

CAREER SERVICES OFFICE HARVARD SCHOOL OF PUBLIC HEALTH



CAREER GUIDE



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The Career Services team at the Harvard School of Public Health welcomes you. We encourage you to utilize the wealth of resources and extensive services of our office.

As you are probably aware, new global markets, technological advances, managed care, partnerships and alliances, and cost containment have had a great impact on careers for public health professionals. Developing the necessary job search skills and networking contacts will be an important part of your experience as a public health professional.

The Career Services Office is a valuable resource for your professional development at the Harvard School of Public Health. It serves as a resource center for employment, fellowships and internships through CareerConnect, our online database of opportunities and through the University's alumni career advisory network Crimson Compass. We focus our efforts on providing you with the resources and opportunities necessary to organize a successful job, internship, or fellowship search.

This Guide is designed to serve as your professional development resource and to assist you with planning and managing your public health career. Over the years we have observed that the students who were most successful in locating satisfying public health positions were those *who made their career search a top priority from the beginning of their training at HSPH.*

We recommend that you draft your resume/CV early in your first year and keep it updated. Publish it in one or more of our electronic resume books available through HSPH's CareerConnect. Take advantage of workshops, counseling sessions, presentations, on-campus recruiting, career fairs and all the other resources provided by the Career Services Office. Apply to positions well before you graduate. Be a regular visitor to our website at: www.hsph.harvard.edu/careers where you will find a wealth of helpful information.

Please come by to see us in Kresge G-18 or feel free to contact us by telephone (617-432-1034). We welcome your ideas and suggestions, and look forward to working with you.

The Career Services Office Team

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Monday through Friday

A Guide to Career Services and Resources at HSPH

The mission of the Career Services Office is to provide career counseling, employment resources, and professional development workshops in order to assist students and graduates in building their career planning skills. The Career Services staff coordinates activities with academic departments and programs, student groups, the alumni office, external agencies, organizations and institutions, and the other Harvard graduate school career offices. The office offers the following services and employment resources:

INDIVIDUAL COUNSELING

Individual career counseling sessions for students and alumni focus on career planning, job search skills, career resources, and networking.

RESUME/CV/COVER LETTER REVIEW

Assistance is available to help you revise and prepare a resume/CV and cover letters that are targeted to specific types of organizations.

CAREER DEVELOPMENT WORKSHOPS

These workshops teach career management skills on the following topics: resume/CV and cover letter writing, job search strategies, interviewing skills, networking, the case interview, the academic job search, and salary and benefit negotiations. Students are informed about workshops via e-mail, and our on-line career information system, *CareerConnect*.

CAREER PANELS

Alumni and student career panels have included speakers who share information about public health career paths and opportunities. Specialists from various fields speak about their area of expertise and offer career advice.

MOCK INTERVIEWS

Students interested in improving their interviewing skills can participate in practice interviews.

CAREER COACHING

Ten HSPH alumni from various disciplines and professional backgrounds are available to meet with students on an hourly basis to provide advice and networking suggestions. More specific information on the Coaching Program can be found on the CSO website.

JOB, INTERNSHIP AND FELLOWSHIP OPPORTUNITIES

A listing of jobs, internships, and fellowships is updated daily and is accessible through the Career Services *CareerConnect* software. Simply access the Career Services Office home page, click on “Find a Job” and follow the directions to log-on. Jobs, fellowships, and internships listings are also available in hard copy in the Career Resource Room, Kresge G-18.

OPPORTUNITIES TO MEET EMPLOYERS

Information Sessions - Each year during the fall semester numerous organizations visit the campus and present information sessions on career opportunities with their organization. These sessions provide students with an excellent opportunity to learn about various careers, internships, and/or fellowships as well as to network with the presenters.

On Campus Interviews – Various organizations come to campus to interview candidates during the academic year.

Career Fairs – The CSO sponsors various career fairs throughout the year. These include global, fellowship, government, and consulting and research fairs in the fall and a week-long career fair in the spring.

CRIMSON COMPASS

This University-wide alumni career advisory network provides students with the opportunity to network with and seek career advice from Harvard alumni. For more information on how to access the system contact the CSO at 617-432-1034 or log onto: www.hsph.harvard.edu/careers

CAREER SERVICES OFFICE ONLINE RESOURCES

The Career Services Office maintains an extensive online library of job search resources that enables students to effortlessly access employers in their area of specialization. Additionally, online periodicals, salary surveys, sample job search documents and templates, and internship and fellowship information are available.

ASPH EMPLOYMENT WEBSITE

The Association of Schools of Public Health (ASPH) maintains job-postings, internship and fellowship information for students from the accredited schools of public health. The URL is: publichealthjobs.net. This site can also be accessed through the Career Services webpage.

IN-HOUSE CAREER OPPORTUNITIES AT HSPH

Published by the HSPH Human Resources Office, this lists in-house jobs, including professional, research, and staff positions. The URL is: www.hsph.harvard.edu/hr

INTERNATIONAL RESOURCES

The *International Career Employment Weekly (ICEW)* and *Public Health Jobs Worldwide (PHJWW)* list job opportunities with international health organizations, job resources, volunteer opportunities, and other resources. The ICEW is available through the CSO Website while PHJWW is available in the CSO Resource Room.

CAREER RESOURCE LIBRARY

Located in Kresge G-18, it offers hard copy listings of current job opportunities, information on fellowships and internships, resource directories, and other career related materials including books on cover letter and resume/CV writing, and public health employers. The Resource Room is open from 9:00 a.m. to 5:00 p.m. Monday through Friday.



**TO MAKE AN APPOINTMENT FOR ANY OF
THE CSO SERVICES, PLEASE CALL US AT
617-432-1034 OR DROP BY THE OFFICE
(Kresge, G18)**

The Career Development Process

Before you undertake your public health job search or career change, we recommend that you engage in the in the following career development steps:

STEP 1: SELF-ASSESSMENT

Suggested Timeline: September-October (for students in a one-year program) and ongoing throughout your career.

The starting point in the career development process is identifying your skills, competencies, values, interests, and personality style to determine career paths and job opportunities that are realistic and that match your preferences. Career management workshops, individual career counseling sessions, and career assessment tools offered by the Career Services Office can help during the self-assessment stage. Begin by asking yourself the following key questions:

- When working, what am I doing when I am the happiest?
- How important to me is security, money, and/or prestige?
- Is impacting social change, and/or working internationally important to me?
- Do I prefer to work in a laboratory, with people, analyzing, solving organizational problems, or educating the public?
- Do I want to improve individual health or have a broader impact?
- How will my career needs balance with my personal life?
- Do I want to impact policy, create healthcare systems, or regulate systems?
- What are my long term professional goals?
- What are my greatest professional strengths and what do I find most challenging?

Career Related Books The Career Services Library (Kresge G-18) has many career related books, including classics such as: *What Color is Your Parachute*.

Identifying Your Skills A job skill is your ability to do a work-related task extremely well. Recognizing the skills you can bring to an employer is important both in finding a position that is the right fit and in articulating your strengths during a job interview. The following should help you to understand and identify your skills:

Job Specific/Work-Related Examples:

- Profession-specific job skills such as: analysis, laboratory techniques, or technology.
- Career-related knowledge such as: an understanding of issues related to a specific disease, understanding government regulations, or knowing research protocols.
- Research and investigation skills.

Self-Management/Adaptive Skills

Examples:

- Being a strong communicator means you can clearly describe in writing or when speaking complex concepts.
- An ability to convince or motivate others.
- Organizational, administrative, or supervisory skills.
- Follow-through, persistence, or strategic thinking abilities.
- Relationship-building skills, the ability to bring together diverse groups of people to work for a common goal.

Once you have identified your skills you will be better equipped to develop an appropriate career focus as well as articulate your strengths when networking and during interviews.

STEP 2: INVESTIGATION OF CAREER OPTIONS

Suggested Timeline: October-December

The next step is to identify resources, gather market information, and evaluate career options. Your task is to find information and target organizations that meet your specific requirements. When evaluating an opportunity, you will want to learn about the culture, mission, areas of specialization, major accomplishments, and current developments or issues in the field. Key questions to explore include:

- What are examples of career paths in the field?
- What are typical titles and job descriptions and which are of interest to me?
- What kinds of work environments do they offer?
- Are the culture, mission, environment, and job responsibilities consistent with my skills, values, and interests?
- Where can I make contacts for internships, fellowships, or permanent job opportunities?
- Is there sufficient opportunity and growth potential?
- How can I best prepare myself to be competitive in this field?

The HSPH Career Services Office facilitates this step with: individual career counseling, career coaching, employer presentations, career workshops, current job listings, and Career Compass - the Harvard alumni career advisory network.

Students are also encouraged to seek information or advice from their faculty advisor, fellow students, or former colleagues, and may find useful

information on the Internet or on the CSO Website.

STEP 3: FOCUS AND GOAL SETTING

Suggested Timeline: December/January

Now that you have conducted the necessary research and understand the options available to you it is time to focus on the career options that you have identified. Carefully review all of the career options consistent with your training and experience. You will want to continue to explore each option through conversations with professionals in the field and discussions with faculty and your advisor. It is important to gain a realistic picture of what the work is like, the career path, the level of opportunity in the field, and what the future will hold. Write down your career goals. This will help you to clearly explain to

prospective employers and individuals in your network the type of position you are seeking. Now that you have further analyzed your options and chosen your career path, it is time to proceed to the job search stage of the process.

The HSPH Career Services Office can help with individual career counseling and offers various career assessment tools to facilitate career decision-making.

STEP 4: NETWORKING

Suggested Timeline: November-February and ongoing throughout your career

Networking is the process of developing relationships with people who can provide current career information in your specific field of interest. Approximately seventy percent of all jobs are secured through the networking process. Networking gives you access to what is called the "hidden job market." These are the jobs which are filled through personal contacts, referrals,

or by being in touch with the right person at the right time.

Developing, expanding, and maintaining your network is a critical career development skill. Many people shy away from networking because they think it requires some innate ability, but networking is a skill acquired through practice. You can connect with individuals who present in classes, at events, or those who are experts in your field. Whenever you attend a conference, try to meet as many people as possible. An easy place to network is via the Career Coaching Program or through Harvard alumni using Crimson Compass. Of course, you can also easily network with alumni from the other colleges from which you have graduated.

Making Networking Connections:

You can contact someone you would like to be part of your network by sending an email requesting some career advice and asking if he or she can spare fifteen minutes for an informational meeting. Because you will be the one asking the questions, you will need to prepare a list of questions in advance. Research the organization so that you can ask targeted questions that will give you the information that you need. Never ask for jobs, only for guidance. The conversation should focus on gathering information, career advice, and asking for further contacts for your job search. Questions for you to think about regarding networking include:

- How can I build a network of people who can provide me with relevant information and referrals?
- What types of qualifications does the organization look for in the individuals they recruit?
- Resume/CV advice, are there any gaps or areas that I should strengthen?
- What does a typical work cycle look like and what are some of the biggest challenges?

Additional sources to build your network are your fellow students, faculty advisors, personal contacts, and people you meet at CSO information sessions and through professional organizations or associations.

The Career Services Office can facilitate this step with online resources, various networking opportunities, and through the career fairs and informational sessions offered throughout the year.

STEP 5: CONDUCTING AN EFFECTIVE JOB SEARCH

Timeline: Throughout your time at HSPH and your career

The competition is stiff, employers are risk adverse, and individuals who are hired must be prepared to add considerable value to the organization. Here are some tips that will help you to succeed:

Broaden your search geographically; each location you include means that much more potential opportunity.

Fill-in any gaps in skills that employers are seeking. Read job descriptions for similar positions. Are you missing any of the skills required? See if there is an easy way to learn those skills such as a workshop or adult education course on budgeting, grant writing, or to gain certain technical skills.

Cast as wide a net as is realistic. This doesn't mean that you should be applying for everything and anything. It means that you should be considering any interesting position that is looking for your background and skills. In a bad economy, it is sometimes wise to find a port in the storm until the economic outlook brightens.

Be flexible. You may be able to find a good job that isn't the perfect job. For those who don't want to risk being without employment, you may be forced to make tough decisions. Should I take the offer or wait and hope that I get something even better?

Add to the list of types of employers you will consider. Your options include government, research institutions, hospitals, consulting companies, non profit organizations, NGOs, academic institutions, or other employers previously not on your list.

Understand your relevant skills, experience, and training and prepare stories to impress prospective employers that highlight your professional or academic accomplishments.

Don't waist opportunity! Make every interview count.

Practice your answers to typical interview questions. Arrange a mock interview with a Career Counselor in the CSO.

Draft and refine your job search correspondence and resume/CV so employers can easily see that your background matches their needs.

Treat each opportunity as if it were your dream job and every time you apply for a position give it your very best shot.

The position you accept should help to move you in the direction you want to go in your career.



Job Search Skills

CAREER CREDENTIALS

When you are applying for a job or are going on an interview there are certain documents that you will need to send or bring to a prospective employer. Creating a system that organizes these materials and makes it easy to retrieve what you need at a moments notice will reduce your stress. The following are some of the documents you may wish to include:

- An updated resume or CV
- Cover letters
- Previous employer contact information
- Writing samples
- Publications
- Honors and awards
- References – names and letters
- Transcripts
- Descriptions of your research

RESUMES AND CVs

A resume/CV is your personal marketing tool and may be one of the most important documents you write in your professional life. A resume is the sum and substance of your work history and education and indicates your particular career direction. It should demonstrate that you have the skills, training, experience, education, and qualifications to succeed in the job. Because your resume is like a personal advertisement, it should convince a potential employer that you are an outstanding candidate who will quickly be able to make a substantial contribution to the organization.

The difference between a resume and *curriculum vitae* (CV) is that a CV does not have a length limit and a resume is generally no longer than two pages. A CV is

appropriate for positions in academia, research, science, or government. It includes information about papers, publications, presentations, and memberships that would appear in less detail on a resume. Both CVs and resumes are presented in reverse chronological order.

Resumes or CVs are useful documents for both you and potential employers. You use them as tools to obtain interviews and to provide a snapshot of your credentials and experiences. Employers use them as a screening device and to facilitate finding the best candidates for a job. Because most employers make an initial assessment of your resume in 20-30 seconds, it is critical to use a format that is easy to read and that highlights your most relevant training and experience.

As you prepare your resume or CV, it is helpful to clarify your career goals, define your skills, and consider which of your skills and experiences will be of the greatest interest to a potential employer. To learn what you should highlight, review some job descriptions for positions that are similar to the one you are seeking. Make a list of all of the requirements listed in the job postings you have chosen. Next, list all of the qualifications you have that are a match. When writing your job search documents highlight the experience and training you have that corresponds with what employers are seeking.

Your resume or CV should include:

Heading will include your name, address, phone number, and e-mail address. If you are posting your resume/CV online, include only your name and your email address.

Career objective Career objectives are rarely included in today's resumes. The job seeker must either write a generic statement that is meaningless or one so specialized that it sounds like it was written only for the job for which you are applying.

Education Your education section precedes your experience section until several years after you graduate. List the names of the institutions you attended with the most recent first. List the degree received plus your major area of study. Include any study abroad or relevant academic projects. Indicate either the degree name (Doctor of Science, Master of Science, or Master of Public Health) or the degree initials (ScD, SM, MPH) and the anticipated date of graduation. Include the area of specialization or concentration after the degree title. Remember to include your thesis or dissertation topic. Some individuals also include relevant courses.

Professional experience Your work experience should be listed in reverse chronological order with your most recent experience listed first. Internships and volunteer experience can be included in this section if they relate to your professional goals, or you can create a section called "Additional or Related Experience," or "Community Service."

When describing work experience, **summarize your accomplishments rather than listing job tasks**. Organize work accomplishments into clusters of related tasks. Clusters of these skills and their respective action verbs might include:

Management and Leadership Skills

Administered	Organized
Centralized	Oversaw
Contracted	Recognized
Coordinated	Recruited
Directed	Reduced
Increased	Supervised
Managed	Taught
Negotiated	Trained
Operated	

Research and Analytical Skills

Analyzed	Interpreted
Appraised	Investigated
Collected (data)	Invented
Conducted (surveys)	Presented (results)
Developed	Published
Documented	Researched
Edited	Solved
Evaluated	Wrote
Presented (results)	
Published	

Problem-Solving and Program Development Skills

Created	Forecast
Designed	Implemented
Devised	Improved
Developed	Launched
Established	Prepared
Expanded	Tripled

Honors and awards List any awards or distinctions you received, such as dean's list, *cum laude*, or Phi Beta Kappa. Include a brief explanation of honors or awards that are not self-explanatory. It is not necessary to include your grade point average, unless requested by an employer. This information can be included within the Education section or listed separately.

Dates Make sure that dates are clearly delineated. You can choose to write dates during semesters as Summer '10, Spring '11. You can also just write the year, such as 2010-2011, when your experience has spanned several years. If you are currently engaged in an activity, write Sept. '09 – present.

Additional or related work experience You may want to include this section if the experiences add to your range of qualifications and show evidence of skills valued by the organization.

Publications List as many publications as will easily fit on your resume. If you have a great many, create a separate publications page.

Computer skills It is advisable to provide information about your computer skills, especially those relating to scientific and/or statistical software.

Languages If you are fluent or conversant in another languages, list the languages you speak and/or write as follows: "Fluent in French, proficient in Japanese, knowledgeable in Spanish." Think carefully about your level of proficiency. Do not overrate your skills as you may be asked to demonstrate your language ability during an interview.

Community Service Many volunteer experiences that are relevant to your field can be listed under your experience or community service sections. Employers like to see that you donate your time to worthy causes.

Interests Most individuals will not be including an interest section. If your interests are unusual or an expansion of your career interests then you may want to include them on your resume. Avoid generic interests such as: tennis, reading, travel, or theater.

Licensures and certifications If you have a license in a specific field like medicine indicate it in this section.

Professional affiliations List memberships in professional societies relevant to your career goals.

References It is not necessary to say: "references will be furnished upon request" or to include the names and contact information for your references on resume/CV. Prepare a separate list with names, titles, addresses, telephone numbers and email address. Give careful consideration to your choice of references, as some will be more appropriate to an employer than others. Be certain to secure the prior approval of a reference before giving their name to a prospective employer.

Avoid personal information such as your marital status, children, age, religion or political views.

Layout and printing As you prepare the final draft of your resume/CV, keep in mind that it should be written concisely, clearly, and free of error. For best results, schedule an appointment with a career counselor in the CSO so you can get expert advice on format, content, and wording. Use **boldface type**, underlining, and capital letters to bring attention to important headings and information on your resume. However, be sure that these features enhance rather than detract from information. Mixing too many typestyles can clutter your resume. Remember to add line spaces when necessary and to use a size 10 Times New Roman or larger font size to make your resume easy to read.

Always proofread your final draft carefully many times to avoid typos, misspelled words or other errors. Ask the CSO to review the final draft. Use bond paper in white, off-white, or ivory to print the hard copy version of your resume.

Once you have finalized your resume content and format, send it by email to at least three friends. This will let you know that the document can be easily opened and arrives appropriately formatted.

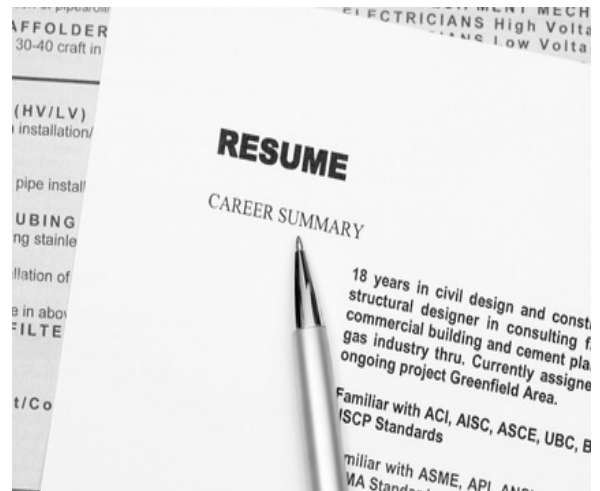
Scannable Resume/CV

When writing a scannable resume/CV use white paper, and 12-point scanner friendly fonts (Arial, Times, or Courier), use words that describe your experience in a concise and accurate manner, use more than one page if necessary. Don't use colored or dark paper, italics, underlining, shadows or reverse type, bullets, lines, borders, boxes or graphics.

Putting Your Resume/CV On-line

Once you are satisfied with your resume/CV you should publish it in one of the HSPH CSO's electronic resume/CV books on *CareerConnect*. These books can be found by linking to CareerConnect through the CSO Website. Employers are very interested in viewing resumes/CVs on line when hiring. This will also give a larger number of employers the opportunity to view your resume/CV easily and often.

Additional information, including a CV and resume samples are available online and in the HSPH Career Services Office



Action Verbs

When describing functional skills, it is recommended that you choose action verbs.

Accelerated	Allocated	Assisted	Defined	Helped	Offered
Achieved	Analyzed	Attained	Delegated	Hired	Operated
Accomplished	Anticipated	Audited	Delivered	Identified	Ordered
Acted	Appointed	Augmented	Demonstrated	Illustrated	Organized
Activated	Appraised	Averted	Designed	Implemented	Originated
Adapted	Approved	Bought	Detected	Improvised	Painted
Added	Arranged	Briefed	Determined	Increased	Participated
Addressed	Ascertained	Broadened	Developed	Indexed	Perceived
Administered	Assembled	Built	Devised	Influenced	Performed
Advised	Assessed	Calculated	Diagnosed	Initiated	Persevered
Changed	Edited	Interviewed	Directed	Inspected	Persuaded
Chartered	Effected	Introduced	Documented	Instituted	Photographed
Checked	Elicited	Invented	Doubled	Instructed	Piloted
Clarified	Eliminated	Invested	Drove	Insured	Pioneered
Classified	Employed	Investigated	Earned	Interpreted	Planned
Coached	Enforced	Judged	Predicted	Repaired	Supported
Collaborated	Engineered	Kept	Prepared	Reported	Supplied
Collected	Established	Launched	Presented	Represented	Surpassed
Communicated	Estimated	Learned	Prevented	Researched	Surveyed
Combined	Evaluated	Lectured	Processed	Resolved	Synthesized
Compared	Examined	Led	Procured	Restored	Systematized
Competed	Executed	Lifted	Produced	Reversed	Talked
Compiled	Expanded	Listened	Programmed	Reviewed	Taught
Completed	Expedited	Located	Promoted	Revised	Terminated
Composed	Experimented	Logged	Proposed	Revitalized	Tested
Computed	Explained	Made	Proved	Saved	Tightened
Conceived	Extracted	Maintained	Provided	Scheduled	Traced
Concluded	Facilitated	Managed	Publicized	Searched	Traded
Conducted	Financed	Manipulated	Published	Selected	Trained
Constructed	Fixed	Marketed	Purchased	Separated	Translated
Contacted	Followed	Measured	Questioned	Served	Trimmed
Controlled	Forecast	Mediated	Raised	Serviced	Tutored
Copied	Formulated	Met	Read	Settled	Uncovered
Counseled	Founded	Minimized	Realized	Shaped	Understood
Crafted	Framed	Mobilized	Reasoned	Simplified	Unified
Created	Gathered	Modeled	Recommended	Solved	Used
Cultivated	Generated	Modernized	Reconciled	Staffed	Utilized
Dealt	Governed	Monitored	Recorded	Started	Verbalized
Debated	Guided	Negotiated	Recruited	Stimulated	Verified
Decentralized	Halved	Networked	Redesigned	Streamlined	Visualized
Decided	Handled	Observed	Reduced	Stretched	Vitalized
Decreased	Headed	Obtained	Regulated	Structured	Widened
			Referred	Studied	Won
			Renegotiated	Summarized	Worked
			Reorganized	Supervised	Wrote

COVER LETTERS

The purpose of a cover letter is to introduce yourself to an employer and to state your interest in an organization or a particular position. Most importantly, a cover letter is your opportunity to highlight the skills, training, and experience you have that match the requirements stated in the job description. Whenever you apply for a position, a cover letter should accompany your resume/ CV.

Cover letters have a standard structure. This includes the opening paragraph, in which you explain why you are writing and the job for which you are applying. Also explain where you heard of the opening or why you selected this employer for an inquiry. If you were referred by someone, be sure to mention their name. For example, "At the suggestion of Sue Smith, I am writing to express my interest in the health analyst position."

The second paragraph contains your description of how your work experience and training is related to the job. Remember to mention pertinent data or accomplishments to show that you have the specific qualifications the employer is seeking.

In the third paragraph, explain why you are interested in working for this organization and in the particular position. Say that your resume is enclosed. End with "Sincerely," or another professional closing.

SOME HELPFUL HINTS:

Research the field. Review job descriptions for similar positions and list the requirements listed in each posting. Write the skills, training, and experience that you have that match what each organization is seeking. This information will help to guide you as you write to prospective employers about your qualifications.

Research the organization. Read annual reports, company brochures, and look at the organization's website. Check resources such as

CareerConnect, Crimson Compass, and faculty for networking contacts who can provide you with insider information on the employer. You may even be able to make a contact who will let you use their name when you correspond with the organization.

Address your cover letter to the person responsible for hiring. You can call the human resource office or hiring contact and ask for the hiring person's name. Avoid addressing a letter "to whom it may concern." If locating a name fails, using Dear Director, Recruiter, or Manager is better than Dear Sir or Madam or To Whom it May Concern.

Mention someone who referred you to the organization (if possible). Utilize your network of contacts.

Express your professional accomplishments and skills; emphasizing those that match the job's requirements.

Carefully proofread your cover letter for errors. Ask a friend who is a good editor to read your letter.

Be brief. Cover letters are preferably three or four paragraphs that fit easily on one page.

Communicate confidence and professionalism. The cover letter, like your resume/CV, is a marketing tool. It also serves as an example of your writing skill and style.

Show that you have strong writing skills. Cover letters will not get you a job, but they will get you a rejection if your letter is poorly written, has grammatical mistakes or typos.

Some common cover letters mistakes:

- Being too casual or informal in your communication.
- Trying to be unique –“Look no further, I'm the candidate you're looking for.”
- Using gimmicks, literary prose, flashy paper, or colored type.

- Writing lengthy letters (more than one page).
- Not utilizing standard business form.



OTHER LETTERS

There are other types of correspondence that you may need to use in your job search. These include the **career exploration** letter, which you write to request an informational interview to get career advice. In this letter, you are asking a busy person to spend time discussing his/her career experience with you. Therefore, your letter should include enough information about yourself and how this person can be helpful to make him/her interested in meeting with you. Informational interview tips are available through the CSO webpage.

Another important letter you will write is the **follow-up** letter. You should write thank-you letters to people who have met with you or talked with you during your search. If you are interested in the position, this is an opportunity to reiterate your interest. You may also want to incorporate information about what you have learned and how the meeting was helpful.

INTERVIEWING SKILLS

There are steps you can take that will improve your interviewing skills and the likelihood of securing a job offer. First, remember that job interviews are two-way communications. Not only are they a tool that the employer uses to evaluate you, but they are also an opportunity for you to assess the job, the organization, and to see if there is a "fit."

Two keys to successful interviewing are advance preparation and practice. The following suggestions will help you prepare for an interview:

Self-evaluation It is important for you to think about yourself and your past experiences in order to be ready to articulate what you have to offer an employer. Consider the following topics:

- How your present and past experience relate to the position
- The ways that this position matches your current and future career goals
- The skills and expertise you have to offer
- The skills that you would like to develop or improve
- Location, salary, and lifestyle priorities
- Kinds of people and environments you prefer.
- The many strengths you have that will allow you to make a strong contribution to the organization.

Researching the organization Researching the organization thoroughly is a critical second step in the process. You can begin by searching on-line for company profiles on the internet. There are many Websites that provide industry and company information. Start your research at the HSPH CSO Portal. You will want to begin with Vault, an extensive online career library that contains insider and other information about a wide variety of organizations. Next, check out the Industry Research section of the Portal accessed through the "Job Search Websites" link. You can also review print media and read journal articles and other publications such as the *American Journal of Public Health*. Newspapers such as the *Wall Street Journal* or the *Boston Business Journal* are other good resources.

Practice interviews Careful preparation will help you to make the most out of each interview opportunity. Located at the end of this section are general interview questions. To improve your interviewing skills, participate in a mock

interview, offered throughout the year by the Career Services Office. A CSO staff member will play the role of the interviewer and ask you questions relevant to the kind of job and industry you choose. The CSO “interviewer” will teach you techniques to incorporate that will help you to make a favorable impression on prospective employers. You may also want to practice with friends and family.

An interview consists of the following four components:

Introductions First impressions happen quickly. Establishing rapport, direct and sustained eye contact, a firm handshake, a warm smile, good posture, and introducing yourself in a confident manner are important ingredients. A well-groomed, professional appearance is critical. You should plan to arrive at the interview a few minutes early. Bring extra copies of your resume/CV and your list of references. You may also want to bring a writing sample or published article if you have one.

Preliminary questions Allow the employer to ask the initial interview questions. Be prepared to answer a question such as, “So tell me a little about yourself.” Employers sometimes like to break the ice by asking, “Did you have trouble finding us?” All you need to say in response is, “No, the directions on your website were perfect.”

Pivotal questions These are the key questions regarding the skills necessary for the job. Review the sample interviewing questions at the end of this section and consider preparing your thoughts and comments.

Closure This is the final part of the interview where you have a chance to re-articulate your interest and inquire about next steps in the process. Often this is when they ask you if you have any questions. Be sure to have prepared a list of solid questions such as:

- To whom would I report and how would I be supervised?

- Do you anticipate any major new developments in the next year?
- Why is the person who currently holds the position leaving and what type of position are they moving on to?
- What is your hiring timeline?
- What do you think will be the biggest challenges that this position presents?
- Can you tell me more about the work cycle and on what I will be spending the largest percentage of my time?

Additional tips

- Remember to be yourself rather than trying to be more than you are.
- Focus on presenting a positive, enthusiastic tone.
- If you are asked to describe a weakness, mention lessons learned, and steer away from negative descriptions.
- Think about three or four accomplishments, skills you have learned, and relevant experiences that demonstrate that you could perform the job well.
- Find specific, rather than general, examples from your experience that illustrate important points about yourself.
- When answering questions, tell short stories that demonstrate your accomplishments that are relevant to the position. Remember that all of the information that you give should be positive and should show you as highly capable and will be able to seamlessly transition into the job.
- If you are confused about a question and need more time to think before answering, ask the interviewer to please rephrase the question or to clarify.
- If the employer signals the end of the interview and asks you for questions, and you haven't discussed some key points, say: "There are a couple of points I would like to mention."
- Before you leave ask for their timeframe and collect the business

cards of those with whom you have interviewed.

- It is natural to feel nervous. Preparation and practice will help prevent excessive anxiety.
- After the interview, write a brief thank you letter. Express your appreciation for the opportunity to interview and learn about the organization, re-confirm your interest, and re-emphasize how your background and skills might be of interest to the organization.

INTERVIEW QUESTIONS

You can expect to be asked some of the following types of questions in an interview.

Case Questions are often used by consulting companies to assess your analytical and problem solving skills. The interviewer presents a situation and asks you to discuss possible solutions. A sample case question is, “Describe a managed care company that you think is successful and explains why. What do they do that works? What are their potential problems? What is your outlook for their future? What suggestions do you have for their future?”

Behavioral or situational questions are used to assess how you would behave in different circumstances and to predict your behavior in future, similar situations. An interviewer may ask, “Tell me about a time when a team you were working on was unable to proceed due to some interpersonal conflict. How did you respond, and what role did you play on the team?”

Role-play questions entail the interviewer asking you to put yourself in another role and decide how you would handle a specific problem.

Industry-specific questions are questions regarding the latest trends or issues in the industry. An interviewer may ask, “If you were a CEO of Microsoft’s main competitor, what actions would you take in the on-line services market?”

General questions are the most common types of questions asked by interviewers.

- Tell me about yourself.
- What are your key experiences and accomplishments?
- Describe the achievement that you are proudest of?
- What are your strengths and weaknesses?
- How would your supervisor describe you?
- Explain your reason for leaving your last/current job.
- What are the most important things to you in a job?
- What do you value in a supervisor?
- How would you describe your management style?
- What appeals to you about this job and organization?
- What qualities do you think make someone successful in our industry?
- What would you like me to know most that is not on your resume?
- Explain your understanding of the issues and trends in your specialty and in the overall industry.
- Why are you qualified for this position?
- Give an example of a situation where you demonstrated leadership.
- What are your long term career goals?
- What is your proudest accomplishment and why?
- What questions do you have about the organization? This is not the time to bring up questions about salary, benefits, and vacation about which you can inquire after you have been offered the job.

Tip: Executive recruiters say that the most important things interviewers are seeking in job candidates are a track record of accomplishments, and/or growth in previous position; motivation, drive, and ambition; a sense of objectivity about one's self; professional dress and image, and a positive approach to the position.

Step-By-Step Guide to Networking

Research tells us that fewer than 30% of all positions are advertised and **70% of job seekers find their positions through networking**. Since employers prefer to hire people referred through a contact, job seekers must include networking in their job search toolkit in order to be exposed to the majority of available positions.

FIRST:

- **Develop a clear personal mission statement** to let individuals you meet know about your background and interests.
- **Keep careful records** of everyone you meet through conferences, class presentations, lectures, friends, or through your current or previous work or volunteer experiences.
- **Collect business cards** and write notes on the back to help you remember something about the individual.
- When you read a publication that refers to someone who does something that is relevant to your career, make a note.
- **Create a list of the organizations** for which you would be most interested in working.
- **Check Crimson Compass** for Harvard alumni who work for the organizations that interest you or who are in your field. Simply go to the Career Service Office website, click on Crimson Compass and follow the easy instructions.
- **Search potential contacts through HSPH CareerConnect**. Simply log-in, choose “Employers”, then “Search Employers”. Next, select search by industry or by organization name, click on “contacts” and finally, click on the contact’s name.
- **Go to conferences and educational programs** that will put you in contact with people who can help with your career search.

- **Create an organizational system** that will allow you to track and fully utilize your contacts.

SECOND:

- **Prepare a one minute “elevator speech”** to introduce yourself. You will need to: say who you are, what and where you are studying, give a snapshot of your relevant experience and preparation, and tell your career goal. In order to be most helpful your contact needs this basic information. You will also use this “speech” to introduce yourself at career fairs and other recruiting events.
- **Create a list of twenty questions** that you want to ask during informational interviews. You will need to be organized so that you don’t waste your contacts time and gain as much as possible from each contact you make.
- **Seek advice from mentors, advisors, faculty, your career coach,** and anyone else who might be helpful. Give them your list of the organizations you have selected and ask them to recommend folks for you to speak with. Make certain to get permission to use their name when making contact.
- **Prioritize your list of possible contacts.** Once you make the initial contact, it will be important to stay in touch with the individual. Start slow, select ten individuals with whom to begin networking.
- **For the initial contact send an email or a letter of introduction** and, if you have a referral, mention their name. Tell them a little about your background and your career goal. For example, you could begin your correspondence:



“Lindsey Jones suggested that I write to ask for your advice on how I can best launch my public health career. Currently I am earning my Master in Public Health from Harvard School of Public Health with a concentration in global health. After graduation this May plan to begin my career in international HIV prevention.”

- When making contact, remember that **you are asking for advice and not for a job**. If they know of an appropriate position, they will mention it. You want to request that they recommend other people with whom you can speak.
- Be sure to **follow-up and keep in touch** with your contacts.
- Always **send letters of appreciation** after a phone, or in-person meeting.

NEXT:

- **Stay in touch with your network.** Send them email updates on your progress and accomplishments and/or send them articles that might be of interest. You want your name to be in their mind so that they will remember to let you know about any interesting opportunities.
- **Keep the momentum going!** It takes a lot of hard work and commitment to network full throttle, but you must if you want to be one of the 70% of job seekers who secure their position through networking.



Sample Networking Questions:

- Which of the organizations in this field do you think are doing the most interesting work?
- Do you think there is a lot of opportunity for a new professional?
- What type of training and experience will best prepare me to be a success in this field?
- Can you recommend some people in the field I should consult?
- What do you look for in the people you hire?
- What do you think are the major challenges new professionals face in the field?
- Can you tell me about your work?

CAREER RESOURCES ON THE INTERNET

The Career Services Office (CSO) is dedicated to providing you with all of the resources you will need to conduct an efficient and highly productive job search. While many of our resources are listed below, you will be better served by going to our Online Career Resource Library website on the CSO homepage. Once there, you will have access to a more complete list of sites that will link you to thousands of career announcements.

CareerConnect, the HSPH Job Search Online Database

The CSO maintains an online job posting database, called CareerConnect. Every position that is submitted to the CSO is posted to that site. CareerConnect will give you access to full-time, internship, fellowship, summer, and part-time, opportunities.

To access CareerConnect, log on to:

- www.hsph.harvard.edu/careers
- Input your username as it appears on your HSPH email address + 677 (i.e., jdoe677).
- Type in your password: The last four digits of the first eight numbers of your Harvard I.D. (i.e., 12345678)

To search for jobs, internships, or fellowships:

- Log into your CareerConnect account
- Click on Jobs & Internships button and select, “Classifications”
- Choose from the following classifications: Academic, Fellowships, Gov-Federal, Gov-Local, Gov-State, HMO/hospitals, International, Legal, Multiple Listings, For Profit, Non-Profit, Part-Time, Research.
- To search using a keyword, enter the word(s) in the proper field.
- After selecting your job search criteria, click Search.
- In the More Search Options box, select: Save Your Search.

- Name your search in the Saved Search Name field.
- Choose whether to receive email notifications of job matches.
- Select the job source from the Show Me Jobs. section.
- Finally, click save.

To learn about creating a favorites jobs folder and about searching for employers or Career Services events, pick-up a comprehensive CareerConnect instruction sheet in the CSO.

InterviewStream

HSPH has a school-wide membership to InterviewStream. You will find the link to this comprehensive interview site on the CSO homepage. InterviewStream allows you to practice and critique your interviews online. Using a webcam, you will be able to simulate job interviews by responding to pre-recorded interview questions and you will be able to practice both your verbal and non-verbal communication skills.

CaseQuestions.com

Students interested in interviewing with consulting organizations can practice responding to case interview questions on this very useful, interactive website available on the CSO Portal.

JOB, INTERNSHIP, AND FELLOWSHIP SEARCH SITES

Hospital-Related Sites:

- www.ache.org – The American Colleges of Healthcare Executives
- http://www.newenglandherc.org/home/index.cfm?site_id=660 – Higher Education Recruiting Consortium posts positions at academic institutions and their hospital affiliates.

General Job Search Sites:

- www.simplyhired.com - Positions from a wide variety of sources are aggregated and posted on this site. Try various titles and keyword searches.
- www.indeed.com – Aggregates positions from numerous sources and posts them on this site.
- www.idealists.org – Great source to locate non-profit job openings in the U.S. and throughout the world. Go to “find” and select “job search”. Also sponsor career fairs in various cities throughout the U.S.
- www.jobcentral.com – Lists a wide variety of positions in every sector and U.S. location.
- www.eco.org – Service that matches positions with subscriber’s profiles.
- www.publicservicecareers.org/ - This site lists a variety of positions in the public service sector.
- www.monster.com – Posts numerous positions in the healthcare sector.

General Public Health

- <http://cfusion.sph.emory.edu/PHEC/phec.cfm> - Hosted by Emory School of Public Health, this site collects and publishes public health positions from a wide variety of sources.
- www.academickeys.com/ - Academic employment (including Health Sciences) in higher education.
- www.publichealthjobs.net - Resources and information for public health students, alumni and professionals.
- <http://www.bettycjung.net/> - Great resource for public health information and jobs. You may wish to subscribe to their jobs newsletter.
- www.healthcareerweb.com - Healthcare career opportunities
- www.healthcarejobstore.com/ - Lists positions in a wide variety of healthcare fields.

- www.changemakers.com – This site focuses on the world of social innovation and provides solutions and resources to help everyone implement change.
- www.sphcm.washington.edu/careers/jobs.asp - University of Washington School of Public Health Public Health Employment Connection
- www.lib.berkeley.edu/PUBL/jobs.html - U.C. Berkeley, Public Health Library site which posts several useful links to search public health positions with an emphasis on California.

Academic-Related Job Search Sites:

- www.hsph.harvard.edu/hr - Lists career opportunities at the Harvard School of Public Health.
- www.higheredjobs.com - Lists positions in colleges and universities.
- www.chronicle.com – Career opportunities with colleges and universities
- www.academic360.com Links to every college in the United States Human Resource Department

Medical/Health

- www.healthcarejobstore.com/healthjobs/index.cfm?fuseaction=main.salaries
- www.medzilla.com
- www.medhunters.com/

Salary Surveys:

- www.salary.com - Free basic reports provide average salary data by general job title and location. Data is available for both the United States and international locations. (Again, this site offers premium reports for a fee.)
- www.salaryexpert.com - Free basic reports provide average salary data by general job title and location. Data is available for both the United States and international locations. (Again, this site offers premium reports for a fee.)
- www.payscale.com

International Students:

- UPENN's Information for International Students http://www.vpul.upenn.edu/careerservices/college/employers_hiring_for_eign_nationals.html - Datasheets for international students looking for work in the United States including a list of employers hiring foreign nationals by industry FAQs for international students seeking employment.
- www.vpul.upenn.edu/careerservices/college/employers_hiring_foreign_nationals.html - International Student information site with career resources, advice, etc.
- www.istudentcity.com/career/career_placement.asp - Resources for international students seeking to work in the U.S. including an online database of American employers open to hiring international professionals.
- www.h1visajobs.com/

Working Abroad:

- www.fpa.org/jobs_contact2423/jobs_contact.htm - Foreign Policy Association Job Board
Database of job and internship opportunities in development, research, education, health and population, youth, humanitarian relief, and more.
- www.idealists.org - A great website to find job openings in the U.S. and throughout the world. Go to “find” and select “job search”.
- www.jobs.un.org/Galaxy/Release3/vacancy/vacancy.aspx - Career opportunities with UN branches worldwide and field missions.
- www.comminit.com - Web directory of public policy research centers and institutes in New England. Sorted according to state.
- www.goinglobal.com/default.asp - A collection of sources enabling a search by country, career, or topic.
- www.comminit.com - Posts announcements of positions in development and communications. Site partners include WHO, USAID, UNICEF, UNAIDS and others.

- www.internationaljobs.org - Comprehensive source for International career positions.
- www.undp.org - Links to United Nations Development Programs Click on UNDP Jobs.
- www.usaid.gov/about_usaid/ - Resources on foreign assistance and humanitarian aid.
- www.worldbank.org - Comprehensive information on the World Bank.
- www.who.int/employment/internship - Lists internships with the World Health Organization
- www.engenderhealth.org - Information on reproductive health services.
- www.familycareintl.org - Click “About” and “Employment Opportunities” to access jobs and internships
- www.relief.org/ - Provides support that helps other relief organizations fulfill their mission.
- www.icsc.un.org/joblinks.asp - Links to job, volunteer and internship opportunities within the UN system.



- www.eco.org – Work Permit and other Service that matches positions with subscriber’s profiles.
- www.usembassy.state.gov - US Department of State websites of US embassies and consulates worldwide.

- www.state.gov/travel/ - Information for US citizens preparing to work abroad.
- www.firstgov.gov/Topics/Americans_Abroad.shtml - A collection of resources from the U.S. Government on living, studying, and working abroad.
- www.workpermit.com - Immigration, work visas and work permit information from Global Immigration Services.

Think Tanks, Foundations, and Policy Organizations

- www.policyjobs.net - Jobs, internships, scholarships, and fellowships with think tanks, governments, and academic institutions
- www.policyjobs.net/ - Web directory of public policy research centers and institutes in New England, sorted according to state.
- www.fdncenter.org - Philanthropy resources.



Associations

Most associations are an excellent source of targeted job postings.

- www.americanhospitals.com/resources/hospitalassns.htm - Links to state hospital association.
- www.asacenter.org/Directories/AssociationSearch.cfm - Use keywords to find relevant professional associations.

- www.lib.uwaterloo.ca/society/subjects_soc.html#HEALTH - List of scholarly societies, prepared by the University of Waterloo.
- www.afsa.org/ - American Foreign Service Association
- www.afpc.org/ - American Foreign Policy Council.
- www.aspanet.org/scriptcontent/index.cfm - American Society for Public Administration.
- www.appam.org - American Society for Public Policy: Analysis and Management Center for American Women and Politics
- www.rci.rutgers.edu/~cawp/
- www.ourpublicservice.org - The Partnership for Public Service provides links to: public service jobs, federal agency job listings, and internship information.
- www.biotech.icmb.utexas.edu/pages/professional/prores3.html - This group represents the interests of the biotechnology field; provides career profiles, conference, other event information, and an online journal publication.
- www.bio.org/index.asp?stay=yes - BIO is the world's largest biotechnology organization, providing advocacy, business development. www.massbio.org/careers/ - Massachusetts Biotechnology Council
- www.asaging.org - American Society on Aging.
- www.geron.org - Gerontology Society of America
- www.faseb.org - Federation of American Societies for Experimental Biology

Foundations

- www.cof.org - The Council on Foundations; lists positions at all levels from widely diverse foundations.
- www.fdncenter.org - The Foundation Center; allows you to research various funding sources.

Pharmaceutical, Biotechnical, and Healthcare Industry

- www.medzilla.com/cgi-bin/searchjobs - Great resources including job postings for the biotechnical, pharmaceutical, science, and healthcare field.
- <http://www.masshfma.org/> HFMA is a nationwide professional association organized to improve financial management of healthcare institutions and related patient care organizations.
- www.bio.com - Job database for employment in the biology, biotechnology, pharmaceutical, healthcare and science industries.
- www.bscp.org/internships.asp Mentors students in the biomedical industries, with a particular focus on students from a variety of cultures and ethnic backgrounds; provides internship, mentoring, and scholarship listings.
- www.bscp.org/internships.asp - Searchable nationwide Bioscience Job Network.
- www.biojobnet.com/ - Bioscience positions and information on career fairs; direct links to major bioscience companies.
- www.biospacejobs.com/jobs/default.aspx
- www.bostonworks.boston.com/channels/biotechnology/ - The Boston Globe's online job database devoted to the biotechnology sector. Includes industry news and career fair notices.
- www.bioview.com/bv/servlet/BVHome - National biotechnology job database and career resources.
- www.hirebio.com - Bioinformatics firm directory from Damien Counsell at Oxford.
- www.colorbasepair.com/companies.html - Pharmaceutical and biopharmaceutical national job bank.
- www.pda.org/careers/index.html iohealthmatics.com
- www.biohealthmatics.com - Information and job opportunities for the bioinformatics community.
- www.biospace.com - Life sciences, healthcare and pharmacology opportunities.

- www.diahome.org - Comprehensive listing of employment opportunities in the pharmaceutical industry.
- www.hirehealth.com - Positions in the pharmaceutical, biotechnology, medical and healthcare industries.



Nutrition and Nutrition Associations

- www.massnutrition.org/jobline_main.htm - New England area jobs in hospitals, public health, and other clinical settings; foodservice operations; private practice; education and research; consulting; and more.
- www.dietitiancentral.com/dietitianjobs/dietitianjobs.cfm - Regularly updated database of national job postings
- www.nutritionjobs.com/jobsearch.php - Job listings for food service and nutrition positions nationwide.
- www.eatright.org/cps/rde/xchg/ada/hs.xsl/index.html - American Dietetic Association
- www.nutritioncare.org/ - American Society for Parenteral and Enteral Nutrition.
- www.cen-chemjobs.org/ - Search for opportunities in chemistry, pharmaceuticals and biotechnology.
- www.ecojobs.com/ - Great source for environmental jobs.
- www.eco.org - Internships, conferences and more.
- www.epa.gov - Environmental Protection Agency

- www.enviroyellowpages.com/envirolinks/envirolistings.htm - Environmental Yellow pages Alphabetical listings of environmental organizations.
- www.depts.washington.edu/ehlib/ Links to environmental health sites and other resources.



Epidemiology

- www.cste.org/employment/employment.htm
Council for State and Territorial Epidemiologists

Federal Jobs

- www.fedworld.gov/ - Detailed information on federal agencies, job opportunities and other governmental information systems.
- www.jobs.nih.gov - National Institutes of Health job listings
- www.studentjobs.gov - Student job opportunities with the federal government

- www.usajobs.opm.gov - Federal employment opportunities:
- www.cdc.gov - Centers for Disease Control, click on training and employment

Fellowships

- www.ache.org -lists administrative fellowship opportunities in hospitals
- www.ghfp.net – The Global Health Fellows Program offers a wide variety of fellowship opportunities. Register on the site by creating a profile and storing your CV and bio data form in their database. Simply submit a targeted cover letter to apply for each opportunity which you select.

Internships

- www.bscp.org/internships.asp - Searchable nationwide Bioscience Job Network.
- www.medzilla.com/cgi-bin/search-jobs-cart - Use graduate internship for your keyword search.
- www.cdc.gov/employment/studentjobs.htm - Lists internships with the Center for Disease Control.
- www.idealists.org – Lists internships throughout the world. Click on “find” then “internships”.

Relief Organizations

- www.care.org - International relief and development information and jobs.
- www.theirc.org - International Rescue Committee, Information on worldwide programs and job opportunities
- www.familycareintl.org - Family Care International works to improve the health of women and adolescents with emphasis on safe pregnancy and childbirth and avoiding HIV and unwanted pregnancies.
- www.archq.org - American Refugee Committee, click on “Positions Available” then “Related Links”.

- www.engenderhealth.org – Committed to improving reproductive and sexual health worldwide, lists job opportunities in their various programs.
- www.archq.org - American Refugee Committee, links to a variety of positions in rapid relief.
- www.imc-la.org - International Career Employment Center: International Medical Corps: Global humanitarian nonprofit organization.
- www.theglobalfund.org/en/ - Dedicated to fighting AIDS, Tuberculosis and Malaria.
- www.americares.org/ - provides domestic and international disaster relief.

Professional Public Health Associations

AcademyHealth

1150 17th Street NW
Suite 600
Washington, D.C. 20036
202-292-6700
www.ahsrhp.org

American Association of Occupational Health Nurses

7794 Grow Drive
Pensacola, FL 32514
850-474-6963
www.aaohn.org

American Association of Public Health Dentistry

3085 Stevenson Drive Suite 200
Springfield, IL 62703
217-529-6941
www.aaphd.org

American Association of Public Health Physicians

1605 Pebble Beach Blvd
Green Cove Spring, FL 32043-8077
www.aaphp.org

American College of Healthcare Administrators

1321 Duke Street
Suite 400
Alexandria, VA 22314
866-874-1585
www.achca.org

American College of Healthcare Executives

One North Franklin
Suite 1700
Chicago, IL 60606-3529
312-424-2800
www.ache.org

American College of Physician Executives

400 N. Ashley Drive
Suite 400
Tampa, FL 33602
800-562-8088
www.acpe.org

American College of Preventive Medicine

455 Massachusetts Avenue NW
Suite 2001
Washington, DC 20001
202-466-2044
www.acpm.org

American College of Surgeons

633 N. Saint Clair Street
Chicago, IL 60611-3211
312-202-5000
www.facs.org

American Conference of Governmental Industrial Hygienists

1330 Kemper Meadow Drive
Cincinnati, OH 45240
513-742-2020
www.acgih.org

American Diabetes Association

Attn: National Call Center
1701 N. Beauregard Street
Alexandria, VA 22311
800-342-2383
www.diabetes.org

American Dietetic Association

120 South Riverside Plazas
Suite 2000
Chicago, IL 60606-6995
800-877-1600
www.eatright.org

American Health Lawyers Association

1620 Eye Street NW
6th Floor
Washington, DC 20036-5405
202-833-1100
www.healthlawyers.org

American Hospital Association

155 N. Wacker Drive
Chicago, IL 60606
312-422-3000
325 7th Street, NW
Washington, DC 20004-2802
202-638-1100
www.aha.org

American Industrial Hygiene Association

2700 Prosperity Avenue
Suite 250
Fairfax, VA 22031
703-849-8888
www.aiha.org

American Institute for Nutrition

9650 Rockville Pike
Bethesda, MD 20814-7050
301-634-7791
www.faseb.org/asns

American Medical Association

515 North State Street
Chicago, IL 60654
800-621-8335
www.ama-assn.org

American Medical Writers Association

30 West Gude Drive
Suite 525
Rockville, MD 20850-1161
301-294-5303
www.amwa.org

American Nurses Association

8515 Georgia Avenue, suite 400
Silver Spring, MD 20910
800-274-4262
www.ana.org

American Physiological Society

9650 Rockville Pike
Bethesda, MD 20814-3991
301-634-7164
www.the-aps.org

American Public Health Association

800 I Street, NW
Washington, D.C. 20001-3710
202-777-APHA
www.apha.org

**American Society for Biochemistry and
Molecular Biology (ASBMB)**

9650 Rockville Pike
Bethesda, MD 20814-3996
301-634-7145
www.asbmb.org

**American Society for Public
Administration**

1301 Pennsylvania Avenue
Suite 840
Washington, DC 20004
202-393-7878
www.aspanet.org

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Society for Clinical Trials

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Society for Epidemiologic Research

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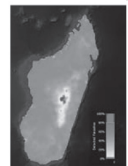
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