not necessary but never hurt to have.
- 50 resumes.
- 20 reference sheets.
- Personal stationary and envelopes.
- Examples of your work:
  - Rush brochure you put together.
  - Alcohol and Drug Week schedule you planned.
  - Handout from a presentation you gave.

Guides to colleges and universities for informational purposes.
Post it notes.
Pens and pencils.
Stapler and paper clips.
Breath mints (not gum).
Extra interview clothing:
  Panty hose (also bring clear nail polish to stop runs)
  Neckties
  Dress Socks
Different color highlighters.
File folders to keep organized.
Money for refreshments.
Comb or brush.
Toothbrush and toothpaste.

How should I dress?

The first impression is a lasting impression. Dress on the conservative side but also in a manner in which you are comfortable.
Dress professionally, but you do not need a blue suit, white shirt and tie unless that is how you normally dress.
Assuming your attire is not wildly inappropriate, what you have to say and how you present yourself will be far more important.
If you dress in a manner very unlikely for you, you are apt to be uncomfortable—mentally and physically.
Be comfortable and look sharp.
It is worth the effort and money to get clothes that you need, a couple hundred dollars is worth the investment for your first job.

What else should I know about the conference placement center and interviews?

Ask for advice at the conference from professional staff, former bosses, etc.
Do research on the institutions and positions. Make use of resources, networking opportunities, and other participants.
Use other interviewing peers as moral support. Do not share negative interview stories; you may make the other one nervous!
Do not compete with your colleagues—there is a good fit somewhere for everyone.
Take some time away from the placement center! Go to a program or exercise.
Leave some time in between interviews to write down thoughts and reactions. If you do not, all of your interviews will run together and you will not be able to discern one job from another.
Utilize professional staff for effective networking—know where they’ve worked—who they know. Their personal and professional relationships can be helpful.
Networking is important but take it easy. It’s easy to spot the folks who just want to shake as many hands as possible instead of looking at the person they’re talking with, they’re scanning the crowd to see if someone “better” is there.
Go out with employers only if you are invited or are already friends. Do not take personal time away from the interviewer. They probably had a long day from interviewing also. People want to catch up with friends at the conference. They have been interviewing candidates all day and need a break from it.
If you do go out with interviewers, go out for a limited, predetermined time as set up with your contact.
Have realistic expectations- the conference is for job leads and contacts. Do not expect a job offer.
Expect a great amount of candidates to be there in a fast paced atmosphere. These conferences usually have many candidates.
You never know who you are interviewing with. Be professional and courteous at all times. Assume that everyone is professionally connected.
Interview with as many places in which you are interested as is possible. You will have time to rest after the conference. Do not interview with places which you are not interested just to network or develop interview skills.

**After the Conference**

- Send follow-up letters and resumes after the conference for positions that interest you.
- Don’t stop your job search after the conference. Continue to apply for positions using the Chronicle, newsletters, and other sources. The search ends when you accept a position.
- Be patient, yet persistent. Conferences hit at a busy time of the year for most schools. Sometimes it takes a while to get on-site interviews coordinated. Do not be afraid to take calls or write additional interest letters while waiting.
- When invited to on-site interviews, ask about travel plans and procedures, who pay, how much and when.
- Be prepared to have a very busy schedule and meet many new people. Always be professional and ethical through your entire job search.
- Keep your chin up!

**What about thank you notes?**

Send a thank-you/follow-up note to all employees who have interviewed you. The note can be written on the conference supplied communication sheet or your own personal notepaper.

Keep the note short, succinct, and clear. If you are not interested in the position, be more vague and thank them for meeting with you. If you are very interested, let them know, but be appropriate. Avoid using clichés such as “It was wonderful to meet with you” and “I love your institution”. Consider whether you want to send a more formal, typed thank you, after the conference.

Make sure your handwriting is legible. Do not use form ‘fill in the blank’ thank you notes.

Include your contact information in the note.

*Adapted from information developed by the University of South Carolina Student Personal Association*

*In Search of Community Work-book: Job Search Strategies for New Professionals*
Conference Interviewing Preparation

Pre-conference preparation:

- Plan a budget (consider clothes, briefcase or portfolio, conference registration, transportation, lodging, meals, photocopying, and thank you cards)
- Register for the conference (including placement services)
- Make hotel reservations and travel arrangements
- Prepare your resume
- Do some soul searching and analyze your priorities
- Plan your wardrobe
- Check pre-conference job listings as well as other job opportunities (mail information to top choices)

Items to take with you to the conference:

- Alarm clock
- Resumes
- Stapler
- Needle and thread
- Snack food
- Clothes (interview and casual)
- Comfortable shoes
- Pens and note paper
- Appointment book
- Aspirin
- Breath mints
- Umbrella
- Coat and gloves
- Travel iron
- Optional: college guide and atlas

Once you’re there...Conference Etiquette:

- Confidentiality: share your feelings and opinions about your interviews with trusted friends behind closed doors. You don’t know who is in the elevator or at the next table.
- Don’t buy into the “cutthroat” mentality of placement. Finding the right place for you is all about “fit,” not competition.
- Be professional AND by yourself (yes, it can be done). You will end up happy and in a position right for your personality.
- Dress in professional attire for interviews (usually a suit). At other times dress can be more casual. However, you rarely can overdress.
- During program sessions, as well as interviews, when offering insights, opinions, or experiences don’t make negative references to specific institutions or individuals.
- School/State/Regional receptions can be great fun. However, watch your professionalism in this setting as well. You don’t know who you will be in an interview with tomorrow and, above all, don’t get drunk.
In the interview...Interviewing Tips:

- Relax. Getting too uptight about any job interview will only decrease your ability to present the "real you" to the interviewers. Whether or not you are selected does not mean you are a better or worse person.

- Be yourself. The best way to relax is to not try to pretend to be something you are not. By trying to be "perfect" you cause yourself to worry about every little thing you do, and many times end up not showing your best qualities.

- Be honest. Research the position carefully but don't worry about knowing everything about the position or institution. Certainly, the more first hand knowledge you have about the position, the more comfortable you will feel. However, most employers are looking for people who will work well with their organization, and they are aware they will need to provide training for their specific position.

- Be confident. Everyone is in the same process, experiencing many of the same anxieties. You may not have said something exactly how you would have liked to, that's okay. Just take a deep breath and think about what you want to say next time.

- Listen carefully. Always listen closely to the entire question. Too many times candidates think up "pat answers" to questions they think they will be asked, and then they give their answer to the wrong question.

- Be concise. Say what you want to say, then stop. Be careful not to ramble on.

- Ask questions. The interview should be a two-way information process. Utilize this time to find answers to your questions.

- Have a good time. If you view an interview as a painful process, you won't feel good about it no matter how well you did in the interview. Think of all the interesting people you meet whether you receive the position or not.
Helpful Hints and Tips for On Campus Interviews

Institutional Research

- Websites
- Networks...who do you know that knows someone who knows someone...at the institution in which you are interested? Send them an e-mail or give them a call!
- Read the school and local newspapers on-line.
- Check The Chronicle of Higher Education for recent articles on the institution.
- Watch the news and news magazines for current reports on institutions.
- Call the Admissions Office and request information that is sent to prospective students.
- Call the office in which you are applying for a position, and ask questions from an outsider’s point of view.
- Call people in other departments on campus and ask them about the strengths and challenges of the program to which you are applying.

Preparing for the Interview

- Be ready to discuss your strengths and challenges, and most importantly, to have solid examples of your strengths. Ask your peers to help you with this preparation prior to the interview process.
- Discuss current issues/trends in higher education when appropriate in the interview. Cite material as necessary. Don’t go overboard.
- Develop a list of questions based on the research that you completed about the interview. Cite material as necessary. Don’t go overboard.
- Develop a list of questions based on the research that you completed about the institution.
- Know your long-term goals and plans as they related to higher education.
- Relax and be yourself! You don’t want a position that does not fit with the REAL you!

On-Campus Interviewing

- Ask about travel expenses – who pays for you to get to campus?
- Wear comfortable shoes – you’ll be walking A LOT!
- Take a portfolio to write down questions to ask later.
- Ask lots of questions. It is important to understand the culture in which you might be working. When you ask questions, make sure you are taking notes.
- Make sure that you get to meet the students with which you will be working.
- Immediately after the interview, find some times to write down your immediate thoughts about everything...the people you met, the challenges and strengths that you saw, etc. This will make the decision-making process much easier.
- Follow-up with a thank you to the primary contact person for the interview, and anyone else that you felt that you connected with on your interview.

Making a decision

- Trust your instincts. You will know when you’ve found the right match.
- Take time to reflect after interviewing and assess the areas in which the job matches with your priority list. Write things down. This will help later.
• Check out the cost of living of the place where you are considering. The web is a great tool to help with this.

• After you receive an offer, don’t feel pressure to make a decision. If they really want you, they’ll wait for you. At the same time, be courteous when making your decision – think about the other candidates who are waiting to hear back from the institution.

• Use your usual decision-making process - talk to friends, family and other loved ones; take time for yourself to reflect; and make sure YOU make the ultimate decision.

Relocating

• Ask for any relocation assistance: moving expenses, temporary university housing, and people that you can talk to about finding the place to live.

• Find a person who has recently been in the same situation as you to help you find a place to live. They will know much more about the city than you, and more about your experience than any real estate person or landlord.

• If at all possible, try to move to the new city at least a week prior to your start date. It is much easier to open checking accounts, get your new driver’s license, and find the best grocery store when you’re not working. This also allows you to give your undivided attention to our new job once you start.

• Take time to establish your social network when you arrive. This will keep you sane when your job gets challenging. Since we work in student affairs, this is not difficult. We work with the most social and friendly people on the planet!

• Get out in the community and volunteer. Do this early, so that you can get it in your schedule as you are establishing a regular routine. This is good for your soul, and positive role modeling for the students with which you work.
Common Interview Questions
(with Suggestions for Answers)

1. **Tell me about yourself.**
   Briefly outline your background: past history, goals, and schooling. Always relate your answer to the position for which you’re interviewing. Be prepared to give highlights of those skills and attitudes that fit the job. Give them something unique/memorable to remember about you.

2. **What are your long-range and short-range goals?**
   Emphasize your interest in the job. If you are using this job only as a stepping stone, please don’t share this fact. If you would like to work your way up in the department/institution, state your ambitions, humbly.

3. **What do you consider to be your greatest strengths and areas for growth?**
   Mention specific attributes that you have which the employer needs in the job. Give examples. Don’t admit your major weaknesses. Pick an area that is a strength overdone. Turn the question in a way of selling yourself. For example: “My area for growth is that I have a difficult time when I am not being challenged and stretched.”

4. **Why do you want to work here?**
   Remember your research, and say something positive you have heard or read about the institution. The interviewer wants to know that you are interested in the institution, not just the salary or title.

5. **How would a former colleague/coworker who knows you well describe you?**
   Keep your response work-related and positive.

6. **How do you work under pressure?**
   Talk about how you handle pressure. Demonstrate how you organize yourself to relieve some of the pressure you feel at work. Give examples.

7. **What are your pet peeves?**
   Keep this professional and job-related. For example: “It’s frustrating when people don’t make their contribution to getting the job done.” Or, “It’s frustrating when people act unprofessionally on the job.”

8. **You don’t have the specific background for this position? How could you do the work?**
   Speak about your experience and the transferable skills.

9. **Is there something else you think I should know about you?**
   This is another chance to say positives about yourself that extends beyond the specific questions. Be prepared with topics and examples.

10. **How do you spend your spare time? What do you do for fun?**
    This can be a difficult question. Try to speak about things you do that demonstrates that you are well-rounded and have a variety of interests, however, be genuine! If you mention that you are a mountain climber, you may be interviewing with a member of the “fourteeners.”
11. **What kind of a salary are you looking for?**
   Don't say! You could ask what they had paid the previous employee. If you must state a number, your research should have prepared you to know what the going rate is for this type of position at this type of institution. Try to be as noncommittal as possible.

12. **Why did you leave your previous position?**
   Keep your answer short and to the point without giving out a lot of personal information. Do not bad mouth the institution or your supervisor. Speak to your ambitions and opportunities for growth at the institution you are interviewing with.

13. **Where do you see yourself in the next 5 years?**
   Focus on what you could be doing for that institution in five years. If you have a career change or personal change in mind, don't mention it.
Interview Questions
What questions should I expect to be asked during the interview?

- Please share with us what your present duties and responsibilities are?
- In considering joining an organization, what are some to the factors that are important to you?
- What are some of the supervisory issues to be considered when working with student staff?
- What kind of relationship would you wish to establish with your student staff? How would you accomplish this goal?
- What do you consider to be the relationship between programming and community development?
- What has your past experience been in advising student groups?
- What factors do you consider when motivating and supervising student volunteers?
- If you were to implement a disciplinary system for students, what concepts of student development would you consider in your plans?
- Please share with us your perceptions of the needs of college students today.
- Are you comfortable with conflict resolution and confrontation? Could you give us an example of how you have dealt with this area in your current job?
- What are some of the factors one should consider when working with a diverse student population?
- To ensure that our program is meeting student needs, we are continually evaluating and reassessing our program components. What design factors would you consider when creating an evaluation process?
- What attracted you to this organization/institution? How do you feel you will be able to contribute?
- Think of supervisors you have had in the past and describe positive aspects of the person’s style that you would want to emulate, as well as negative aspects you would try to avoid.
- What are some of your strong personality characteristics? Some of you weaker ones?
- How do you react when something makes you angry or irritated?
- What kinds of experiences have you had relating to people with different ethnic or cultural backgrounds other than your own?
- What are some of the characteristics you possess that make you a capable person in an authoritative role?
- In the past, what things have your supervisors/co-workers given you positive feedback on?
- What were some of the challenges you encountered in your job and how did you solve these problems?
- On a scale of 1 to 10 how would you rate your organizational time management skills? Give me some examples of why you rated yourself the way you did.
- What do you consider to be your major accomplishments at “X” organization/institution?
- What do you regard to be your most outstanding qualities?
- What do you regard to be some of you limitations/shortcomings? Developmental needs?
- Have you led any groups or acted as a facilitator of a group discussion? Please describe these experiences.
• Do student development and programming inter-relate? How?
• What experiences have you had with mental health issues? Crisis intervention?
  Critical incidents?
• What has been your biggest mistake? How did you handle it?
• What are your goals? Where do you see yourself in 5-10 years?
• How would someone else describe you?
• What are other areas of interest?
• What do you feel are some special needs of minority students?
• What would be the most difficult part of your position at our institution?
• What is your philosophy regarding discipline?
• How do you make the adjustment from a large to a small school (or vice versa)?
• What is your favorite part of your current job?
• Give an example of how you put student development theory into practice?
• What is your style when starting a new position?
• What do you think are some of the major issues facing student affairs in the next few
  years?
• Tell me about a time when you had a difference of opinion with a supervisor or
  coworker. How did you handle it?

For residence life applicants:

• How do you feel about a live-in position?
• How will you achieve balance and keep yourself from getting burned out?
• What are you looking for outside of your residence hall responsibilities?
• How do you think a positive residence hall experience contributes to a students
  overall education?
• What are some of the ways you would try to meet the needs of returning students?
  First year students?
• In your present position, what types of programming are most beneficial to the
  residents?
• What do you perceive as advantages of living in a residence hall for students?
• How would you describe your approach to discipline?
• Can you describe a successful program to which you have planned in your residence
  hall?
• How does this position fit into your future plans?
• What differences do you anticipate there being between our residence halls- and those
  at which you have worked before?
• Identify several under-represented groups of students who live in the residence halls.
  What ways can the residence life staff promote a supportive environment?
• How do you go about building a staff team?
• What are some of the first things that you would do when arriving to campus?

In Search of Community Workbook: Job Search Strategies for New Professionals
FIFTY QUESTIONS YOU MAY BE ASKED IN AN INTERVIEW

The Endicott Report lists questions most commonly asked by interviewers. We’ve adapted a few to fit the Student Affairs Screening Interview.

1. What are your long-range and short-range goals and objects? When and why did you establish these goals, and how are you preparing yourself to achieve them?

2. What specific goals, other than those related to your occupation, have you established for yourself in the next ten years?

3. What do you see yourself doing five years from now?

4. What do you really want to do in life?

5. What are your long-range career objectives?

6. How do you plan to achieve your career goals?

7. What are the most important rewards you expect in your career?

8. How much do you expect to be earning in five years?

9. Why did you choose the career for which you are preparing?

10. Which is more important to you, the money or the type of job? (Give me a break!)

11. What do you consider to be your greatest strengths and weaknesses?

12. How would you describe yourself?

13. How do you think a friend or colleague would describe you?

14. What motivates you to put forth your greatest effort?

15. How has your graduate studies/experience prepared you for a career?

16. Why should I hire you?

17. What qualifications do you have that make you think that you will be successful?

18. How do you determine or evaluate success?

19. What do you think it takes to be successful in our institution?

20. In what ways do you think you can make a contribution to our department/institution?

21. What qualities should a successful ________have?
22. Describe the relationship that should exist between a supervisor and his/her subordinates.

23. What two or three accomplishments have given you the most satisfaction? Why?

24. Describe your most rewarding student affairs experience?

25. If you were hiring someone for this position, what qualities would you look for?

26. Why did you select your graduate school?

27. What led you to choose your field of study?

28. What college subjects did you like best?

29. What college subjects did you like least? Why?

30. If you could do so, how would you plan your academic study differently? Why?

31. What changes would you make in your college or university?

32. Do you think your grades are a good indication of your academic achievement?

33. What have you learned from participation in co-curricular activities?

34. Do you have plans for continued study?

35. In what kind of a work environment are you most comfortable?

36. How do you work under pressure?

37. Describe your supervisory style?

38. How would you describe your ideal job?

39. Why did you decide to seek a position with our institution?

40. What do you know about our institution?

41. What two or three things are most important to you in a job?

42. Describe what you’ve learned from making a mistake?

43. What criteria are you using to evaluate the institution at which you hope to work?

44. Do you have a geographical preference? Why?

45. Does relocation bother you? How will you adjust throughout the transition?

46. Describe how you make decisions?
47. What major problems have you encountered and how have you dealt with them?

48. What do you expect for your supervisor?

49. What do you expect from your subordinates?

50. What is your favorite color? (I'm joking!)
Sample Questions for On-campus Interviews

Questions for Direct Supervisor:
1. What is the approximate size of budget for which I may be responsible for?
2. Are there any budget concerns for the upcoming year? Have you gone under and recent budget cuts as an institution/office?
3. From the job description, what are some of the “various other traditional hall director duties and responsibilities”?
4. What are the job expectations for holidays and breaks? Is there any type of forced vacation?
5. What kinds of teaching or committee opportunities are there available or expected?
6. What is the process for annual evaluations and what is the base for salary increase (merit, flat, etc.)?
7. Who would be my direct supervisor? Would I have any dual supervisory lines? What kind of relationships exists between those supervisors?
8. What type of training takes place for this position? Do you know of the time line for that training?
9. Is professional development encouraged? How is it funded?
10. May I see a copy of the organizational chart for the college (how does the ________ office fit into the college)? Who does the ________ report to (Student Affairs or Academic Affairs)?

Staff Questions:
11. What are the lines of communication for the office and department?
12. What is the environment of the office like?
13. What expectations do other staff and university personnel have of this position?
14. What type of programming models are in place? Is there any room to change that model?
15. What is the relationship between student affairs to other divisions within the college?
16. What are the strengths of the college? What concerns do you see in the future?
17. Is there any major discipline concerns in working with students?
18. Describe the student input in departmental/office decision making?

Student Staff Questions (para-professionals)
22. What type of supervisor are you looking for?
23. What expectations do you have as students for the person who fills this position?
24. Why did you choose ______________ College/University?
25. How do you and your peers, as students, view the Administration of the college?
26. What priorities do you have in your life besides school?
27. Tell me about one of your best experiences here at ______________ College/University?

Created by Chandra Daffer, Spring 2002
Greek Life Related Questions (for Supervisor & students)
1. What are the current Risk Management/Social policies that are in place?
2. What are activities that are completed annually?
3. How do faculty, staff, administration, and non-Greek students view Greek Life?
4. How is the recruitment process done?
5. Have there been any Risk Management concerns over the past two years? How were they handled?
6. What are you looking for in a Greek Advisor?
7. Are Greek members the campus student leaders?
8. What is the size of the budget?
9. May I see a constitution of a governing body for the Greek community?

Current Greek Advisor
10. What have been your major concerns or struggles in working with the Greek community over the past two years?
SOME QUESTIONS TO CONSIDER ASKING

What are some strengths of the college department? Possible concerns for the future?

Do you have information on housing, cost of living, and the community?

What are some of the career advancement possibilities for someone entering this position?

What kind of orientation and training is available to new employees?

Is there tuition reimbursement for employees interesting in taking course work? Is this encouraged?

What are the specific duties for this position (if not previously made clear)? Where do you see the major emphasis?

How large is the department? What are some of the other offices in which I would work?

Are there any long-range plans for the office?

What is the relationship between Academic Affairs and Student Affairs? Can you cite program examples?
Do you want to be successful or significant? Or both?

Tips for professional development and success for graduate students and new professionals
Adapted from: Mary Kay Schneider, ACPA New Professionals Liaison

- Choose a mentor or mentors. Identify someone who you respect and look to for advice. This relationship may be formal or informal.
- Get involved in a professional organization. Find out who coordinates volunteer opportunities. Decide what you will enjoy as well as what you have time for in your schedule.
- Publish an article. The article can be an interest piece, a book review, or research-oriented. There are a variety of options for getting published, whether it is a regional magazine, professional organization publication, or national juried journal.
- Keep track of the books you want to read. Keep a list of books that you hear about that are mentioned by other staff members or speakers.
- Maintain balance. Make sure you focus on other areas of your life as well as your job.
- Get on campus-wide committees. This is a great way to meet other people throughout campus and keep up with higher education issues.
- Get broad-based experience. A multitude of opportunities exist for new professionals to spend a couple of hours a week in other offices or areas. These experiences can be invaluable in learning about other student affairs functions.
- Study the trends. The trends can be useful in long-range planning, goal setting, and future career choices.
- See how other schools "do it". Use your connections and organization directories to contact other schools to gather information.
- Set up a support system. Spend time cultivating friendships and relationships that are fulfilling and supportive. Remember to be patient, but you may need to make the first effort if you are new.
- Create a written list of goals. Having written, concrete goals will help guide you throughout your career.
- Attend national and regional conferences and conventions. Attendance at conferences can be rewarding and refreshing because it provides a chance to interact with other professionals throughout the county, attend high quality sessions and socialize with others.
- Utilize technology available to you. A variety of technology exists that can make your job easier if you are willing to take the time to learn to use it.
- Talk to people in positions that you would like to have someday and find out how they got there. Remember that there are many career paths to the same job.
- Look at the big picture. In any situation, the big picture can give you perspective and help you see the whole situation.
- Enjoy what you do and realize that you are making an impact. If you enjoy what you do, you will be good at it. Student affairs professional impact a lot of lives. Make a difference!
Negotiating Salaries and Benefits:
What’s Important to You?

Benefits = compensation for present and future value as an individual and a professional.

Things to consider now...before getting the offer

1. How much do you perceive your value to be?
2. What is your “uniqueness” and how could you describe this to a potential employer?
3. Determine what’s important to you and what you need in order to accept a position. (Don’t negotiate just to negotiate)

*Be able to tell your potential employer how they will benefit from having you accept their offer*

Possible Areas to Consider for Contract Negotiation

**Monetary Considerations**
- Salary (know the acceptable range prior to discussing it)
- Retirement Plan Flexibility & Institutional Investment (some institutions have only one plan for investment, while others have several from which employees may choose)
- Medical Package (is a partner covered; how much flex is there in the plan)
- Meals (for yourself or partner; even if not living in – meals for lunch meetings on campus)
- Housing (size of apartment; furnished or not; reduced rate for on-campus apartment if position does not require living on campus; ability to have adult guest, dependents, or pets living with you)
- Moving expenses (are boxes, tolls, gas, hotels, and food on the way included; UPFRONT moving expenses are the best – can sometimes be arranged through purchase orders)
- Educational package (free or reduced rate classes; financial support for classes at other institutions; tuition covered for dependents or partners)

**Non-monetary Personal Considerations**
- Start date (if you are the only one starting the position, there might be some flexibility here)
- Educational support (time off to continue your education – flex time)
- Considerations for family needs (time off for dependents’ doctors visits, parent-teacher conferences, athletics & school plays; child care)
- Vacation & Holidays off (are there holidays related to your religion that you would like to confirm that you can have off; can you take vacations when you need to or are there restrictions; is there a certain wedding or other obligation that you already know you need to attend – include it in your negotiations)
- Weekend Duty Responsibilities (are there concerns to be addressed here; are you on every other weekend; are there others who can be brought into the duty rotation?)
- Low or No Interest Loans (some institutions are able to give you a loan up-front to be take out of your monthly salary; utilize this money to pay off credit cards/student loans, to buy a car or house)

**Non Monetary Experience/Professional Considerations**
- Staff Supervision (do you want experience in supervising graduate students/full time professionals, etc.)
- Budget Control (do you need experience in managing and being responsible for a budget)
- Area of Placement (in residence life, for instance, are you interested specifically in working with living learning communities/high judicial conduct areas, etc.)
- Title and Advancement Opportunities (is the title of the position equivalent with the duties; what opportunities are there throughout the system for advancement)
Guidelines for Negotiations – From One Individual's Perspective

1. Make sure you know that they are interested in your candidacy prior to initiating conversation about negotiations. NEVER begin the negotiation process prior to receiving an official offer.
2. Be reasonable. Do your homework and do not ask for too much. (Be able to share information about what you are being offered from other institutions or what you have seen as the "norm" in your search. Also, however, take into consideration what the geographic “norms” are in respect to salary, apartment conditions, level of professionalism, amount of flexibility in time requirements, etc.)
3. Ask for what is most important to you first. (You might be more interested in making sure that you can still be in your best friend’s wedding during training than in any type of monetary increase.)
4. Think about what your response will be if the answer to your request is "No." (Can you still be happy taking the position? Do you have another offer for a different position out there with which you would be equally happy?)
5. Understand that whatever you are requesting might cost the institution more than you had calculated. (Provision of coordinator partner meal plans is an example. One of us requested them, but all coordinators were given this benefit.)
6. Know when to STOP! Listen to the tone in people’s voices. Don’t push them…remember, you still have to work with the person with whom you’re negotiating.

Closing Thoughts

1. Negotiate now, not later.
2. Make sure verbally there is a clear understanding of what has been agreed upon.
3. Have everything in writing before you sign a contract.
4. Follow up in writing referring to their written agreement.
5. Conclude with nice and sincere thank you’s. (Written/Phone conversations, ect.)

Contributors
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Action plan – examples from participants
Negotiation Statistics

Women Don’t Like to Negotiate

- In surveys, 2.5 times more women than men said they feel “a great deal of apprehension” about negotiating.
- Men initiate negotiations about four times as often as women.
- When asked to pick metaphors for the process of negotiating, men picked a “winning ballgame” and a “wrestling match”, while women picked “going to the dentist.”
- Women will pay as much as $1,353 to avoid negotiating the price of a car, which may help explain why 63 percent of Saturn car buyers are women.
- Women are more pessimistic about the how much is available when they do negotiate and so they typically ask for and get less when they do negotiate – on average, 30 percent less than men.
- 20 percent of adult women (22 million people) say they never negotiate at all, even though they often recognize negotiation as appropriate and even necessary.

Women Suffer When They Don’t Negotiate

- By not negotiating a first salary, an individual stands to lose more than $500,000 by the age of 60- and men are more than four times as likely as women to negotiate a first salary.
- In one study, eight times as many men as women graduating with master’s degrees from Carnegie Mellon negotiated their salaries. The men who negotiated were able to increase their salaries by an average 7.4 percent, or about $4,000. In the same study, men’s starting salaries were about $4,000 higher than women’s on average, suggesting that the gender gap between men and women might have been closed if more of the women had negotiated their starting salaries.
- Another study calculated that women who consistently negotiate their salary increases earn at least $1 million more during their careers than women who don’t.
- In 2001 in the U.S. women held only 2.5 percent of the top jobs at American companies and only 10.9 percent of the board directors’ seats at Fortune 1000 companies.
- Women own about 40 percent of all businesses in the U.S. but receive only 2.3 percent of the available equity capital needed for growth. Male-owned companies receive the other 97.7 percent.

Women Have Lower Expectations and Lack Knowledge of their Worth

- Many women are so grateful to be offered a job that they accept what they are offered and don’t negotiate their salaries.
- Women often don’t know the market value of their work: Women report salary expectations between 3 and 32 percent lower than those of men for the same jobs; men expect to earn 13 percent more than women during their first year of full-time work and 32 percent more at their career peaks.

From Women Don’t Ask: Negotiation and the Gender Divide by Linda Babcock and Sara Laschever
NWSA 2004
Amy Levine, EdD and Ali P. Crown
Negotiation Tips

- See yourself through your own eyes, not the eyes of those you’re negotiating with. Own your power. Assert your authority.
- Gather information. Do your homework. What is the other person’s negotiation style? What have others negotiated for?
- Know what you want. Know the minimum you’re willing to accept.
- Prepare in advance. Anticipate the reaction you’re going to get know how to respond to a counter-offer.
- Build trust, use humor. Establish a relationship before diving into the negotiation.
- Listen! Stop focusing on your experience and read the other person. What are his/her facial expressions, body language, etc. telling you?
- Work toward win/win. When asking for something, be willing to offer something. Consider compromise.
- Use creative asking. If your request is not met, change your demands.
- Maintain a non-defensive demeanor.
- Know your “Best Alternative to a Negotiated Agreement” or BATNA (from the Harvard Negotiation Project). It is the course of action you will take if the current negotiations fail and an agreement cannot be reached. Can you walk away?
- Consider role playing in advance.
- Enjoy the process!

NWSA 2004
Amy Levine, EdD and Ali P. Crown
**Salary Negotiation Flowchart**

**Personal Needs:**
- Housing
- Food
- Transportation
- Debt repayment
- Cost-of-living

**Market Data:**
- Salary Surveys
- Web
- SAHE Salary Data
- Professional Associations

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**Determine Desired $$$ Range**

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**Before Offer**

**Do you want the job?**

- **No** → **Done**
- **Yes** → **Compare company offer to your desired range**

**After Offer**

**Compare your experience to the company's needed qualifications**

**Determine where you fit in what you perceive to be the company's hiring range**

**Get all needed data:**
- Benefits
- Relocation Package
- Retirement Plan(s)
- Bonuses (sign-on & future)
- Performance Reviews
- Salary Reviews

**Decide what you want to ask for:**
- What can you live with/without?
- What are potential compromises?

**Enter “Negotiations”**
Decide Negotiation Approach

Open-Ended, Indirect: “Is there any flexibility in the salary?”

Open-Ended/Direct: “Based on (my level of experience) and (what I understand the market average to be for this type of position), I was hoping to get a salary closer to the ‘x-y’ range.”

Closed-Ended/Direct: “Based on (my level of experience) and (what I understand the market average to be for this type of position), I will need at least ‘x’ in order to accept the position.”

Determine possible responses

Match your requests

Congratulations! You’re done.

No flexibility; unwilling or unable to make any changes

Make decision based on priorities and needs

Can make some adjustment to original offer, but not match your request.

Make decision based on priorities, needs, and ability or desire to compromise

Communicate yes/no answer

Continue negotiation with counter-offer
Salary Negotiation Resources

1) Online Salary Survey Resources:

Online Salary Tutorial by QuintCareers.com – One of the best resources for salary negotiation on the web. Highly recommend viewing this tutorial.
http://www.quintcareers.com/salary_negotiation_tutorial.html

Salary.com - Contains information on salaries and benefits. Also includes a salary wizard to calculate your worth based on field/industry and geographic location. http://www.salary.com

Use salary calculators on the Internet to compare offers in different locales. Some examples include:
• The Domestic Moving Salary Calculator - http://www.homefair.com/homefair/calc/salcac.html

JobSmart Salary Info. Profession-specific salary surveys from a leader in this area. Information useful to know if you are choosing a career, hunting for a job, or interviewing for a position.
http://www.jobstar.org/tools/salary/sal-prof.cfm

2) What are the factors that go into determining your worth?

* Your career path. Regardless of what you've been paid in the past, spend some time reviewing industry reports of salary ranges for people following your career path -- and especially those in the position you are seeking.
* The industry of the employer. Salaries can range based on the industry of the employer. For example, community colleges often pay more than large public colleges.
* The geographic location. The cost of living varies dramatically in different parts of the country. For example, it costs much more to live in San Francisco than it does in Memphis.
* The demand for job-seekers. If there is a glut of job-seekers with essentially the same skills and experience that you have, you can expect salaries to be lower than if similar job-seekers are in short supply.
* Compensation beyond salary. It's often easier said than done, but you should sometimes look beyond the salary number and examine the total compensation package. It's possible the better job offer is not the one with the highest salary.

Finally, assuming you have determined you really want the job, how do you respond to a salary requirement request? There are a number of strategies, each with its own level of risk:

* provide your salary requirement. Provide the employer with what the company wants, but realize that you run a strong risk of being screened out if you are too far above or below the range the employer has in mind for the position.
* ask for a wide salary range. Even with some basic research, you should be able to determine a salary range for the position. As long as part of your range overlaps with the employer's range, you should be okay. But what if your highest amount matches their lowest amount? Yup, you will be stuck at the bottom of their pay scale. But, assuming you give a range that is acceptable to you, you should be okay. It may be better to state something like, "a salary in the mid $30's."
* state that you expect competitive or fair compensation. Put the ball back in the employer's court by informing the company in your cover letter that you expect a competitive salary. The danger, if the employer doesn't offer a competitive salary -- or is a stickler for having an actual salary request -- you've eliminated yourself from being considered for the position.
* express your salary flexibility. Similar to the last strategy, simply state in your cover letter that you are flexible about salary (see example below in #3). The danger is again not providing an actual salary request -- and that alone could eliminate you from consideration for the position.
* state that you would prefer to discuss salary in an interview, but make sure to add that you don't think salary will be a problem. The danger is again not providing an actual salary request -- and that alone could eliminate you from consideration for the position.
* give your salary history. Ignore the request for a specific amount and simply show your salary history -- with the idea that your next job offer should be reasonably higher than your current salary. The problem here is that you have not provided the information the employer seeks, and you may be eliminated.
* ignore the salary request. Many people believe that employers have no right making a salary request so early in the process and simply ignore the request. The most likely occurrence, if you ignore the request, your application will most likely be ignored as well.
Whenever possible, do not volunteer information about your salary history or your salary expectations or requirements in your cover letter, resume, or during a job interview. Information is power in job-hunting, and your goal should always be to hold on to your power as long as possible by delaying discussions about salary as long as possible.

3) Sample of salary request response in a cover letter - "Per your request, an acceptable salary range for this job, based on the description and my research, is $35,000-$40,000, not including benefits or supplements. My requirement is flexible and negotiable, depending on such factors as additional benefits, performance reviews, and increased advancement opportunities."

4) Moving Expenses, & Other Negotiable Elements of a Job Offer - While many higher level positions will also include relocation expenses for new hires, new SAHE grads need to be aware that relocation expenses are rarely paid at the entry level. However, whether an organization offers a relocation package depends on many factors, including organizational politics, the economic situation, and the supply-demand balance for job-seekers with your skills and abilities.

What's included in a relocation package?
* House-hunting trip expenses
* Lodging fees
* Moving expenses
* Mortgage/Closing cost fees
* Brokerage fees
* Temporary housing expenses
* Partner/Spouse re-employment expenses

Remember that even if all salary issues are "off the table," there are still numerous other benefits you can negotiate, such as moving expenses, paid vacation or personal days, professional training, and more. Here is a list of such elements:

# Relocation Expenses: house-hunting, temporary living allowance, closing costs, travel expenses, spouse job-hunting/re-employment expenses. In higher education, this benefit is usually reserved for more senior-level positions (Asst. Director and above, but it never hurts to ask!)
# Benefits: vacation days (number, amount paid, timing), personal days, sick days, insurance (medical, dental, vision, life, disability), automobile (or other transportation) allowance, professional training/conference attendance, continuing education (tuition reimbursement), professional memberships, club (country or athletic) memberships, product discounts, clothing allowance, short-term loans
# Job-Specific: frequency of performance reviews, job title/role/duties, location/office, telecommuting, work hours and flexibility, starting date, performance standards/goals.

Sources:


Krueger, Brian, College Grad Job Hunter - 5th Edition


Shuster, William, “How Do I Get Started with This Career Stuff”, Presentation notes from a section of BG 200, Colorado State University, College of Business.
The W-Curve Theory of Adjustment
by Gullahorn and Gullahorn

Stage A: Honeymoon
1. Enthusiasm that occurs after a job offer has been accepted.
2. Arrival on campus, before students return

Stage B: Culture Shock
1. Student Affairs staff is on campus; training is completed; trying to develop a routine
2. New surroundings; boss, peer group, office staff and community
3. Maslow’s basic need is met: food and shelter
4. Locating important places; healthcare, banking, care repair, etc.
5. Learning procedures and policies of new institution; how to get things done.

Stage C: Initial Adjustment
1. Little things become routine
2. This initial adjustment occurs faster for extroverts than introverts

Stage D: Mental Isolation
1. Feeling more comfortable, more at home; critical period for individuals
2. Realize that no one knows your history: who you are, who your friends are, what talents/skills/experiences you bring to your position
3. Boss and colleagues become more real; you no longer put them on a pedestal
4. Crisis: fear of asking too many questions
5. Perfection syndrome: working too much; want to do a good job
6. Returning staff are seen as more knowledgeable in your eyes
7. Isolation from campus departments other than your own; little to no contact
8. Feeling alone: wondering if you made the right choice

Stage E: Acceptance and Integration
1. Feeling confident and secure in your new environment
2. Begin to find the balance between expectations of self in the position and personal life
3. Feeling confident and secure in your new environment
4. Begin to find the balance between expectations of self in the position and personal life
5. Development of personal relationships and support structures

*Adapted from presentation at GLACUHO by Becky Figura
In Search of Community Workbook: Job Search Strategies for New Professionals
Institution Contact Record

Institution: ____________________________
Position: ________________________________
Location: ________________________________
Contact Info: _____________________________
Lead From: _______________________________

Contract Type: LIVE-IN    LIVE-ON    LIVE OFF
Starting Date: _______________ Salary: _____________ Prof. Dev: __________________________

Apartment Use: _______________ Meal Plan: _____________ Contract Length: _________________

Grad Opportunities: Me: _______________ Zach: _______________

Application Deadline: ____________________________
Correspondence:
    Cover Letter Sent: _______________ Resume Sent: _______________
    Reference List Sent: _______________ Interview Dates: _______________
    Reference Letters From: _____________________________
    Follow Up Contract: _____________________________
    Thank yous sent/to whom?: ___________________________
    When?: _____________________________

Timeline: _____________________________

Interviewer(s): _____________________________

ACPA    PHONE    ON-CAMPUS

Position Specifics: ____________________________

Positives: ____________________________

Challenges: ____________________________

Overall Gut Reaction: ____________________________
Res. Life Info Collected: ____________________________
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Salary: ___________________________ Benefits: ___________________________

Housing Status: ___________________________ Pets: ___________________________

Moving Expenses: ___________________________
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# Job Prospect Profile - COMPANY NAME

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## Checklist

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## CONTACT RECORD

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