CAREER DEVELOPMENT OFFICE

WORKING PROFESSIONALS’ ESSENTIALS
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Congratulations and welcome to the Johns Hopkins Carey Business School! The Career Development Office (CDO) is excited to work with you throughout your program to help you navigate your professional development and job search strategy.

Our office is comprised of two teams, Coaching & Education and Employer Relations. The Coaching & Education team focuses on preparation; your career coach will help you with self-assessment and career exploration, creating job search documents, preparing and practicing for interviews, and developing your professional skills. The Employer Relations team manages Carey relationships with employers throughout all industries and global regions. Employer Relations also coordinates industry panel events and employer information sessions, and oversees career fairs and MBA conferences.

We want to start working with you today! The Working Professionals’ Essentials packet houses valuable resources and guides to help you jump-start the career exploration process.
MEET OUR TEAM
OF TALENTED PROFESSIONALS

Katy Montgomery
Assistant Dean, Career Development Office

Katy comes to the Carey Business School with over ten years of career services and recruiting experience. Katy received her B.A. from Loyola University New Orleans and her J.D. from Georgetown University Law Center. Immediately following law school, Katy clerked for a Federal district court judge and practiced in the D.C. office of a New York law firm. After practicing law, Katy traveled to Baoding, China where she taught legal courses at Hebei University. Upon her return to D.C., Katy joined the Office of Career Services (OCS) as the evening student counselor and clerkship advisor. After spending over two years with OCS, Katy joined Major, Lindsey & Africa, the world’s largest legal search firm, as a Managing Director. In that capacity, Katy specialized in law firm associate and selected in-house placements. Katy later returned to Georgetown Law in the capacity of Director of Career Services where she created and implemented a strategic plan for employer outreach and student counseling.

Kathleen Bovard
Director, Coaching & Education

Kathy has 25 years of experience as a career counselor, administrator, faculty member, and consultant in higher education. She has served in leadership positions at both Johns Hopkins University and McDaniel College, where she continues to teach counseling and human resources development in graduate programs. Kathy earned her Bachelor’s Degree in Psychology from Dickinson College, and her Master’s Degree and an advanced graduate specialist diploma in Counseling from the University of Maryland at College Park. She is a licensed clinical professional counselor (LCPC) in Maryland and has helped many individuals accomplish their career goals.

Russell Rogers
Director, Employer Relations

Russell has over 25 years of business experience, 15 years leading dynamic teams to develop multi-million dollar plans for high return on investment, often coordinating across multiple business units. He led Consumer and Small Business/Commercial-oriented production for multi-billion dollar portfolio divisions at Bank of America and Citigroup. Russell has a reputation for creative problem solving, driving change and leading employee engagement.
Laura Arthur  
Associate Director, Coaching & Education  

Prior to joining the Carey Career Development Office, Laura served as a career coach at The Ohio State University and the Columbus College of Art and Design. In these roles, she advised students and alumni, coordinated employer visits, and organized major events including Mock Interview Week. Laura also managed residence hall complexes at Loyola University Maryland, Towson University, and The Ohio State University, with responsibilities including faculty engagement and supervision of 30+ staff members. Laura received her B.S. in Psychology from Xavier University and her M.A. in Higher Education/Student Affairs from The Ohio State University. Laura holds a leadership role with the MBA Career Services and Employer Alliance, and has served on the Executive Board of the Maryland College Personnel Association.

Rebecca Bonco  
Assistant Director, Coaching & Education  

Prior to joining the Carey Business School staff, Rebecca worked at the Boston Consulting Group in Bethesda, MD. As a Recruiting Associate, she selected candidates for interviews, provided interview prep, and managed consultant recruiting events at Universities in the region. She also brings international recruiting experience, as well as non-profit sector experience as she worked for the American Red Cross Headquarters, Ashoka, and interned at FINCA. Rebecca holds a B.S. in Social Work from George Mason University and a Masters in Clinical Community Counseling from Johns Hopkins University’s School of Education.

Michael Doyle  
Assistant Director, Coaching & Education  

Mike has more than 15 years of student development and leadership education experience within higher education. Prior to joining the Career Development team, Mike was a program director and instructor at the University of Maryland, College Park; teaching curriculum that focused on leadership, organizational/team dynamics and social skill development. He has led adventure-based leadership and cultural immersion courses in Norway, Fiji and Jordan. Mike is also a senior corporate trainer and has worked with companies such as Legg Mason, Wells Fargo, Johnson & Johnson and IBM. He is committed to helping students and professionals learn how to maximize individual strengths and collectively work together as a high performing team.

Michelle Jones  
Assistant Director, Coaching & Education  

Prior to her work at Johns Hopkins, Michelle worked at Elon University in North Carolina, where she served as the Assistant Director of Career Services in the Student Professional Development Center. In this role, she advised students, taught orientation and career planning courses, managed large-scale events, and created customized programs for 19 departments within the Arts and Sciences in collaboration with faculty members. Michelle holds a Bachelor of Business Administration from James Madison University and a Master of Arts in College Student Development from Appalachian State University.
**Caitlin Magidson**  
Career Coach, Coaching & Education  
Caitlin Magidson is a Career Coach at the Johns Hopkins Carey Business School in Washington, DC. She is currently pursuing an MS in Counseling with an emphasis in Mental Health through the Johns Hopkins School of Education. Drawing on her experience as an enthusiastic mentor at various universities, Caitlin aspires to help students find satisfying careers. Expertise includes coaching in career exploration, value proposition development, resume and cover letter creation, networking, LinkedIn, interview preparation, and salary negotiation. She holds a B.A. in Corporate Communications from Elon University and is a member of the American Counseling Association.

**Krasi Shapkarova**  
Career Coach, Coaching & Education  
Prior to joining the Carey Business School staff, Krasi worked as a counselor at the Distance Education department at Houston Community College. In that role, she assisted students with career exploration, degree planning, course selection, and study skills. In addition, Krasi has an extensive experience as a writing tutor assisting students with resumes, cover letters, and scholarship essays. She also interned at Shriners Hospitals for Children and has background in the non-profit sector. Krasi holds a Master of Arts in Clinical Psychology from the University of Houston-Clear Lake and a Master of Arts in International Human Rights from the University of Denver.

**Corinne Brinnier**  
Associate Director, Employer Relations  
Having previously worked as a recruiter, Corinne brings the perspective of the hiring employer and a wealth of experience interviewing candidates, most recently for the Johns Hopkins University Applied Physics Lab. At JHU APL she was responsible for recruiting entry level B.S., M.S., and PhD engineers and scientists. Prior to that, Corinne held the role of Corporate Recruiter for Aerotek, a nationwide staffing firm, where she focused on hiring HR, accounting, finance, and marketing personnel. Corinne holds B.S. and M.S. degrees both from McDaniel College in Sociology and Human Resources Development, as well as a Professional of Human Resources certification.

**Ed Gagen**  
Associate Director, Employer Relations  
Ed comes to Carey with an extensive background in corporate Human Resource/Recruiting roles in a variety of companies and industries. Prior to joining Carey, Ed was the Director of Staffing at Ortho-McNeil Janssen, a Johnson & Johnson company. He also held significant recruiting positions for J&J’s consumer business and at corporate headquarters. In addition, he has been responsible for recruiting both graduate and undergraduate students for companies such as First Union/Wachovia and Randstad US. Ed’s extensive business recruiting experience, understanding of the recruiting process from the corporate perspective, and network of professional contacts is a tremendous asset for the Career Development team.
Christy Murray  
Associate Director, Employer Relations
Prior to her role at Carey Business School, Christy served as Assistant Director and Career Counselor in the Johns Hopkins University Career Center. She coordinated the consulting education and employer outreach initiative. Her accomplishments include building the first Hopkins undergraduate EXPLORE program, a job shadow opportunity. Christy holds a Master of Science degree in Counseling from Johns Hopkins University and a Bachelor of Science degree in Social Work from Miami University (Ohio).

Roger Williams  
Assistant Director, Employer Relations
Roger has an extensive background in training, staffing and career services with a variety of companies and industries. Prior to joining Carey, Roger was the Director of Career Services for CCI, a nationwide career training organization. Roger has higher education experience in various roles of increasing responsibility with The Pennsylvania State University, including the Assistant Director of Corporate and Community Relations. Roger holds a Bachelor of Science degree in Marketing from Hampton University (Virginia) and is pursuing a Master of Education from The Pennsylvania State University.

Joy Saunders  
Business Analyst, System Administrator
As a Business Analyst, Joy manages and maintains Carey Compass, your one-stop resource for job postings, announcements, events and more. Prior to joining Carey, Joy served as a Project Coordinator at the Johns Hopkins Technology Transfer office. In the 12 years Joy has worked within Johns Hopkins University, her roles have included project management, human resources, facilities management and budget analyst. Joy holds a Master of Science degree in Information Technology with a concentration in Project Management from the University of Baltimore and Towson University respectively, and a certification in Information Security.

Karen Hansberger  
Administrative Coordinator, Career Development Office
Karen is the first point of contact for the CDO. She also schedules interview rooms, posts jobs and internships, and coordinates all office-sponsored events. Karen came to Carey after 28 years at the Wilmer Eye Institute of the Johns Hopkins Hospital where she held several positions including Medical Education Program Coordinator for the Retina Division and Medical Student Education Coordinator for the entire Department of Ophthalmology.

Matt Chullin  
Communications Coordinator, Career Development Office
Matt assists in the development and implementation of communications and marketing strategies for the CDO. He received his B.B.A. from Loyola University New Orleans, and prior to joining Carey, Matt served as Associate Marketing Manager of Harborplace, The Gallery, and Harborplace Tower; carrying out initiatives that led up to the $100 million sale of the Harborplace property in November 2012.
SPECIAL MESSAGE TO
WORKING PROFESSIONALS

You may be currently employed, raising children, and attending school; the last thing you have time for is a job search. We understand. However, even if you are not actively seeking employment at this time, the Career Development Office can be a very useful resource. We can walk you through salary negotiations, enhance your online profile, and help you create a more effective resume for the business world. If you are looking to change careers we can coach you through your options, interests, strengths and values to find a career that is a perfect fit for you. Remember we can always meet by phone or Skype if that is more amenable to your schedule.

We look forward to working with you!

Career Development Office
WORKING PROFESSIONALS’ CHECKLIST

All items should be completed by September 1, 2014

☐ Update your resume.

Following registration for fall classes you will receive your JHED login credentials; once received, please:

☐ Login to Carey Compass and complete your profile. You will be able to:
  • receive tailored job postings and event notices;
  • schedule appointments with your Career Coach; and
  • gain access to resources including the Vault Guides and Case Questions Interactive. We recommend bookmarking the Carey Compass website as you will use it often!

☐ Login and review the Carey Career Navigator, which includes additional career development resources such as tips for building your network, interviewing, and salary negotiation. We recommend bookmarking this site, as you will use it often!

To ensure that you are best represented as a Carey student and applicant:

☐ Check your social media profiles (e.g., Facebook, Twitter, YouTube) and remove any questionable content. Please consult your Career Coach with any questions.

☐ Finally, book an appointment with a Career Coach to explore your career timeline.
“HE WHO KNOWS OTHERS IS WISE; HE WHO KNOWS HIMSELF IS ENLIGHTENED.”

- Laozi
RESUME TEMPLATE

Xiaodong (John) Zhou
LinkedIn ● Phone Number ● Email

PROFESSIONAL STATEMENT
Example: An accomplished team player with proven quantitative, communication, and strategic planning skills interested in a management analyst position in the healthcare industry.

Two or three line statement highlighting skills, accomplishments, and experiences that directly support your career objective. Your professional statement should also include an indication of your career interests.

EDUCATION
Johns Hopkins Carey Business School
[Insert Degree] Baltimore, MD May XXXX

Name of Undergraduate Institution
City, State, Country

Degree Granted, Major and Minor
Month Year

You might include your specialization or a list of relevant courses related to your career objective directly below your degree. You may also include special academic honors, awards, or distinctions in this section.

RELEVANT EXPERIENCE
Name of Employer City, State, Country
Job Title Month Year - Month Year

• Start each bullet with an action verb
• Link your action verb to a specific outcome or accomplishment
• Quantify whenever possible
• Limit your bulleted statements to no more than six per position

Name of Employer
City, State, Country
Job Title
Month Year - Month Year

• To be filled

SKILLS & ACCOMPLISHMENTS
Software: To be filled
Language: To be filled

Include technical skills, languages, professional memberships, leadership experience, and relevant volunteering in this section. Consult with your Career Coach to identify any additional qualifications that might fit in this section.
A cover letter often accompanies a resume or CV and bridges general skills, experiences, and accomplishments with the requirements of a specific job. The purpose of your cover letter is to catch the employer’s attention so they will read your resume with interest. Cover letters should be customized for each position and company. Carefully review a copy of the job description before writing your cover letter. Be prepared to suggest how you can add value in the organization and note what distinguishes you from other job seekers. Your cover letter is also a writing sample, so be sure that your language is relevant, professional, and that there are no grammar or spelling errors. Your cover letter should not be more than one page in length.

The following example guides you through the process of writing a cover letter. Once written, meet with a career coach to review your letter.

Your Name
Your Address
Your Phone Number
Your Email Address

Today’s Date

Name of Employer (ideally, a specific person in the organization)
Title if Appropriate
Employer’s Address

Dear (Name of Employer – if you don’t have a name, you can address it to Hiring Manager),

The first paragraph serves as an introduction. Let the employer know how you heard about the position and why the position interests you. If you have a personal contact in the organization willing to speak on your behalf, be sure to mention that person’s name in the opening paragraph. Additionally, mention any qualifiers here. For example, if the employer is looking for someone to relocate, you might indicate your willingness to do so in the opening paragraph.

The second paragraph should connect your relevant skills, experiences, and accomplishments to the requirements of the position or organization. Rather than merely summarizing your employment or educational history, emphasize how similar your qualifications are to what the employer wants.

The third paragraph is an opportunity to differentiate yourself from others. Suggest how you can add value in a unique way. Impress the employer with your knowledge of the position and organization based on your industry research. For example, you might note a recent acquisition and mention that you have worked with that organization in the past.

The final paragraph is your close. Restate your interest in the position. Let the employer know that you are available to schedule an interview at their convenience and invite them to contact you if they need further information about your qualifications. Thank the employer for their time and consideration.

Sincerely,
Your Name
LinkedIn is a career essential. If you have avoided joining LinkedIn because it seems to be a passing technology trend, then it is time to join now! Members span all industries and include recruiters, hiring managers, and executives from each of the Fortune 500 companies. If a recruiter cannot find you on LinkedIn, this may be viewed as disengagement in your profession. While there are perks to purchasing the LinkedIn Premium account, it is not necessary as the free account provides ample opportunities to network.

LinkedIn is more than your online resume. In fact, do not upload your resume directly to LinkedIn. Paraphrase your experience to the most salient points and focus on achievements. Instead of using the default headline – the job title and current employer line under your name – use a six-word professional brand and essential industry keywords. Make use of your summary by highlighting core competencies and telling your professional story and mission.

Fill your LinkedIn resume with keywords and skills; in your headline, your summary, your job titles, and everywhere else. Why? Recruiters search LinkedIn for candidates based on the keywords and skills listed in profiles. Find the appropriate keywords from job descriptions to which you apply and incorporate them into your profile and other professional documents. If your job title is vague, add brackets and put industry-known titles or specialties that describe the work you do. You have 100 characters for a job title, so use those to your benefit.

Endorsements matter. By receiving endorsements, you increase your LinkedIn Search Engine Optimization. Recruiters search LinkedIn for keywords and skills, and endorsements affect your ranking in those search results. Just as you would ask for recommendations from trusted professionals in your network, ask for endorsements. The more a skill is endorsed, the higher it is ranked on your profile. If you want certain skills to be ranked higher on your endorsements chart, then ask to be endorsed for specific skills. Ask for recommendations from those who know you best and can write a genuine reference for you versus a canned and standard recommendation.
Smiling, professional people get hired. You do not need an expensive headshot, but you do need an appropriate LinkedIn profile picture. A professional photo will give the impression that you are a serious candidate worth evaluating. It should be a close-up picture of you only, wearing professional attire, and taken in a neutral setting with good lighting. Do not forget the most important accessory – a smile! Exude confidence and friendliness – qualities sought after in teams.

Customize your public profile link. This is part of establishing your online professional brand. Go to your “Edit Profile” page and scroll down to your public profile URL, found under your picture. On the right side of the newly opened page, you can customize what profile content is visible in your public profile. Below that, you will find the “Your public profile URL” box. Below your current default URL, click on the link “Customize your public profile URL” link. You may have to go through several iterations of your customized name, but try to make it as consistent with the rest of your online branding. Consider adding your LinkedIn profile URL to your e-mail signature and any other professionally-used social media channels.

Connect, connect, connect to alumni AND jobs! By visiting this LinkedIn webpage, you will find a tool that provides you with information about where your fellow alumni work, what they do, and where they live. The tool loads the years you attended a school listed on your LinkedIn profile and shows you the classmates who attended at the same time. For a broader search, you can enter additional graduation years or modify the school to access your undergraduate institution’s alumni network. For a customized search, you can narrow your results by industry and geographic location. You can also search for jobs on LinkedIn by searching for keywords, companies, titles, and locations. In the results, you will see how many people in your network connect you with that particular company.

Do not use your mobile device’s LinkedIn App to invite people to connect because it does not allow you to personalize the invitation. Instead, send a personal note with your connection request to remind the person about the context in which you met. Many professionals admit to ignoring automated invitations. The online mobile device does not offer this option, so wait until you can access a computer before sending custom invitations.

Be in the know and take advantage of real-time company research. Customize your LinkedIn homepage news feed by following channels, influencers, and companies on LinkedIn Today. Conduct company research by visiting their LinkedIn page to view articles they are posting and their career and product information. Get insight into how your network connects to their employees, companies (and competitors) where their employees came from, and the top skills and expertise of their employees. Additionally, LinkedIn maintains an official blog and often announces changes to the system, sometimes a month or more before the implementation takes place.
Shake it up and join the discussion. Epictetus said, “We have two ears and one mouth so that we can listen twice as much as we speak.” The same goes for online presence. Listen, reflect, respond and contribute to discussions in your LinkedIn Groups. Start your own discussion threads by posing questions that require a simple, one word or sentence response. There are currently 2 million groups on LinkedIn and 26 groups that are devoted to Johns Hopkins Carey Business School. Join all of your alumni, professional associations, industry, and personal interest groups to actively learn from and contribute to your network!
CAREY COMPASS
CDO INTERFACE

Carey Compass is your one-stop-shop for connecting with the CDO. From scheduling an appointment with a career coach to accessing job postings and employer information sessions, Carey Compass has it all!

Meeting with your Career Coach is critical to your career planning success. Scheduling an appointment is completely hassle-free. Our appointment scheduling system allows you to easily find a convenient time to meet with us. In your request for an appointment, you can add notes to set a theme for the meeting; such as, adding a link to a job description for which you would like to conduct a practice interview.

In addition to scheduling appointments, Carey Compass houses online resources to help you research careers, job search, and prepare for interview. These resources can be accessed in the Research Library, found under the “Career Researcher, Resume Templates & More” tab.

Carey Compass enables you to search for internships and job postings. Each posting is added by an Employer Relations team member. They have connections at every organization represented in Carey Compass; greatly increasing your chances of turning interviews into rewarding careers. Streamline your search by applying filters based on your preferred industry, job function, and geographical location. Create custom Job Search Agents so that you will be notified each time an opportunity that meets your interests is posted.

Employer information sessions offer a convenient way to learn about prospective employers and start building relationships with key recruiting contacts. To find out which employers will be presenting and to RSVP for an information session, simply login and select the “Events” tab. You will also find announcements about receptions with alumni and skill-building webinars in Carey Compass.

Once you have enrolled in classes, please visit CAREY COMPASS. Select the current student link and input your JHED ID and password. Complete your profile and you will be all set to take advantage of this excellent resource!
CAREER NAVIGATOR
CUSTOMIZE YOUR CAREER SEARCH

The Career Navigator is where most of the CDO’s exclusive resources are housed online (video presentations, specialized guides, etc.). The system is divided into eight important steps in the career development process: Self-Discovery, Industry Insights, Professional Branding, Document Creation, Networking, Job Search Strategy, Interviewing, and Career Management. In conjunction with the Career Navigator, a CDO Career Coach will be right there beside you; helping you strategize your job search and enhance your documentation. Please visit the Career Navigator for more information.

Self-Discovery
The foundation of a successful job search is to assess your strengths, interests, core values, and motivators, and then explore career paths that match your personal attributes. The CDO offers assessments and other resources that will help you identify your ideal career.

Industry Insights
Considering your strengths and preferences is the best way to identify your fit for a particular function and industry. Additionally, awareness of the career paths, needed skills, trends, and opportunities for networking unique to each industry will make your search more efficient.

Professional Branding
Once you have identified your intended career path, it is time to market yourself to potential employers! In a competitive market, it is imperative that you quickly articulate your value through networking pitches, resume profile statements, and other forms of communication. The CDO provides numerous resources to help you express your most essential and marketable attributes.

Document Creation
Resumes and cover letters are commonly used to express your interest in and demonstrate your fit for jobs of interest. Tailoring your documents to specific companies and jobs is vital to differentiating yourself from other candidates and increasing your chance of advancing in the hiring process.
Networking
Networking is a proven job search strategy. Building strategic, long-term relationships can assist you in identifying and preparing for possible career paths. The CDO staff will help you develop in-person and online strategies to form strong and lasting connections.

Job Search Strategy
The CDO team shares hundreds of job postings in our exclusive Carey Compass system – but there are many more jobs to be found all across the globe! Creating a set of websites to check regularly, setting up job search agents, and tracking companies and jobs of interest will maximize your efforts.

Interviewing
Designed to assess your ability, willingness, and fit for particular companies and jobs, interviews come in many forms. They may be conducted in-person, on the phone, or virtually and with a hiring manager, a panel, or even a group of other candidates. Whatever type of interview, the CDO will help you prepare!

Career Management
You secured an internship or permanent job offer – congratulations! The CDO can assist you with evaluating offers and negotiating the best possible compensation package. The work does not stop here! Career development is a lifelong process, so seize every opportunity to enhance your skills and make a strong impression.
Background: Healthcare is a diverse industry. It covers a range of more specific industries from big pharma, medical devices, biotech, and even health insurers. The first thing a candidate needs to do is be as specific as possible on his or her career choice. Many of the larger employers in this arena have defined recruiting processes that require candidates to apply online through the company website. Their on-campus activities are limited to a very few schools. Although they will consider students from “non-core” schools, students from those institutions will need to network their way in to enhance their candidacy.

Job and Internship Search

BioSpace: www.biospace.com
MedZilla: www.medzilla.com
Careers in Pharmaceuticals: www.careersinpharmaceutical.com
PharmaDiversity Job Board: www.pharmadiversityjobboard.com
PharmaOpportunities: www.pharmaopportunities.com
MBA Exchange: www.mba-exchange.com
Carey Compass: https://carey-jhu-csm.symplicity.com/students
Also: Individual firm websites

Entry: Marketing roles (marketing analyst/associate product manager) often provide entry positions for MBA students in large health care companies, although several also have functional leadership development programs (e.g., Finance, HR, Supply Chain, etc.). Smaller companies look for general business skills and strong analytical capabilities so a person can perform multiple functions. The opportunities are limited for smaller/start-up companies and are often identified through networking. Larger companies generally start posting internship opportunities in the late fall, with interviews usually scheduled after the first of the year. These companies may begin advertising full-time positions as early as late summer or early fall for employment the following summer. Smaller firms are more likely to post positions on the basis of specific need.

Trends: There has been a rash of mergers in the health care arena, which has impacted hiring as companies go through the integration process, determine staffing needs, and align their university relations efforts across the larger enterprises. Demand for pharmaceuticals in emerging economies is outpacing demand in industrialized economies. The widespread use of electronic medical records throughout the health care system is creating new opportunities surrounding data analytics. Numerous provisions of the Affordable Care Act of 2010 will have a strong effect on both the biotech and pharma industries. Many of these provisions are only now being implemented, and their full impact has yet to be determined.

Industry Overviews, Tools, Research

Resources and News
Vault Guide to Healthcare, Pharmaceutical and Biotech Employers*
Forbes Pharma and Health Care: www.forbes.com/healthcare
U.S. Food and Drug Administration: www.fda.gov
Wet Feet Industry Overview: www.wetfeet.com/articles/industry-overview-pharmaceuticals-and-biotech
PubMed Central: www.ncbi.nlm.nih.gov/pmc
Also: Individual firm websites

*Vault Guides can be purchased at various online retailers OR downloaded for free via Carey Compass. Once logged onto Carey Compass, click “VAULT guides – Career Insider” under “My Quicklinks.” You must create an account on the vault.com site using your JHU email address.

This Resource Guide is intended to provide an introduction to the industry and relay a sampling of the resources available to candidates. It is by no means comprehensive, nor intended to replace individual research based on specific job targets and/or career advising recommendations.
### Leading Firms

<table>
<thead>
<tr>
<th>Pharmaceuticals</th>
<th>Biotechnology</th>
<th>Regional Firms</th>
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</thead>
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### Professional Associations

<table>
<thead>
<tr>
<th>Name</th>
<th>Function</th>
<th>Membership and Benefits</th>
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<tbody>
<tr>
<td>American Association of Pharmaceutical Scientists (AAPS) <a href="http://www.aaps.org">www.aaps.org</a></td>
<td>Serves its membership, the pharmaceutical sciences, the biomedical and biotechnological community, the health professions, and the interests of public health</td>
<td>Student – Free (10 per school) Scientific programs; ongoing education; professional, mentoring, and networking opportunities</td>
</tr>
<tr>
<td>Biotechnology Industry Organization (BIO) <a href="http://www.bio.org">www.bio.org</a></td>
<td>Champion of biotechnology and the advocate for its member organizations - both large and small</td>
<td>Organizational</td>
</tr>
<tr>
<td>American Health Information Management Association (AHIMA) <a href="http://www.ahima.org">www.ahima.org</a></td>
<td>Promotes the technological advancement of health information systems that enhance the delivery of quality health care</td>
<td>Student - $35 AHIMA Communities of Practice (CoP), Advocacy Assistant, and Career Assist: Job Bank</td>
</tr>
<tr>
<td>America's Health Insurance Plans (AHIP) <a href="http://www.ahip.org">www.ahip.org</a></td>
<td>Advocates for public policies that expand access to affordable health care coverage to all Americans through a competitive marketplace</td>
<td>Individual - $295 AHIP Solutions SmartBrief and AHIP Wellness SmartBrief Job Boards</td>
</tr>
<tr>
<td>Pharmaceutical Research and Manufacturers of America (PhRMA) <a href="http://www.phrma.org">www.phrma.org</a></td>
<td>Advocates for public policies that encourage discovery of important new medicines for patients by pharmaceutical and biotechnology research companies</td>
<td>Corporate</td>
</tr>
</tbody>
</table>

### Networking

- LinkedIn Pharmaceutical Industry: www.linkedin.com/skills/skill/Pharmaceutical_Industry
- LinkedIn Biotechnology Industry: www.linkedin.com/skills/skill/Biotechnology_Industry
- Hopkins Biotech Network: www.hopkinsbio.org

### Events and Conferences

- AAPS Annual Meeting and Exposition: www.aaps.org/annualmeeting
- AAPS National Biotechnology Conference: www.aaps.org/nationalbiotech
- Global Pharma Manufacturing Summit: www.gpmsummit.com

Questions about the biotech or pharma industries?

Contact Ed Gagen at egagen@jhu.edu
Consulting Industry Resource Guide

Background: The consulting industry encompasses a wide variety of professional service organizations ranging from multinational, multifunctional firms with 100K+ employees to single-person entities, all offering a suite of client services aimed at improving clients’ business performance. Most candidates think of “management or strategy consulting” as the most popular form of consulting, when in reality consulting firms and projects can run across all specific functional (e.g., IT, operations, human resources) and industry (health care, non-profit, environmental) spectrums.

Entry: Consulting is a highly competitive field to break into, with most employers requiring industry or functional expertise in addition to the following skills: project management, client management, problem solving, communication, analytical thinking, and flexibility. The most well-known firms, found on the Vault Guide’s Top 50 list, are also the most selective, so candidates are encouraged to look beyond the most popular targets. Candidates preparing to pursue jobs or internships at management consulting firms should be prepared for a grueling interview process, including several case interviews.

Trends: More and more consulting firms are pursuing candidates with highly specialized skill sets. Expertise in a particular area or industry may set candidates apart from the crowd. While the industry is still dominated by the major firms, IT has allowed smaller firms to be able to thrive in the marketplace. Since the larger firms recruit from established, top-tier business schools, smaller firms may present better opportunities for graduates. Two areas of consulting experiencing rapid growth are health care and sales force automation. The expertise in the function of IT systems will be necessary to capitalize on opportunities in these areas.

Job and Internship Search

Consulting Magazine – Careers:
www.consultingmag.com/careers

Employment Crossing – Consulting:
www.consultingcrossing.com

Consulting Career Quest:
www.consultingcareerquest.com

MBA Exchange: www.mba-exchange.com

Carey Compass:
https://carey-jhu-csm.symplicity.com/students

Also: Individual firm websites

Industry Overviews, Tools, Research

Resources and News
The Vault Guide to Consulting*
Consulting Magazine:
www.consultingmag.com

Management Consulting News:
www.managementconsultingnews.com

Case Interview Prep
The Vault Guide to the Case Interview*
Case In Point: Complete Case Interview Preparation by Marc P. Cosentino (Burgee Press, Aug. 7, 2011)
Crack the Case:
www.mbacase.com

Also: Individual firm websites

*Vault Guides can be purchased at various online retailers OR downloaded for free via Carey Compass. Once logged onto Carey Compass, click “VAULT guides – Career Insider” under “My Quicklinks.” You must create an account on the vault.com site using your JHU email address.

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**Leading Firms**

<table>
<thead>
<tr>
<th>Industry Leaders</th>
<th>Health Care and Pharmaceuticals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bain &amp; Company (MA): <a href="http://www.bain.com">www.bain.com</a></td>
<td>Information Technology</td>
</tr>
<tr>
<td></td>
<td>Booz Allen Hamilton (VA): <a href="http://www.boozallen.com">www.boozallen.com</a></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Financial Services and Accounting</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Deloitte Consulting LLP (NY): <a href="http://www.deloitte.com">www.deloitte.com</a></td>
<td></td>
</tr>
<tr>
<td>PricewaterhouseCoopers LLP (NY): <a href="http://www.pwc.com">www.pwc.com</a></td>
<td></td>
</tr>
</tbody>
</table>

**Professional Associations**

<table>
<thead>
<tr>
<th>Name</th>
<th>Function</th>
<th>Membership and Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Society of Quality (ASQ)</td>
<td>Increases the use and impact of quality in response to the diverse needs of the world</td>
<td>Student - $28 Networking, skills training, career and business opportunities</td>
</tr>
<tr>
<td><a href="http://www.asq.org">www.asq.org</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Management Institute (PMI)</td>
<td>Advocates for project management, offers certifications and training</td>
<td>Student - $32 Networking, career coaching, project management tools, leadership and volunteer opportunities</td>
</tr>
<tr>
<td><a href="http://www.pmi.org">www.pmi.org</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Institute of Management Consultants USA (IMC USA)</td>
<td>Promotes excellence and ethics in management consulting through certification, education, and professional resources</td>
<td>Student - $95 Networking, consulting resources, national conference</td>
</tr>
<tr>
<td><a href="http://www.imcusa.org">www.imcusa.org</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional and Technical Consultants Association (PATCA)</td>
<td>Helps independent consultants connect with businesses</td>
<td>Affiliate - $50 Mentor program, knowledge base, idea sharing</td>
</tr>
<tr>
<td><a href="http://www.patca.org">www.patca.org</a></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Networking**

LinkedIn Consulting Industry: [www.linkedin.com/skills/skill/Consultants](http://www.linkedin.com/skills/skill/Consultants)

Questions about the consulting industry?
Contact Christy Murray at [christy@jhu.edu](mailto:christy@jhu.edu)

**Events and Conferences**

NACVA and the CTI's Annual Consultants' Conference: [www.thectiblog.com](http://www.thectiblog.com)

New York Consultants Conference: [www.imca.org/conferences/nycc](http://www.imca.org/conferences/nycc)

Lean and Six Sigma Conference: [www.asq.org/conferences/six-sigma](http://www.asq.org/conferences/six-sigma)

Corporate Social Responsibility (CSR) Industry Guide

Corporate Social Responsibility (CSR) has many different definitions. The basic premise of CSR goes beyond what companies do with their profits to focusing on how companies actually make their profits. The CSR definition used by Business for Social Responsibility is: “Operating a business in a manner that meets or exceeds the ethical, legal, commercial and public expectations that society has of business.” The European Commission defines CSR as: “a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis.” Investopedia uses the following definition for CSR: “corporate initiative to assess and take responsibility for the company’s effects on the environment and impact on social welfare. The term generally applies to company efforts that go beyond what may be required by regulators or environmental protection groups.”

Sometimes CSR is also referred to as corporate citizenship, business ethics, and corporate governance. CSR can take on many different forms:

- Employee Welfare (work/life balance; health management)
- Environmental/Sustainability (pollution; carbon emissions; global warming)
- Financial Responsibility (whistleblower; compliance)
- Human Rights (fair trade; prohibition of child labor)
- Philanthropy (community involvement; raising money for charities; sponsoring events)

Entry / Career Path: Not all CSR programs are alike. For example, you may be interested in working for a company whose mission is rooted in CSR. For example, companies like TOMS have been created with a business purpose of “giving back.” The mission of TOMS is “one for one.” For every TOMS product purchased, TOMS will help a person in need. Another form of CSR can be found in a company whose mission is not centered on giving back, but instead whose company has a strong CSR reputation (you can determine CSR reputations by reviewing annual CSR reports and public rankings). Microsoft has a strong CSR reputation due to its work with governments and nonprofits, charitable giving, volunteering in communities, and launching the YouthSpark initiative. However, its mission is not rooted in philanthropy despite the fact that it is actively involved in philanthropic efforts.

Larger companies may have a set of CSR initiatives or activities while others may just focus on one aspect of CSR (sustainability, philanthropy). Younger companies may not yet have a CSR program and instead may be in the early stages of creating an engagement plan.

Resources and News
The Vault Career Guides
Account Ability’s AA1000: www.accountability.org
Corporate Register: www.corporateregister.com
CSR Resources: www.csr-resources.com
CSR Wire: www.csrwire.com
Earthcheck: www.earthcheck.org
Mallen Baker: www.mallenbaker.net/csr/index.php
United Nations Principles for Responsible Investment (PRI) Initiative: www.unpri.org

Also: Individual firm websites

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This Resource Guide is intended to provide an introduction to the industry and relay a sampling of the resources available to candidates. It is by no means comprehensive, nor intended to replace individual research based on specific job targets and/or career advising recommendations.
Networking
LinkedIn Corporate Social Responsibility
LinkedIn Corporate Social Responsibility CSR and Sustainable Development
LinkedIn Corporate Social Responsibility Network

Events and Conferences
Cause Marketing Forum Annual Conference
The Business for Social Responsibility Conference
VolunteerMatch Client Summit
Annual Best Practices Summit on Employee Engagement in Corporate Citizenship

Questions about corporate social responsibility?
Schedule an appointment with a Career Coach in Carey Compass.
Energy Industry Resource Guide

Background: The energy industry includes all companies and government agencies responsible for the development, production, distribution and sale of electricity and fuel. This includes the petroleum, gas, electrical power, coal, nuclear power and renewable energy industries.

Job and Internship Search

Energy Careers: www.energycareers.com
Employment Crossing – Energy: www.energycrossing.com
Energy Vortex: www.energyvortex.com/careercenter
Energy Jobs Network: www.energyjobsnetwork.com
Energy Central Jobs: www.energycentraljobs.com
Stop Dodo: www.environmentjobs.com
Renewable Energy Jobs: www.renewableenergyjobs.com
Carey Compass: https://carey-jhu-csm.symplicity.com/students/

Also: Individual firm websites

Entry: The industry employs about 2.5 million people in a variety of positions, about two percent of which are new MBA graduates. It is a challenging field to enter and requires some background knowledge of both the technical and economic sides of the industry. Energy is an international industry, with many companies having offices on six continents. Many U.S.-based companies that do business internationally may not be hiring in the U.S., but may be taking on qualified people overseas, particularly in developing nations.

Trends: The energy industry is constantly changing. While for years the three big fossil fuels—coal, natural gas, and petroleum—supplied the vast majority of the United States’ fuel and electricity needs, recent concerns about climate change and energy independence have spurred a push toward cleaner, renewable sources of energy. Companies producing electricity hydroelectrically, from wind turbines, and solar panels, as well as fuel from biodiesel, have begun to grow. Careers in the field will continue to develop as research progresses on ways to make existing fuel supplies last longer and how to develop new sources of sustainable energy.

Industry Overviews, Tools, Research

Resources and News

The Vault Career Guide to the Energy Industry*
The Economist: www.economist.com/topics/energy-industry
U.S. Energy Information Administration: www.eia.gov

Also: Individual firm websites

*Vault Guides can be purchased at various online retailers OR downloaded for free via Carey Compass. Once logged onto Carey Compass, click “VAULT guides – Career Insider” under “My Quicklinks.” You must create an account on the vault.com site using your JHU email address.

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## Leading Firms

<table>
<thead>
<tr>
<th>Integrated Oil and Gas</th>
<th>Renewables</th>
<th>Regional Firms</th>
</tr>
</thead>
</table>

## Professional Associations

<table>
<thead>
<tr>
<th>Name</th>
<th>Function</th>
<th>Membership and Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Council for an Energy-Efficient Economy (ACEEE) <a href="http://www.aceee.org">www.aceee.org</a></td>
<td>Acts as a catalyst to advance energy efficiency policies, programs, technologies, investments, and behaviors</td>
<td>Organizational</td>
</tr>
<tr>
<td>Association of Energy Services Professionals (AESP) <a href="http://www.aesp.org">www.aesp.org</a></td>
<td>Provides professional development programs, a network of energy practitioners, and promoting the transfer of knowledge and experience</td>
<td>Individual - $195 Networking, annual conference, resource library, member directory, training</td>
</tr>
<tr>
<td>Young Professionals in Energy <a href="http://www.ypenergy.org">www.ypenergy.org</a></td>
<td>Facilitates the advancement of young professionals in the energy industry around the world through social, educational, and civic/service-oriented events</td>
<td>Free Networking, training, events</td>
</tr>
<tr>
<td>National Association of Energy Service Companies (NAESCO) <a href="http://www.naesco.org">www.naesco.org</a></td>
<td>Promotes efficiency as the first priority in a portfolio of economic and environmentally sustainable energy resources</td>
<td>Organizational</td>
</tr>
</tbody>
</table>

## Networking

- LinkedIn Energy Industry: www.linkedin.com/skills/skill/Energy_Industry
- Women’s Energy Network: www.womensenergynetwork.org
- Johns Hopkins Affinity Groups – Energy: www.alumni.jhu.edu/affinitygroups/energy

## Events and Conferences

- EIA Energy Conference: http://www.fbcinc.com/e/eia
- Total Energy USA Conference: www.totalenergyusa.com
- Solar Power International: www.solarpowerinternational.com
- Annual Sustainable Energy Conference: www.sustainable-energy-conference.org

## Questions about the energy industry?

Contact Corinne Brinnier at cbrinnier@jhu.edu
Background: The Enterprise Risk Management (ERM) industry is relatively new and evolving quickly. It covers a wide range of organizations ranging from food manufacturers, health insurance companies, international and local banks, technology giants, consulting firms, and even public universities. Effective ERM is based on policies and processes which are established by governing bodies, C-level managers, and boards of directors. Many of the most threatening risks faced by organizations are strategic in nature and must be addressed through an integrated discipline starting at the top of the organization. To do this, ERM requires informed and strategic decisions supported by operational processes, audits, measurements, and reporting systems. ERM serves to mitigate risk which could otherwise lead to financial distress, loss of reputation, other adverse action, or even the failure of the organization. A variety of key roles from analyst and consultant to chief risk officer share the common objective to protect stakeholder and organization interests by capturing, analyzing, and mitigating internal and external risks to the organization.

Entry: A degree in actuarial science, risk management, accounting, business administration, finance, computer science, or a quantitative, related field is usually preferred for an ERM position. Candidates are usually expected to have some statistical knowledge. If you are analytical and a critical thinker, the industry could be a good fit for you. A CPA license, Quality Assurance certification or experience in running SQL will be a competitive advantage. Excellent written, oral, and interpersonal communication skills are required for an ERM position as management reports and presentations are the primary information delivery methods. Additional qualifications for an ERM position are determined by the categories of business and the industry in question. For instance, health care experience is more favorable for candidates who apply for ERM positions in health care operations or health insurance companies.

Trends: Today’s global business environment is changing constantly, with risks potentially existing within any segment of a given business. Given technology advances, post-financial-crisis regulations, and projects of growing size and complexity, ERM is increasingly regarded as one of the crucial functions that professional organizations must address.

Industry Overviews, Tools, Research

Resources and News
The Vault Career Guide to Actuaries Careers*
Protiviti Guide to Enterprise Risk Management
Risk Management:
www.rmmagazine.com
Chartered Enterprise Risk Analyst:
www.ceranalyst.org
Committee of Sponsoring Organizations of the Treadway:
http://www.coso.org
Global Risk Community:
http://globalriskcommunity.com/

Carey Compass:
https://carey-jhu-csm.symplicity.com/students/

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Job and Internship Search

CareerBuilder.com: www.careerbuilder.com
PWC: http://jobs.pwc.com
Indeed.com: www.indeed.com
MBA Exchange: www.mba-exchange.com
Leading Firms

Industry Leaders
PricewaterhouseCoopers (NY): www.pwc.com
Accenture (DC): www.accenture.com
Arthur J. Gallagher (IL): www.ajgrms.com
IBM (NY): www.ibm.com/employment/us
Bank of America (NC): http://careers.bankofamerica.com

Regional Firms
Iron Risk Strategies (MD): www.ironriskstrategies.com
Inforistec (MD): www.inforistec.com

*All financial services firms have an ERM function following the 2008 crisis.

Professional Associations

<table>
<thead>
<tr>
<th>Name</th>
<th>Function</th>
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</tr>
</thead>
<tbody>
<tr>
<td>The Risk Management Society</td>
<td>Increase the size and scope of the Society's membership base of risk practitioners; develop and deliver risk management thought leadership, tools and resources</td>
<td>Student - Free Professional Development Courses, Workshops, and Webinars; RIMS Annual Conference and Exhibition; Local Chapter Meetings; Student Resource Center</td>
</tr>
<tr>
<td>The Risk Management Association</td>
<td>Advance the use of sound risk principles in the financial services industry</td>
<td>Student ~ $25 Networking opportunities; discounted RMA Seminars; the RMA Journals</td>
</tr>
<tr>
<td>Public Risk Management Association</td>
<td>Advance the knowledge and practice of public risk management</td>
<td>Student - $65 Educational opportunities; online and on-site training, networking and professionals development opportunities; publications</td>
</tr>
<tr>
<td>The Professional Risk Managers’ International Association</td>
<td>Drive the integration of practice and theory and certify the credentials of professional risk managers; promote cross-cultural ethical standards</td>
<td>Student - $200 Sound risk management practices, certification programs, professional development and multiple networks for freely exchanging ideas</td>
</tr>
<tr>
<td>The Institute of Risk Management</td>
<td>Provide qualifications, short courses, and events at a range of levels from introductory to expert in risk management</td>
<td>Online Resource Centre; Free subscriptions to relevant risk-related publications; Free Annual Lecture; Discounted entry to the IRM Forum</td>
</tr>
</tbody>
</table>

Networking

LinkedIn Risk, Regulation and Reporting:
www.linkedin.com/groups/Risk-Regulation-Reporting-1457807
Enterprise Risk Management:
www.linkedin.com/groups/Enterprise-Risk-Management-82279

Events and Conferences

The Risk Management Society ERM Conference: www.rims.org
RMA University: www.rmahq.org
Enterprise Risk Management Symposium: www.ermsymposium.org
Annual Enterprise Risk Management Conference: www.prmia.org

Questions about the enterprise risk management industry?
Contact Russell Rogers at russellrogers@jhu.edu
Entrepreneurship Industry Resource Guide

Background: Entrepreneurship generally refers to the creation of new businesses, often through innovation. Entrepreneurship occurs in every sector of the economy. As of 2011, there were an estimated 11.5 million entrepreneurs in the U.S. Unlike other career paths, entrepreneurship does not require a graduate degree to gain employment with a company. Accordingly, it has greater risks and rewards than most other avenues. Social entrepreneurship is used to describe innovation and new business formation designed to address a social need.

Job and Internship Search

StartUpHire: www.startuphire.com
AngelList: www.angel.co
VentureLoop: www.ventureloop.com
Google Ventures: www.googleventures.com/jobs
StartUply: www.startuply.com
CoNotes: www.conotes.com
StartupAgents: www.startupagents.com
Carey Compass: https://carey-jhu-csm.symplicity.com/students

Entry: Aspiring entrepreneurs generally need to have a wide range of business skills and be self-starters. Even the most successful entrepreneurs often have early failures in their careers, so it is essential for young entrepreneurs to possess strong determination and the ability to learn from mistakes.

Many graduates pursue entrepreneurship with the goal of starting their own company. Some graduates have already created a start-up and are looking to develop or expand their existing business.

For those looking to create or grow a new business, the most difficult barrier often involves securing enough capital to finance the enterprise. Many new businesses receive funding from friends and family, but outside resources can also be obtained through angel investors, incubators, or crowdsourcing. Aspiring entrepreneurs should look to develop a solid business plan as a good first step.

Many graduates try to gain experience working for an existing startup company before starting their own ventures. Startup companies are always looking for quality talent in a wide variety of roles, particularly marketing and business development. Working for a startup may require you to perform numerous roles and will generally provide lower compensation than larger, more established companies.

Trends: The recession in 2009 led to the bankruptcy of many startup businesses. In addition, the number of new businesses formed declined significantly due to economic uncertainty and the unavailability of credit from banking institutions. As a result of this, entrepreneurs are exploring new avenues of funding, such as crowdsourcing and social media, as opposed to more traditional options. Sectors that are currently experiencing rapid growth in new business formation include mobile applications, 3D printing, big data, and health care services.

Industry Overviews, Tools, Research

Resources and News
Forbes Entrepreneurs: www.forbes.com/entrepreneurs
Entrepreneur Magazine: www.entrepreneur.com
Tech Crunch – Start Ups: www.techcrunch.com/startups
OnStartups: www.onstartups.com
Under 30 CEO: www.under30ceo.com

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Funding Opportunities

Leading Organizations
500 Startups: www.500.co
Kickstarter: www.kickstarter.com
Y Combinator: www.ycombinator.com
Crowd Til: www.crowdtill.com
Angellist: www.angel.co

Accelerate Baltimore: www.acceleratebaltimore.r2ismash.com
Wasabi Ventures Accelerator: www.wasabiventures.com

Local Investors
Baltimore Angels: www.baltimoreangels.org
Early Charm Ventures: www.earlycharm.com
New Markets Venture Partners: www.newmarketsvp.com

Emerging Technology Center: www.etcbbaltimore.com
Maryland Center for Entrepreneurship: www.hceda.org/maryland-center-for-entrepreneurship.aspx

Professional Associations

<table>
<thead>
<tr>
<th>Name</th>
<th>Function</th>
<th>Membership and Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States Association for Small Business and Entrepreneurship (USASBE)</td>
<td>Provides a network to advance knowledge and foster business development through entrepreneurship education and research</td>
<td>Student - $75 Networking, online career center, member directory</td>
</tr>
<tr>
<td><a href="http://www.usasbe.org">www.usasbe.org</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Association of Entrepreneurship (NAE)</td>
<td>Provides and expands opportunities for America’s emerging mid-market companies to grow and succeed in a competitive global economy</td>
<td>Primary Membership - $275 Broad-based public advocacy, tools and solutions, education and networking, research and insights</td>
</tr>
<tr>
<td><a href="http://www.naeonline.org">www.naeonline.org</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collegiate Entrepreneurs’ Organization (CEO)</td>
<td>Informs, supports and inspires college students to be entrepreneurial and seek opportunity through enterprise creation</td>
<td>Student - $10 Online networking community, discounted conference registration</td>
</tr>
<tr>
<td><a href="http://www.c-e-o.org">www.c-e-o.org</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entrepreneurs’ Organization (EO)</td>
<td>Enables small and large business owners to learn from each other, leading to greater business success and an enriched personal life</td>
<td>Member - $1700 plus $800 application fee Personal mentor, business networks, member exchange, global events</td>
</tr>
<tr>
<td><a href="http://www.eonetwork.org">www.eonetwork.org</a></td>
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</table>

Networking

Startup Grind: www.startupgrind.com
Johns Hopkins Affinity Groups – Arts, Entertainment, Media, and Entrepreneurship: www.alumni.jhu.edu/affinitygroups/aeme
LinkedIn Entrepreneurship Development: www.linkedin.com/skills/skill/Entrepreneurship_Development
Young Professionals Organization: www.ypo.org

Events and Conferences

Entrepreneurship Week: www.entrepreneurweek.net
SXSW Interactive: www.sxsw.com/interactive
TEDx: www.ted.com/tedx
Johns Hopkins Business Plan Competition: www.jhu.edu/bpc
Startup Weekend: www.startupweekend.org

Questions about entrepreneurship?
Contact Russell Rogers at russellrogers@jhu.edu
Background: The financial services industry is composed of a wide range of organizations ranging from banks (investment and commercial), asset managers, insurance companies, credit card and loan companies, stock brokerages, hedge funds, venture capital, fund-of-fund private equity firms, and advisory firms, among others. Companies can range in size from one person shops to 100K+ employees. Many students declare an interest in working at an investment bank, private equity firm or hedge fund without exploring the multitude of other options and realize, upon exploration, other opportunities in financial services can be just as exciting, challenging, and lucrative.

Leading Firms

Goldman Sachs (NY): www.goldmansachs.com
Bank of America (NC): www.bankofamerica.com
Citigroup (NY): www.citigroup.com
General Electric Capital Corp. (CT): www.gecapital.com
Wells Fargo (CA): www.wellsfargo.com
Morgan Stanley (NY): www.morganstanley.com

Also: Individual firm websites

Entry: Financial services is a highly competitive field to break into, with most employers requiring industry or functional expertise in addition to the following skills: valuation skills, modeling skills, client management, problem solving, communication, analytical, and flexibility. The most well-known firms, found on the Vault Guide's Top 50 list, are also the most selective, so candidates are encouraged to look beyond the most popular targets. Candidates preparing to pursue jobs or internships at Financial Services firms should be prepared for a grueling interview process, including several technical, case interviews and day-long, multistage interview sessions generally referred to as Superdays. Large firms will often begin posting full-time positions and internships in the fall for employment the following summer, sometimes as early as August or September.

Roles: Technological advances, globalization, and the global financial crisis have led to significant changes in the financial services industry. Hiring in the industry has begun to rebound in the wake of the global financial crisis, with firms often seeking candidates with advanced or specialized skills. The implementation of Dodd-Frank regulations in 2010 has opened up opportunities in compliance. Technological advances have led many firms to place a new emphasis on data analytics and E-business solutions.
Job and Internship Search

FINS: www.fins.com

BrokerHunter: www.brokerhunter.com

eFinancial Careers: www.efinancialcareers.com

MBA Exchange: www.mba-exchange.com

Quant Finance Jobs: www.quantfinancejobs.com

Individual firm websites

Professional Certifications

<table>
<thead>
<tr>
<th>Name</th>
<th>Area of Expertise</th>
<th>Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chartered Financial Analyst (CFA*)</td>
<td>Investment management and financial analysis</td>
<td>Pass 3 six-hour examinations</td>
</tr>
<tr>
<td><a href="http://www.cfainstitute.org">www.cfainstitute.org</a></td>
<td></td>
<td>Four years of qualifying work experiences</td>
</tr>
<tr>
<td>Certified Public Accountant (CPA)</td>
<td>Accounting and tax preparation</td>
<td>Pass the Uniform Certified Public Accountant Examination</td>
</tr>
<tr>
<td><a href="http://www.aicpa.org">www.aicpa.org</a></td>
<td></td>
<td>Other requirements vary state by state</td>
</tr>
<tr>
<td>Certified Investment Management Analyst (CIMA)</td>
<td>Assets allocation, ethics, due diligence, risk measurement, investment policy, and performance measurement</td>
<td>Submit a CIMA Certification Program Application; pass the Qualification Examination; complete education requirement; pass the online Certification Examination</td>
</tr>
<tr>
<td><a href="http://www.imca.org">www.imca.org</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Certified Financial Planner® (CFP®)</td>
<td>All areas of financial planning</td>
<td>Pass CFP® Certification Examination</td>
</tr>
<tr>
<td><a href="http://www.cfp.net">www.cfp.net</a></td>
<td></td>
<td>Three years of professional experience</td>
</tr>
<tr>
<td>Certified Fund Specialist (CFS)</td>
<td>Mutual funds</td>
<td>Complete 60-hour self-study program</td>
</tr>
<tr>
<td><a href="http://www.icfs.com">www.icfs.com</a></td>
<td></td>
<td>Pass 3 60-minute examinations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2000 hours of qualifying work experience</td>
</tr>
</tbody>
</table>

Networking

LinkedIn Finance: www.linkedin.com/skills/skill/Finance

Carey Finance Club: http://web.jhu.edu/financeclub

Economics and Finance Club: www sites.google.com/site/jhuecofinclub

Financial Analysts Club:
https://johndhopkins.collegiatelink.net/organization/financialanalystsclub

Linkedin Finance Club:
www.linkedin.com/groups/Finance-Club-2046019/about

Questions about financial services?
Contact Corinne Brinnier at cbrinnier@jhu.edu

Events and Conferences

AFP Annual Conference: http://an13.afponline.org

Financial Services Marketing Symposium:
www.americanbanker.com/conferences/financialservicesmarketing

FMA Finance Leaders’ Conference: www.fma.org/Student

Certified Financial Analyst (CFA®) www.cfainstitute.org

Investment management and financial analysis

Four years of qualifying work experiences

Certified Public Accountant (CPA) www.aicpa.org

Accounting and tax preparation

Pass the Uniform Certified Public Accountant Examination

Other requirements vary state by state

Certified Investment Management Analyst (CIMA) www.imca.org

Assets allocation, ethics, due diligence, risk measurement, investment policy, and performance measurement

Submit a CIMA Certification Program Application; pass the Qualification Examination; complete education requirement; pass the online Certification Examination

Certified Financial Planner® (CFP®) www.cfp.net

All areas of financial planning

Pass CFP® Certification Examination

Three years of professional experience

Certified Fund Specialist (CFS) www.icfs.com

Mutual funds

Complete 60-hour self-study program

Pass 3 60-minute examinations

2000 hours of qualifying work experience
Background: Government employment includes jobs at the federal, state, and local level. At each level, the government generally operates through semi-autonomous agencies, each with its own focus. About seven percent of the U.S. population works in government. Careers within the Federal Government are a significant source of employment for those in the D.C. area.

Entry: Except for a few rare cases, applicants for federal jobs MUST be U.S. citizens. Additionally, some positions require different levels of security clearance which are typically obtained via a background investigation during the application process. In some ways the application process for government jobs is more straightforward than in the corporate world: most positions can be found on www.usajobs.gov or on individual agency websites. Most government agencies also have internship programs for which you can apply. However, the difficulty often lies in carefully crafting your application, including resume and application questions, to the exact specifications of the job requirements. It is important to answer the questions directly and provide as much detail as possible. The Presidential Management Fellows Program offers the best opportunity for individuals with a graduate degree seeking a career in government. The details of the application process are outlined later in this document.

Roles: MBAs serve a wide variety of different roles and functions within government. The range of agencies within federal, state, and local government provide numerous opportunities for individuals with business skills. Currently, the most popular fields for MBAs employed in government are contracting, human resources management, general business, budget analysis, and financial administration.

Industry Overviews, Tools, Research

Resources and News
Vault Guide to Government Agency Careers*
Federal Resume/KSA builder, resources and links:
www.resume-place.com
Federal Salary Tables:
www.opm.gov/oca/11tables/index.asp
Public Service Employees Network:
www.pse-net.com
USA.gov:
www.usa.gov
The White House:
www.whitehouse.gov
Also: Individual agency websites

*Vault Guides can be purchased at various online retailers OR downloaded for free via Carey Compass. Once logged onto Carey Compass, click “VAULT guides – Career Insider” under “My Quicklinks.” You must create an account on the vault.com site using your JHU email address.

This Resource Guide is intended to provide an introduction to the industry and relay a sampling of the resources available to candidates. It is by no means comprehensive, nor intended to replace individual research based on specific job targets and/or career advising recommendations.
Leading Agencies for MBAs

<table>
<thead>
<tr>
<th>Dept. of Defense (DoD)</th>
<th><a href="http://www.defense.gov">www.defense.gov</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>Dept. of Treasury</td>
<td><a href="http://www.treasury.gov">www.treasury.gov</a></td>
</tr>
<tr>
<td>Dept. of Agriculture (USDA)</td>
<td><a href="http://www.usda.gov">www.usda.gov</a></td>
</tr>
<tr>
<td>Internal Revenue Service (IRS)</td>
<td><a href="http://www.irs.gov">www.irs.gov</a></td>
</tr>
<tr>
<td>Dept. of Health &amp; Human Services (HHS)</td>
<td><a href="http://www.hhs.gov">www.hhs.gov</a></td>
</tr>
<tr>
<td>Dept. of Labor (DoL)</td>
<td><a href="http://www.dol.gov">www.dol.gov</a></td>
</tr>
<tr>
<td>Dept. of Commerce</td>
<td><a href="http://www.commerce.gov">www.commerce.gov</a></td>
</tr>
<tr>
<td>Dept. of Justice (DoJ)</td>
<td><a href="http://www.justice.gov">www.justice.gov</a></td>
</tr>
<tr>
<td>Dept. of Interior (DoI)</td>
<td><a href="http://www.interior.gov">www.interior.gov</a></td>
</tr>
<tr>
<td>Dept. of Veterans Affairs</td>
<td><a href="http://www.va.gov">www.va.gov</a></td>
</tr>
</tbody>
</table>

Presidential Management Fellows (PMF)

<table>
<thead>
<tr>
<th>Apply</th>
<th>Online Assessment</th>
<th>In-Person Assessment</th>
<th>Finalist Named</th>
<th>Job Fair</th>
</tr>
</thead>
<tbody>
<tr>
<td>November 5-19</td>
<td>November 5-19</td>
<td>January/February</td>
<td>February/March</td>
<td>March/April</td>
</tr>
</tbody>
</table>

What is PMF? The PMF program allows recent graduates to compete for jobs against other people of their relative age and experience. It also provides management training, rotations through different agencies, and competitive entry-level salaries. The PMF program is a two-year commitment, during which participants are paid a full salary and benefits at the GS-9, GS-11, or GS-12 levels.

Application – Go to www.usajobs.gov, and follow the application instructions. You will need to submit a copy of your resume and graduate transcripts.

In-Person Assessment – If you score sufficiently high on the on-line assessment, you will be invited to schedule your in-person assessment at one of the assessment center locations.

Online Assessment – The online assessment consists of two parts: an untimed questionnaire and three essay questions.

Finalist and Job Fair - If your score is high enough in the interview, you will be named a finalist and eligible for a PMF appointment. At this point, you will attend a job fair to meet potential agencies, and be eligible to apply for job opportunities. Note that being named a finalist is not a guarantee of employment.

Networking

LinkedIn Government: www.linkedin.com/skills/skill/Government
U.S. Government Relations and Public Affairs: www.linkedin.com/groups?gid=22294&trk=skills
Government Relations Professional Networking Group: www.linkedin.com/groups?gid=82054&trk=skills
GovLoop: www.govloop.com
Johns Hopkins Affinity Groups – Federal Government: www.alumni.jhu.edu/affinitygroups/federalgovernment

Questions about careers in government?
Contact Roger Williams at r.williams@jhu.edu

Events and Conferences

FOSE Government Technology Conference: www.fose.com
Next Generation of Government Training Summit: www.nextgengovt.com
American Association of Budget Professionals Symposium: www.aabpa.org
Background: The health care/hospital industry encompasses a variety of service providers ranging from large established hospitals to multi-unit hospital holding companies or health systems and specific therapy area service providers. Most candidates think of “hospital administration or hospital management” as the most common career option. Health care providers, however, also require traditional corporate functional roles (e.g., IT, finance, marketing, HR, etc) and often have opportunities in these functional areas.

Job and Internship Search

MedZilla: www.medzilla.com
MBA Exchange: www.mba-exchange.com
Carey Compass: https://carey-jhu-csm.symplicity.com/students

Also: Individual institution websites

Entry: A post-graduate fellowship is often the first step in a career in hospital administration. Many leading hospitals offer full-time fellowships. These positions are very competitive and need to be applied for through the individual organization. Interested students should research institutions of interest and apply directly. Applications are submitted in the fall for the spring graduating class. Prior health care/medical (nursing, scientist, etc.) background will make a student more competitive. Internships in this area are often obtained through networking. Many institutions do not have a formal internship program or process but will hire interns for specific projects as the need arises.

Trends: The aging U.S. population has led to a sharp increase in the number of long-term-care facilities. This means there are many opportunities for individuals with expertise in geriatrics or long-term-care facilities management. The increase in health care regulation has also created numerous opportunities in the areas of compliance and health care consulting. In addition, IT is revolutionizing health care delivery in many ways. Individuals who have specialized knowledge of IT systems will have many opportunities in hospital administration.
Leading Hospitals and Health Care Systems

**Hospitals**
- Johns Hopkins Hospital (MD): [www.hopkinsmedicine.org](http://www.hopkinsmedicine.org)
- Memorial Sloan-Kettering Cancer Center (NY): [www.mskcc.org](http://www.mskcc.org)
- Mayo Clinic (MN): [www.mayoclinic.com](http://www.mayoclinic.com)
- Massachusetts General Hospital (MA): [www.massgeneral.org](http://www.massgeneral.org)

**Health Care Systems**
- Wellpoint Inc. (IN): [www.wellpoint.com](http://www.wellpoint.com)
- UnitedHealth Group (MN): [www.unitedhealthgroup.com](http://www.unitedhealthgroup.com)
- Humana (KY): [www.humana.com](http://www.humana.com)
- Aetna (CT): [www.aetna.com](http://www.aetna.com)
- Cigna (PA): [www.cigna.com](http://www.cigna.com)

Professional Associations

<table>
<thead>
<tr>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Association of Healthcare Administrative Management (AAHAM)</td>
</tr>
<tr>
<td>American College of Healthcare Executives (ACHE)</td>
</tr>
<tr>
<td>American Hospital Association (AHA)</td>
</tr>
</tbody>
</table>

| Function |
| Represents a broad based constituency of health care professionals |
| The premier professional society for health care executives dedicated to improving health care delivery |
| Ensures that members’ perspectives and needs are heard and addressed in national health policy development, legislative and regulatory debates, and judicial matters |

| Membership and Benefits |
| Student - $50 |
| Eligibility for Certification Designations, networking, membership directory, job bank |
| Student Associate - $75 |
| Networking; job bank, seminars, certifications |
| Student - $80 |
| Career opportunities, educational seminars |

Networking

- LinkedIn Health Services Administration: [www.linkedin.com/skills/skill/Health_Services_Administration](http://www.linkedin.com/skills/skill/Health_Services_Administration)
- LinkedIn Healthcare Management: [www.linkedin.com/skills/skill/Healthcare_Management](http://www.linkedin.com/skills/skill/Healthcare_Management)

Events and Conferences


Questions about the hospital management industry?

Contact Ed Gagen at [egagen@jhu.edu](mailto:egagen@jhu.edu)
Investment Banking Industry Guide

Background: An investment bank is a financial institution that assists corporations and governments in raising capital by underwriting and acting as the agent in the issuance of securities. The investment bank has primarily two functions, acting as an intermediary and as an advisor. As an intermediary, it connects companies that need capital and investors who have capital to spend. It facilitates this through debt and equity offerings. As an advisor, an I-bank advises companies on mergers, acquisitions, and restructurings. An investment bank also provides ancillary services, such as market making and the trading of derivatives, fixed income instruments, foreign exchange, commodities, and equity securities. Simply put, investment banks advise and raise money for companies.

Entry: It’s relatively hard to break into investment banking. Candidates need to understand that finding a job is a preparation game. Candidates need to demonstrate knowledge of the field, desire to work hard, personality, professionalism, communication skills, personality, people skills, integrity, authenticity, teamwork, analytical skills and creativity.

There are less than 20,000 entry level positions a year globally in investment banking. The applicant pool, is five to ten times larger, and is full of high quality candidates. A typical bulge bracket bank usually hires 60-80 first-year analysts per year, with a majority being internship hires and students from core schools.

Almost all entry level positions are not advertised because demand exceeds supply. Some of the best places to look are Indeed.com, the New York Times classifieds and the job board area on a Bloomberg machine.

You can break in if you put in the effort. Candidate should show interest by networking with potential employers via alumni networks on Wall St., asking for informational interviews, coffees, etc. Nearly every bulge bracket investment bank in NYC will have a structured informational interview process. Typically, if you do not conduct an informational interview you will not advance further in the recruiting process.

Roles: Investment banking hierarchy is very strict. From most Jr. to Sr.: Analyst, Associate, Vice President, Director, Managing Director.

Analysts (often titled Financial Analyst) have typically just received their undergraduate degrees and join for a two-year program. The general role of an analyst is to do the bulk of the work preparing presentations and financial models. Analysts often leave after two years to get an MBA and pursue other jobs in investment (private equity, hedge funds, VC). Candidates with a masters (e.g., MBA) degree entering the field can often enter as an Associate. An Associate will typically be in the position for three to four years prior to a promotion to Vice-President.

Industry Overviews, Tools, Research

Resources and News
The Vault Career Guide to Investment Banking*

Economist:
www.economist.com

Investment Dealer’s Digest:
www.investmentdealersdigest.com

The Middle Market:
www.themiddlemarket.com

Wall Street Daily:
www.wallstreetdaily.com

Wall Street Prep:
http://www.wallstreetprep.com/knowledge/investment-banking-careers

Also: Individual firm websites

*Vault Guides can be purchased at various online retailers OR downloaded for free via Carey Compass. Once logged onto Carey Compass, click “VAULT guides – Career Insider” under “My Quicklinks.” You must create an account on the vault.com site using your JHU email address.

This Resource Guide is intended to provide an introduction to the industry and relay a sampling of the resources available to candidates. It is by no means comprehensive, nor intended to replace individual research based on specific job targets and/or career advising recommendations.
Questions about the investment banking industry?
Schedule an appointment with a Career Coach in Carey Compass.

Leading Firms

Global
Barclays: www.barclays.com/IB
Deutsche Bank: www.cdb.com/usa
Credit Suisse: www.credit-suisse.com
JPMorgan: www.jpmorgan.com
Goldman Sachs: www.goldmansachs.com
Wells Fargo: www.wellsfargo.com
Citigroup: www.citigroup.com
Jeffries: www.jefferies.com

Royal Bank of Scotland: www.rbs.co.uk
UBS: www.ubs.com
Morgan Stanley: www.morganstanley.com
Royal Bank of Canada: www.rbc.com/canada
Bank of America: www.bofa.com
Merrill Lynch: www.ml.com
Blackstone: www.blackstone.com
Oppenheimer & Co.: www.opco.com

Registration
As an investment banker, you'll be required to register with either the Securities and Exchange Commission (SEC) or the state securities agency where you have your principle place of business. In most cases, the firm or brokerage where you go to work will guide you through the process of becoming certified and/or registered. The SEC offers a guide entitled: How To Register as an Investment Adviser. Generally, if you manage $100 million or more in client assets, you'll register with the SEC, otherwise you'll register with your state securities agency.

Salary
First-year investment bankers typically receive a $10k signing bonus and $70k base salary. Internships are usually pro-rated first-year salaries plus overtime. Associates out of an MBA program will receive a $30k signing bonus and $95k salary.

Professional Associations

<table>
<thead>
<tr>
<th>Name</th>
<th>Area of Expertise</th>
<th>Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Investment Banking Association</td>
<td>NIBA has over 30 years of experience hosting conferences featuring public and private micro-cap and small-cap companies.</td>
<td>If your firm is a FINRA broker/dealer you are eligible to apply for NIBA Membership (requires a $1,000 annual tax deductible membership payment)</td>
</tr>
<tr>
<td><a href="http://www.nibanet.org">www.nibanet.org</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Middle Market Investment Banking Association</td>
<td>Devoted to the training, testing and certification (through its CMAP® credential) of middle market investment banking professionals as well as the promotion of the profession and it's interests to the public</td>
<td>Four-year degree in business, finance, accounting, economics, or business management Must have active NACVA member status</td>
</tr>
<tr>
<td><a href="http://www.mmiba.com">www.mmiba.com</a></td>
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</tr>
</tbody>
</table>

Professional Certification

There are many types of certifications available for investment bankers. In most cases, your employer or mentor will guide you through the exact certifications you need based on the work you'll be doing and the career path you're planning. The most common certification process is through the Financial Industry Regulatory Authority (FINRA).

FINRA is the largest independent regulator for all securities firms doing business in the United States. FINRA provides qualification examinations for brokerage firms, financial branch offices, and registered securities representatives.

The most common FINRA qualifications for investment bankers are:
- Series 6 Investment Company Representative
- Series 7 General Securities Representative Qualification
- Series 63 Uniform Securities Agent State Law Examination
- Series 65 & 66 Uniform Investment Adviser Law and State Law Examinations

Most positions as an investment banker require a minimum of the Series 7 qualification, in addition to education and experience requirements. In addition to FINRA there are other certification and designations that may prove valuable in your career as an investment banker.
Nonprofit, NGOs, Microfinance Industry Resource Guide

Background: Nonprofit organizations are created for a multitude of causes, are all sizes, and do not distribute their surplus funds to owners or shareholders. Non-governmental organizations (NGOs) are typically organizations that are not part of the government and are not conventional for-profit businesses. Microfinance organizations provide financial services to low-income consumers who traditionally lack access to banking and related services.

Entry: Nonprofit, non-governmental organizations, and microfinance organizations all have a common entry way to their organizations: the candidate MUST exude passion for their mission. Trends over the past few years have shown that more people are “giving back” and “doing well,” which has made these fields more competitive. Although each sector is different, they share many of the same resources for education and employment opportunities and require similar work experience. If you have not spent time in these types of organizations, find an organization at which to volunteer while in school so it can see you are serious about this work. Many opportunities in these sectors exist outside of the United States, often in developing nations.

Trends: Currently the nonprofit sector employs about 10 percent of the private workforce in the U.S. Hiring in this sector has increased each of the past three years and that trend is projected to continue, at least in the short term. Many organizations in the nonprofit sector are experiencing the loss of senior managers as the older generation of workers retires. In addition, many organizations are using mobile technologies to augment traditional fundraising and marketing strategies. It will be important for graduates to gain a deep understanding of mobile marketing and social media strategies to make themselves more attractive to organizations in this sector.

Job and Internship Search

Deved: www.devex.com
Net Impact Careers: www.netimpact.org/careers
Idealist: www.idealist.org
NonprofitJobs: www.nonprofitjobs.org
Commongood Careers: www.commongoodcareers.com
The Bridgespan Group: www.bridgespan.org
MBA Exchange: www.mba-exchange.com
Carey Compass: https://carey-jhu-csm.symplicity.com/students
Also: Individual organization websites

Industry Overviews, Tools, Research

Resources and News
The Vault Guide to International Development*
The Vault Guide to Fundraising & Philanthropy*
The Seep Network: www.seepnetwork.org
Society for International Development: www.sidint.net
The Blue Sweater by Jacqueline Novogratz (Rodale Press, Feb. 16, 2010)
Next Billion: www.nextbillion.net
Beyond Profit Magazine: www.beyondprofit.com
Directory of Development Organizations: www.devdir.org
Also: Individual organization websites

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Leading Firms

<table>
<thead>
<tr>
<th>Nonprofits</th>
<th>Microfinance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bill and Melinda Gates Foundation: <a href="http://www.gatesfoundation.org">www.gatesfoundation.org</a></td>
<td>Accion USA: <a href="http://www.accionusa.org">www.accionusa.org</a></td>
</tr>
<tr>
<td>United Way: <a href="http://www.unitedway.org">www.unitedway.org</a></td>
<td>Kiva: <a href="http://www.kiva.org">www.kiva.org</a></td>
</tr>
<tr>
<td>NGOs</td>
<td>Regional</td>
</tr>
<tr>
<td>Clark UNICEF: <a href="http://www.unicef.org">www.unicef.org</a></td>
<td>The Salvation Army: <a href="http://www.salvationarmyusa.org">www.salvationarmyusa.org</a></td>
</tr>
<tr>
<td>Amnesty International: <a href="http://www.amnesty.org">www.amnesty.org</a></td>
<td>Catholic Charities USA: <a href="http://www.catholiccharitiesusa.org">www.catholiccharitiesusa.org</a></td>
</tr>
<tr>
<td>Acumen Fund: <a href="http://www.acumen.org">www.acumen.org</a></td>
<td>American Red Cross: <a href="http://www.redcross.org">www.redcross.org</a></td>
</tr>
</tbody>
</table>

Professional Associations

<table>
<thead>
<tr>
<th>Name</th>
<th>Function</th>
<th>Membership and Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Impact</td>
<td>Empowers a new generation to use their careers to drive transformational change in the workplace and the world</td>
<td>Free</td>
</tr>
<tr>
<td><a href="http://www.netimpact.org">www.netimpact.org</a></td>
<td></td>
<td>Job board, online member network, Impact at Work program</td>
</tr>
<tr>
<td>Young Nonprofit Professionals Network (YNPN)</td>
<td>Activates emerging leaders to advance a diverse and powerful social sector</td>
<td>Free</td>
</tr>
<tr>
<td><a href="http://www.ynpn.org">www.ynpn.org</a></td>
<td></td>
<td>Networking events, job postings, annual conference</td>
</tr>
<tr>
<td>Association of Fundraising Professionals (AFP)</td>
<td>Works to advance philanthropy through advocacy, research, education, and certification programs</td>
<td>Collegiate - $35 plus chapter dues</td>
</tr>
<tr>
<td><a href="http://www.afpnet.org">www.afpnet.org</a></td>
<td></td>
<td>Research and practice tools, professional development, member discounts</td>
</tr>
<tr>
<td>Society of International Development (SID)</td>
<td>Provides a global forum of individuals and institutions concerned with sustainable economic, social, and political development</td>
<td>Full-time Student - $35</td>
</tr>
<tr>
<td><a href="http://www.sidw.org">www.sidw.org</a></td>
<td></td>
<td>Networking; job board; event discounts</td>
</tr>
</tbody>
</table>

Networking

LinkedIn Nonprofits: www.linkedin.com/skills/skill/Nonprofits
LinkedIn Microfinance: www.linkedin.com/skills/skill/Microfinance
LinkedIn NGOs: www.linkedin.com/skills/skill/NGOs

Events and Conferences

Net Impact Conference: www.netimpact.org/netimpactconference
Nonprofit Technology Conference: www.nten.org/ntc
Bridge Conference: www.bridgeconf.org
Conference of Volunteering and Service: www.volunteeringandservice.org

Questions about careers in nonprofits, NGOs, or microfinance?
Contact Roger Williams at r.williams@jhu.edu
Real Estate Industry Resource Guide

Background: Real estate and associated infrastructure constitutes roughly one-third of the US economy, employing millions of people and offering many challenging and rewarding careers for business school graduates. The scale of real estate firms varies widely from international real estate services firms with thousands of employees down to solo entrepreneurs.

The industry seeks graduates who are both people-oriented and highly analytical. Real estate development is one of the most demanding yet rewarding careers imaginable, and involves coordinating the wide variety of real estate disciplines and professionals needed to create a successful real estate project. Financial careers in real estate center on varied real estate projects with diverse forms of financing, including private equity, real estate investment trusts, and structured finance, as well as domestic and international real estate investment. Real estate careers in operations include asset management and energy efficiency.

Entry: Because of its scale, complexity, and traditions, the real estate job market is fundamentally different than other sectors of business, and navigating this market successfully requires initiative, imagination, and tenacity. Most real estate organizations, particularly in many of the most desirable fields such as real estate development and real estate private equity, are small, and require considerable research and conversation with those knowledgeable in the industry to discover. The personal, networking-oriented nature of the real estate industry means that graduates break into the very best positions by face-to-face contact with real estate industry colleagues. Involvement in the major real estate development and finance professional associations is indispensable to making yourself known in the real estate community, and to show employers your interest.

Trends: Traditionally, real estate has been somewhat removed from many management advances, offering business graduates the opportunity to modernize the field, particularly in the areas of environmental regulation and improved management information systems.

Industry Overviews, Tools, Research

Resources and News
- The Vault Guide Real Estate Careers*
- The Vault Guide to the Top Real Estate Employers*
- Real Estate Industry Watch: www.realestateindustrywatch.com
- Bisnow: www.bisnow.com
- Globe St: www.globest.com
- Inman News – Real Estate: www.inman.com
- National Real Estate Investor Online: www.nreionline.com
- Market Watch – Real Estate: www.marketwatch.com/real-estate
- Real Estate Developer: www.realestatedeveloper.com

Also: Individual firm websites

Carey Compass: https://carey-jhu-csm.symplicity.com/students

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Job and Internship Search

Select Leaders: www.selectleaders.com
RealEstateJobs.com: www.realestatejobs.com
Real Estate Jobsite: www.realestatejobsite.com
MBA Exchange: www.mba-exchange.com

Carey Compass: https://carey-jhu-csm.symplicity.com/students
Also: Individual firm websites
Leading Firms

Industry Leaders

CB Richard Ellis:  www.cbre.com
Jones Lang LaSalle:  www.us.am.joneslanglasalle.com
Cushman & Wakefield:  www.cushmanwakefield.com
Brookfield Properties:  www.brookfieldofficeproperties.com
Edens:  www.edens.com
Hines:  www.hines.com

The Carlyle Group:  www.carlyle.com
HFF:  www.hfflp.com

Regional Firms

Clark Construction Group:  www.clarkconstruction.com
The JBG Companies:  www.jbg.com
The BozzutoGroup:  www.bozzuto.com
St. John Properties:  www.sjpi.com

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<tr>
<td>Urban Land Institute (ULI)</td>
<td>Facilitates an open exchange of ideas, information, and experience among industry leaders and policy makers dedicated to creating better places</td>
<td>Associate membership with student discount - $108 Members-only events, member directory, volunteer and leadership opportunities</td>
</tr>
<tr>
<td>National Association of Industrial and Office Properties (NAIOP)</td>
<td>Represents commercial real estate developers, owners, and investors of office, industrial, retail, and mixed-use properties</td>
<td>Student ~ $30 Networking opportunities, educational programs and resources</td>
</tr>
<tr>
<td>Commercial Real Estate Women (CREW)</td>
<td>Advances the achievements of women in commercial real estate</td>
<td>Student - $90 plus $25 application fee Professional development training, networking, benchmark studies and white papers</td>
</tr>
<tr>
<td>Mortgage Bankers Association (MBA)</td>
<td>Preeminent professional association in the real estate finance and capital markets industry</td>
<td>Student - $40 ($60 international) Networking, career support, jobs board, member discounts</td>
</tr>
<tr>
<td>International Council of Shopping Centers (ICSC)</td>
<td>Advances the shopping center industry and promotes its role in the commercial distribution of consumer goods</td>
<td>Student - $50 Networking; professional development, resume and jobs database, membership directory</td>
</tr>
</tbody>
</table>

Networking

LinkedIn Real Estate:  www.linkedin.com/skills/skill/Real_Estate
The Real Estate Networking Group:  www.linkedin.com/groups?gid=121300&trk=skills
Young Real Estate Professionals – D.C.:  www.yrepdc.com

Events and Conferences

NAIOP Annual Commercial Real Estate Conference:  www.naiophbsreconference.com
CoreNet Global Summit:  www.corenetglobal.org

Questions about the real estate industry?
Contact Christy Murray at christy@jhu.edu
Technology Industry Resource Guide

Background: The technology industry can include businesses such as high-tech manufacturing, telecommunications services, software and computer-related services, and also biotechnology. Professionals in the field use computers, servers, software, hardware, and related technology to protect, store, process, transmit, and retrieve information. Information technology is concerned with making improvements to a variety of organizational and societal problems through design, development, and use of technologically based systems and processes that enhance the efficiency and effectiveness of information in a variety of tactical, strategic and operational situations.

Job and Internship Search

CNET Jobs: www.cnet.com/html/z/dice.html
Telecom Careers: www.telecomcareers.net
Dice: www.dice.com
MBA Exchange: www.mba-exchange.com
Carey Compass: https://carey-jhu-csm.symplicity.com/students
Also: Individual firm websites

Entry: Tech careers are ever-changing due to the speed of technological advances. For those who maintain their jobs in IT by adapting, keeping their skills updated, and staying ahead of the changes in the industry, it remains a high-earning field. Having the appropriate degree, the ability to think analytically, and the desire to continually learn new technologies are necessary for obtaining and keeping a job in the IT industry. There are many opportunities for MBAs to advance in IT, primarily in consulting, finance, law, marketing, sales, training, and product management, or in a director-level position with a technology manufacturer. Programming jobs are among the most prevalent, but overall, the availability of these jobs is declining, and many have been outsourced abroad. Despite the outsourcing, IT jobs for qualified workers in the U.S. still exist. Entry positions for MBA-level job seekers would likely include marketing or business analysts, or project managers.

Trends: The IT industry is constantly evolving, and new trends emerge every few years. The advent of cloud and mobile technologies has allowed firms to operate outside of the traditional office framework and has led to demand for even greater enterprise mobility and flexibility solutions. Many firms are also developing green technology solutions to reduce energy consumption and increase efficiency.

Industry Overviews, Tools, Research

Resources and News
The Vault Guide* – Technology
WIRED Magazine: www.wired.com
Fast Company Magazine: www.fastcompany.com
Tech Crunch: www.techcrunch.com
Gartner: www.gartner.com/technology/home.jsp
Forbes Technology News: www.forbes.com/technology
The Economist – Science and Technology: www.economist.com/science-technology

Also: Individual firm websites

*Vault Guides can be purchased at various online retailers OR downloaded for free via Carey Compass. Once logged onto Carey Compass, click “VAULT guides – Career Insider” under “My Quicklinks.” You must create an account on the vault.com site using your JHU email address.

This Resource Guide is intended to provide an introduction to the industry and relay a sampling of the resources available to candidates. It is by no means comprehensive, nor intended to replace individual research based on specific job targets and/or career advising recommendations.
Leading Firms

Industry Leaders
IBM (U.S.): www.ibm.com
Microsoft (U.S.): www.microsoft.com
Google (U.S.): www.google.com
Amazon (U.S.): www.amazon.com

Regional Firms
Micros Systems (MD): www.micros.com
Zenoss (MD): www.zenoss.com
BAE Systems (MD): www.baesystems.com
Bethesda Softworks (MD): www.bethsoft.com
Lockheed Martin (MD): www.lockheedmartin.com

Professional Associations

<table>
<thead>
<tr>
<th>Name</th>
<th>Function</th>
<th>Membership and Benefits</th>
</tr>
</thead>
</table>
| Association of Information Technology Professionals (AITP) | Seeks to advance the IT profession through professional development, support of IT education, and national policies on IT that improves society as a whole | Student
Networking, skills training, career and business opportunities |
| www.aitp.org | | |
| Institute of Electrical and Electronics Engineers (IEEE) | Fosters technological innovation and excellence for the benefit of humanity | Student - $32
Career resources, industry news, networking |
| www.ieee.org | | |
| ISACA | Provides practical guidance, benchmarks, and other effective tools for all enterprises that use information systems | Student
Community and leadership, research and knowledge, professional development |
| www.isaca.org | | |
| Tech Council of Maryland | Helps the region's technology organizations grow through its membership and activities | Organizational |
| www.techcouncilmd.com | | |

Networking

LinkedIn Technology Industry:
www.linkedin.com/skills/skill/Technology
www.linkedin.com/channels/technology
Uncubed: www.getuncubed.com
MD Tech Breakfast: www.meetup.com/TechBreakfast

Events and Conferences

Consumer Electronics Show: www.cesweb.org
Oracle OpenWorld: www.oracle.com/openworld
Technology Conference and Expo: www.technologyconference.org
Fortune Brainstorm TECH:
www.fortuneconferences.com/brainstorm-tech-2013
TED Conferences: www.ted.com/pages/registration

Questions about the technology industry?
Contact Corinne Brinnier at cbrinnier@jhu.edu
Venture Capital Industry Guide

Background: Venture capital (VC) is financial capital provided to early-stage, high-potential, high risk, growth startup companies. The venture capital fund makes money by owning equity in the companies it invests in, which usually have a novel technology or business model in high technology industries, such as biotechnology, IT and software. VC is a subset of private equity.

VC can also include managerial and technical expertise. Most venture capital comes from a group of wealthy investors, investment banks and other financial institutions that pool such investments or partnerships. This form of raising capital is popular among new companies or ventures with limited operating history, which cannot raise funds by issuing debt. The downside for entrepreneurs is that venture capitalists usually get a say in company decisions, in addition to a portion of the equity.

Entry: The background of venture capitalists varies broadly, but generally speaking, venture capitalists come from a corporate or consulting background (they know how to run operations), entrepreneurial backgrounds (they know how to start companies), or finance backgrounds (they know about managing investments).

The venture capital industry is small. It is made up of only several hundred small firms, each consisting of between two and 40 people. People rarely leave VC once they join. The National Venture Capital Association estimates there are about 8,000 VC professionals.

The demand for positions is so great that the openings are often filled through networking and are rarely publicly advertised. In addition, executive search firms like Spencer Stuart should be a tool used during the partnership hunt, as they run many partner-level searches for venture firms.

Roles: Titles in venture capital firms vary, but there are broadly four titles: Analyst, Associate, Principal, Partner. The Analyst position is entry level needing 1-2 years prior experience, either with a startup, with an investment bank, or with a strategy consulting firm.

Industry Overviews, Tools, Research

Resources and News
- The Vault Career Guide to Venture Capital*
- Vault: Getting Hired in Venture Capital*
- Vault: Acing the Venture Capital Interview*


The Economist - Business and Finance: www.economist.com/business-finance

Financial Times: www.ft.com

Funding Post: www.fundingpost.com

Investopedia: www.investopedia.com

Kickstarter: www.kickstarter.com

Also: Individual firm websites

*Vault Guides can be purchased at various online retailers OR downloaded for free via Carey Compass. Once logged onto Carey Compass, click “VAULT guides –Career Insider” under “My Quicklinks.” You must create an account on the vault.com site using your JHU email address.

This Resource Guide is intended to provide an introduction to the industry and relay a sampling of the resources available to candidates. It is by no means comprehensive, nor intended to replace individual research based on specific job targets and/or career advising recommendations.
Leading Firms

**Global Leaders**
- Accel Partners: [www.accel.com](http://www.accel.com)
- Bain Capital Ventures: [www.baincapitalventures.com](http://www.baincapitalventures.com)
- Benchmark Capital: [www.benchmark.com](http://www.benchmark.com)
- Charles River Ventures: [www.crvc.com](http://www.crvc.com)
- Draper Fisher Jurvetson: [www.dfj.com](http://www.dfj.com)
- General Catalyst Partners: [www.generalcatalyst.com](http://www.generalcatalyst.com)
- Highland Capital Partners: [www.hcp.com](http://www.hcp.com)
- Institutional Venture Partners: [www.ivp.com](http://www.ivp.com)
- Meritech Capital Partners: [www.meritechcapital.com](http://www.meritechcapital.com)
- New Enterprise Associates: [www.nea.com](http://www.nea.com)
- Sequoia Capital: [www.sequoiacap.com](http://www.sequoiacap.com)
- Spark Capital: [www.sparkcapital.com](http://www.sparkcapital.com)
- Union Square Ventures: [www.usv.com](http://www.usv.com)

**Maryland Firms**
- Abell Investments: [www.abell.org/abellinvestments](http://www.abell.org/abellinvestments)
- Anthem Capital: [www.anthemencapital.com](http://www.anthemencapital.com)
- Gabriel Venture Partners: [www.gabrielvp.com](http://www.gabrielvp.com)
- MSBDFA: [www.choosemaryland.org](http://www.choosemaryland.org)
- Maryland Technology Development Corporation: [www.tedco.md](http://www.tedco.md)
- Meridian Management Group: [www.mmgcapitalgroup.com](http://www.mmgcapitalgroup.com)
- Sterling Venture Partners: [www.sterlingpartners.com](http://www.sterlingpartners.com)

**Washington, D.C. Firms**
- Advantage Capital Partners: [www.advantagecap.com](http://www.advantagecap.com)
- ASAP Ventures: [www.asapventures.com](http://www.asapventures.com)
- CORE Capital Partners: [www.core-capital.com](http://www.core-capital.com)
- Paladin Capital Group: [www.paladincapgroup.com](http://www.paladincapgroup.com)
- Telecommunications Development Fund: [www.tdfventures.com](http://www.tdfventures.com)

Professional Associations

<table>
<thead>
<tr>
<th>Name</th>
<th>Area of Expertise</th>
<th>Requirements</th>
</tr>
</thead>
</table>
| National Venture Capital Association (NVCA) | Serves as the definitive resource for venture capital data and unites nearly 400 members through a full range of professional services | Dues dependent on Capital Under Management (CPM); $1,250 minimum
*Membership eligibility dependent on numerous criteria |
| Mid-Atlantic Venture Capital Association (MAVA) | | Public policy advocacy, insurance programs, business & travel discounts, public relations, networking, professional development |
| Angel Capital Association (ACA) | Supports the North American professional angel community and membership is open to angel groups and private investors that utilize best practices for deal sourcing, diligence, structure and management as they invest in early stage startups | Individual: $350
*Membership eligibility dependent on numerous criteria
Discounted event registration, networking, specialized services, public policy advocacy, professional development |
| Digital Venture Capital Association (DVCA) | Foster entrepreneurship and VC development in the digital and high-growth technology sector for the benefit of society, integrated by more than 1,500 members in 44 countriesPass the online Certification Examination | University Education: $250
Discounted event registration, mentoring programs, industry events, DCVA card |

Networking

- Private Equity and Venture Capital Group
- Finance Plus: Private Equity, Venture Capital and M&A News
- Global Private Equity and Venture Capital
- Venture Capital Cafe

Questions about the venture capital industry?
Schedule an appointment with a Career Coach in Carey Compass.

Events and Conferences

- Venture Capital Investing Conference
- Asian Venture Capital Journal Private Equity & Venture Forum
[www.avcjforum.com](http://www.avcjforum.com)