

# OPPORTUNITIES

A QUARTERLY CAREER NEWSLETTER

BROUGHT TO YOU BY THE CAREER MANAGEMENT CENTER

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## Upcoming Deadlines:

### Main Campus & Stuart School of Business Undergraduate Students:

- Dec. 17** - Earliest date to begin Spring Co-op or Internship
  - Jan. 25** - Last day to register for Spring Co-op or Internship
  - Feb. 4** - Last day to start working a Spring Co-op or Internship
  - May 19** - Earliest date to begin Summer Co-op or Internship
- ### Stuart School of Business Graduate Students:
- Feb. 11** - Earliest date to register for a Spring Co-op or Internship
  - Feb. 18** - Earliest date to begin Spring Co-op or Internship
  - March 5 - NOON** - Last day to register for Spring Co-op or Internship
  - March 10** - Last day to start working a Spring Co-op or Internship
  - April 28** - Earliest date to register for a Summer Co-op or Internship

## Summary of NACE Job Outlook 2008

### Lovetta Houston, Assistant Director

According to the National Association of Colleges and Employers (NACE), the class of 2008 will be stepping into a good job market. The chances of having a job upon May 2008 commencement are great. This is the healthiest job market of the last three years. The results of a recent survey of college recruiters showed that they will hire 16% more new college graduates in 2007-08.

The hiring increase is being attributed to the retirement of the baby boomers generation and other employees leaving organizations to embark on new opportunities. Employers are looking at recent graduates as future executives and they want to hire them right out of college in order to groom them for these roles.

The Midwest has the highest percentage outlook for hiring in 2008 at 25%. The competition is really high for employers seeking engineers, computer science and accounting.

The majors that are in most demand across the United States are as follows: At the Bachelor's level, accounting is at the [\(Continued on p. 2\)](#)



### Success Profile: Akeem T. Akinola

#### April Griffith, Associate Director

Akeem T. Akinola graduated in December with a Masters in Information Technology and Management (ITM). Prior to joining IIT, Akeem obtained his bachelors degree in Electrical Engineering from the Federal University of Technology, Minna (Nigeria) in 2004. Although well experienced in hardware and technical support, his craving for creativity and dynamism encouraged him to apply to the ITM program at IIT and specialize in Application Development.

Desiring to use the acquired skills from the ITM program and gain further experience led him to attend the National Society of Black Engineers (NSBE) Career Fair in Ohio, March 2007. While at the fair, Akeem interviewed and networked with several top companies and eventually received an on the spot interview and internship offer to work with Goldman Sachs & Co (*ranked #1 by Vault as Top 50 Most Prestigious Firms*) as a Technology Analyst in the Fixed Income Currency and Commodities (FICC) group. Working as a technologist in the New York branch of one of the world's largest global investment banks afforded Akeem the opportunity to learn a lot about the investment industry and experience first hand the way Wall Street operates.

Akeem's career goal is to become a top technologist and successful project manager, potentially at a top investment bank. His ideal job would be one allowing him to perform both managerial and application development tasks. Akeem has interviewed with several companies through the CMC's on campus interviewing program (OCI) where he has received an offer from Cerner and is still awaiting offers from Bank of America and Microsoft. His advice to fellow students: "If it's worth doing, then it's worth doing well! Put your 100% in everything you do and the rewards will come accordingly. Remember that IIT is just a tunnel to success. How well you can use the resources that IIT provides to achieve your career goals is really up to you!"

**Job Outlook 2008** (continued from p. 1) top of the list followed by mechanical and electrical engineering and then computer science. Master's level demand is for M.B.A., Electrical engineering, mechanical engineering and computer science. Doctorate level demand is headed up by Computer Engineering, electrical engineering, computer science, mechanical engineering, and Business administration/management.

Overall, nearly 58 percent of the employers that responded to the survey plan to increase their college hiring by more than 36.5%. Less than 6% expect to trim college hiring.

## Trends in Business

### William Jedlicka, Managing Director

All of us wish we could have a crystal ball to predict the future. Trying to predict the future is usually a high risk endeavor in business. There are, however, some trends on the horizon that should have a major impact on business and our society.

#### GREEN POWER

Companies like GM and Whole Foods have embraced this idea and profited from it. According to a recent Harris Poll, over 74% of American adults believe that global warming exists, over 73% of US citizens approve of the Kyoto Protocol, which calls for countries to limit their carbon monoxide and greenhouse gas emissions. Although the United States did not sign the accord most of the industrialized countries of the world have entered into the agreement. With increased globalization it is difficult for the US to turn its back on such a movement. Opportunities in green power could include helping third world countries be more environmentally-friendly or businesses, which cater to the desires of customers to go organic. It also entails reducing reliance on oil and gas with new forms of energy like wind power. Wind power experienced a 1.7 billion dollar increase in new equipment during 2001.

#### YOUTH MARKET

The Y generation is making itself known-BIG TIME. Avril Lavigne is the 5th most popular search on the internet. The auto industry expects up to 27 million new teen buyers. One can see further evidence of this movement by looking at the huge increase in youth sports supplements. Another spin off of the sports market is the obsession with teen fitness. Although business is not necessarily monopolized by Generation Y the increased spending power of this group is testament to strength of this trend.

#### QUALITY OF LIFE

The trend towards better health shows no signs of running out of gas. With the baby boomers moving into retirement at geometric rates all of American society will be impacted. Wellness involves: looking good, feeling great, being healthy and fighting diseases and old age. One need only look at the profits in botox, nutraceuticals, wrinkle creams, and even joint replacement to understand that this trend is here to stay.

## NEW Jobs, Internships & Co-ops

SAIC Internship  
SAIC  
Transition Specialist/Rehab Voc Counselor  
The Menta Group  
Science Advisors  
Robins, Kaplan, Miller & Ciresi LLP  
Information Technology Specialist  
Bureau of Census, Dept of Commerce  
Quantitative Assistant Trader  
Susquehanna International Group, LLP  
Electrical System Operator - Wind Power  
Acciona Energy  
Mechanical Engineer  
Ingersoll Machine Tools, Inc.  
C++ Programmer  
Ingersoll Machine Tools, Inc.  
Network Administrator  
Ingersoll Machine Tools, Inc.  
Electrical Engineering Internship  
Brill Street + Company, Inc.  
Architectural Designer/CADD Position  
Dan Waibel Designer Builder  
2008 Financial Software Developer Intern  
Bloomberg  
Business Analyst/Project Manager  
Creative HR Solutions  
Creative Services Design Co-op  
SPSS  
Design Engineer  
Intelligent Design & Construction Solutions  
Value Engineer-Intern  
SAP Labs, Inc.  
Entry Level Project Engineer - Manufacturing  
Schulze and Burch Biscuit Co.  
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# Meet an IIT Alum



**Christian Herzog, President, Software Technologies Group**

**Education:**

Illinois Institute of Technology, Bachelor of Science in Computer Science, 1985

**Career History:**

Software Engineer, Nuvatec, 1983-1986; Manager of OSI Networking Software Development, Lachman Associates/Interactive Systems, 1986-1990

**Q: How has your IIT education helped you throughout your career?**

**A:** It gave me the baseline to learn more and expand my knowledge. It's not just learning something but learning *how* to learn and keeping *that* skill fresh. I still get back to campus to act as an IPRO judge, do presentations for various groups, and even get involved with some graduate student projects, and I think the opportunities to grow and get engaged in projects that interest you are greater than ever before. The world is full of the unexpected, and learning how to learn is one of the most important skills you can acquire; taking full advantage of both classroom and non-classroom activities like IPROs will help you build your baseline to improve your future.

**Q: What other training/education have you found necessary to your career?**

I feel you need to constantly be learning, training and educating yourself. In my case as a business founder with primarily an engineering background, I took advantage of many opportunities to expand my knowledge in areas like finance, negotiation, sales, and legal through classic educational venues (such as going back to school), specialized seminars and training sessions, one-on-one training and mentorships, for example.

**Q: Do you receive any professional subscriptions that you would recommend?**

**A:** In the technical areas where I work (probably most accurately described in academic terms as "computer engineering") I find good information in publications from the IEEE and ACM. In addition, I find useful information in a variety of trade publications, such as EE Times, to stay abreast of commercial developments. Depending on your area of focus, you'll find there are 2-3 "must read" publications that most people in your industry read on a regular basis. Don't know what they are in your area? Ask someone you trust and respect "Where do you find the information you need to stay current?"; they'll likely tell you where they go for information, and you can make your decision by taking that input into consideration.

**Q: Do you belong to any professional associations that you think have been beneficial to your career?**

**A:** Depending on your field and stage of career, there will be a continuous evolution of the organizations where you will find useful information and help. Early on, I focused heavily on engineering oriented groups like the IEEE; I try to stay active there as a member but I also spend more time in business oriented groups like the Illinois Information Technology Association (ITA) and other similar groups.

**Q: If you have had any career mentoring relationships, were they valuable to you, and how?**

**A:** Absolutely! When I was first starting out as a software engineer (and actually still a student at IIT), I had the opportunity to work with several top notch engineers who really opened my eyes as to how productive you could really be when you applied yourself to the job at hand; this helped to develop a real personal baseline for me, and encouraged me to always strive to improve my professional skills. When we first started STG, I was very fortunate to find some people with significantly more business experience who were excited to help me; I was able to learn things that benefited me both immediately and a few things that I didn't even appreciate until *years* later. At any level, look for, seek out, and engage with people you can learn from. Most successful people actually *want* to help others so take advantage of these situations every time they present themselves.

**Q: What tips do you have for IIT students who are currently seeking employment?**

**A:** Get focused, look at companies that you would like to work for and consider it a job to try and get a job there. Don't just limit yourself to the big names; see who's attending a career fair, ask your friends, check with your professors to see who might be doing things that interest you. Do some research and craft a resume and a pitch for the job you actually want.

To receive more career advice from Mr. Herzog, attend the Getting a Job: How to Make a Positive First Impression Workshop on Thursday, January 24 from 12:50 - 1:50 PM (see upcoming workshops on p. 5 for more information).

## Networking for Success

### Emily L. Breckenridge, Career Development Specialist

According to New York career-management firm, BH Careers International, 80% of all available jobs aren't posted in the classifieds or on job boards. Additionally, 60% of people surveyed by BH said they got their last job by networking [<http://www.careerjournal.com/jobhunting/networking/20050215-bradford.html>]. Though networking can be awkward and uncomfortable, the fact is, it is the best way to find a job. Here are a few tips to help you develop, and successfully execute a networking strategy.

**1) Prepare an elevator pitch.** Data shows that when you initially meet someone, their first impression of you is formed within the first two minutes they spend with you. After that first impression is formed, it is extremely difficult for it to be changed. A 30-second elevator pitch should be a part of every professional's job search arsenal, including yours, for this very reason. An elevator pitch is a quick speech that you have memorized in case you ever meet someone who you need to make a good, professional impression on. It is also a great starting point for beginning a conversation with employers at job fairs, or as a way of summarizing yourself at the beginning of an interview. Make it upbeat, and to the point, stating who you are, what you do and what you're looking for. For additional information on elevator pitches, check out *First Impressions: How to Deliver a Professional 30-second Elevator Pitch* from the September 18, 2007 issue of *TechNews*.

**2) Keep your marketing tools up-to-date.** Keep your resume, and any social or professional network profiles up-to-date. You should provide a resume to all of your networking contacts as an initial point of reference, and send them a new one every time you add something new to it (i.e. a new degree or a new job). If you have a MySpace or other social networking site profile, make sure that it is appropriate, and that nothing on it would prevent a job offer if a potential employer saw it.

**3) Tap into your existing network.** It's a small world, and you never know who your parents' friends or your friends' friends might know. Spread the word that you're looking for a job to family, friends and ex-colleagues, and ask if they might be able to offer any advice. Then have that network connect you to a broader one, by asking, "Do you know anyone else who might be helpful for me to meet?"

**4) Become involved in an industry-specific association.** Professional organizations and associations are one of the best ways to expand your network. Student membership fees are usually inexpensive, and the benefits of membership definitely outweigh the cost. Professional associations are an easy way to connect with others in your field, and these connections often result in job referrals. Many associations also post job ads on their websites, sometimes limiting access to members. Many HR representatives report that they like to advertise, sometimes exclusively, on these sites, because good candidates are usually members of professional organizations. Additionally, many HR representatives report that they use association conferences and/or trade shows to seek potential hires, because attendance and participation show that a person is committed to staying on the cutting edge of the field. To increase your visibility to HR at those events, don't just attend association events or trade shows – instead, participate! Volunteer to help organize a meeting or a part of the event, offer your expertise by presenting on a topic, or simply just ask educated questions.

**5) Take it slow.** If you've met someone for the first time whom you think would be a great person to have in your professional network, don't rush it. Build your relationship with your new contact before asking for help. Stacey L. Bradford of the Wall Street Journal suggests that you "Consider dropping a personal note to any new contact you meet at an industry event. Then follow-up, perhaps with a helpful article or introduction to someone you know."

**6) Networking is a two-way street.** Show your concern and interest for your networking contacts, and make sure that you are a benefit to all of them by referring them to positions for which you think they are qualified, and by putting them in touch with people whom you think might help them, etc. Ask them questions about themselves and their business experience. The more you help them, the more they will be inclined to help you.

**7) Don't ask for a job!** Instead, ask for advice. When you ask someone about their experience in a field, or for their advice on job searches, they are typically more generous with their time. If you are qualified for a job that they may have open, they'll ask you to apply.

**8) Mind your manners.** Always follow up a conversation or meeting with your networking contacts with a thank you note or email. Also, keep the contact updated on your job search by mentioning any interviews you've had recently or any offers you've received.

**9) Respect your contact's time.** Your contacts have their own responsibilities. Make sure that you respect their time by always being flexible, and by not continually asking for favors. Additionally, make sure that you do not call too often. If you're not sure what's too much, just ask them.

**10) Be in it for the long-run.** Your relationships with your networking contacts should not end when you begin a job. These should be relationships that you maintain long-term. Plan on staying in touch by arranging a monthly touch base with a few contacts where you call them or send them an email to update them on your career, and to find out if there is anything new going on in their lives. Fostering a long-term relationship can lead to further opportunity years from now.

# Upcoming Events . . .

## Spring 2008 Career Fair

Wednesday, February 13, 12:00-4:00 p.m.  
Hermann Hall

## Etiquette Lunch

Friday, January 18, 11:30 AM - 1:30 PM—\$10 non-refundable fee due to SSB CMC  
Downtown Campus, 10th Floor  
Friday, February 22, 2:00-4:00 PM  
Main Campus, Location TBD

## Spring 2008 Workshop Series, Winter 2007 Workshop Series for SSB

For an updated calendar of workshops, workshop descriptions, and information on how to pre-register, please visit our website at [www.cmc.iit.edu](http://www.cmc.iit.edu). Students planning to attend workshops located at the downtown campus should e-mail, [careers@stuart.iit.edu](mailto:careers@stuart.iit.edu); and include their name, CWID and indicate that they are undergrad SSB students or other major.

### Becoming a Certified Candidate Orientation

Monday, January 14, 12:00-12:30 PM  
Downtown Campus, Room 403  
Tuesday, January 15, 11:00 AM - 12:00 PM  
Main Campus, Career Management Center  
Tuesday, January 22, 3:00-4:00 PM  
Main Campus, Career Management Center  
Wednesday, February 20, 12:00-1:00 PM  
Main Campus, Career Management Center  
Tuesday, March 11, 4:00-5:00 PM  
Main Campus, Career Management Center  
Tuesday, April 29, 11:00 AM - 12:00 PM  
Main Campus, Career Management Center  
Thursday, May 15, 3:00-4:00 PM  
Main Campus, Career Management Center

### Career Fair Success

Wednesday, January 30, 3:00-4:30 PM  
Downtown Campus, Room 403  
Monday, February 4, 12:00-1:30 PM  
Downtown Campus, Room 403  
Wednesday, February 6, 1:00-2:00 PM  
Main Campus, Career Management Center  
Friday, February 8, 12:00-1:30 PM  
Downtown Campus, Room 403  
Thursday, February 7, 2:00-3:00 PM  
Main Campus, Career Management Center  
Monday, February 11, 3:00-4:00 PM  
Main Campus, Career Management Center  
Tuesday, February 12, 12:00-1:00 PM  
Main Campus, Career Management Center

### CPT Workshop for International Students

Thursday, March 27, 12:50-1:50 PM  
Main Campus, Location TBD  
Wednesday, April 9, 12:50-1:50 PM  
Main Campus, Location TBD  
Tuesday, April 15, 12:50-1:50 PM  
Main Campus, Location TBD

### Dress for Success - retail discount given at both stores

For Women: Wednesday, January 16, 9:00-11:30 AM  
Ann Taylor, Jackson & LaSalle  
For Men: Wednesday, January 23, 9:30-11:30 AM  
Jos. A. Bank, Jackson & LaSalle

### Elevator-Pitch Mania

Friday, February 1, 10:00 AM - 3:00 PM  
Downtown Campus, Room 403

### Getting a Job: Making a Positive First Impression (Previously The First Minute)

Wednesday, January 23, 12:50-1:50 PM  
Main Campus, Location TBD  
Thursday, January 24, 12:50-1:50 PM  
Main Campus, Location TBD  
Facilitated by Mr. Christian Herzog, President  
of Software Technologies Group  
Monday, April 7, 12:50-1:50 PM  
Main Campus, Location TBD  
Tuesday, April 8, 12:50-1:50 PM  
Main Campus, Location TBD

### Getting a Job: Marketing Yourself Effectively (Previously The Second Two Minutes)

Wednesday, January 30, 12:50-1:50 PM  
Main Campus, Location TBD  
Thursday, January 31, 12:50-1:50 PM  
Main Campus, Location TBD  
Monday, April 14, 12:50-1:50 PM  
Main Campus, Location TBD  
Tuesday, April 15, 12:50-1:50 PM  
Main Campus, Location TBD

### Getting a Job: Transitioning from Student to Professional (Previously The Final Two Minutes)

Wednesday, February 6, 12:50-1:50 PM  
Main Campus, Location TBD  
Thursday, February 7, 12:50-1:50 PM  
Main Campus, Location TBD  
Monday, April 21, 12:50-1:50 PM  
Main Campus, Location TBD  
Tuesday, April 22, 12:50-1:50 PM  
Main Campus, Location TBD

### Introduction to Cooperative Education & Internships

Wednesday, January 9, 4:00-5:00 PM  
Downtown Campus, Room 403  
Thursday, January 10, 12:00-1:00 PM  
Main Campus, Career Management Center

## **Introduction to Cooperative Education & Internships (Cont'd)**

Friday, January 18, 11:00 AM -12:00 PM  
Main Campus, Career Management Center

Monday, January 28, 3:00-4:00 PM  
Main Campus, Career Management Center

Monday, February 4, 5:30-6:30 PM  
Rice Campus, Room 103

Tuesday, February 5, 1:00-2:00 PM  
Main Campus, Career Management Center

Thursday, February 7, 11:00 AM-12:00 PM  
Main Campus, Career Management Center

Friday, March 7, 12:00-1:00 PM  
Main Campus, Career Management Center

Monday, March 17, 11:00 AM-12:00 PM  
Main Campus, Career Management Center

Monday, April 7, 1:00-2:00 PM  
Main Campus, Career Management Center

Tuesday, April 15, 3:00-4:00 PM  
Main Campus, Career Management Center

Wednesday, April 23, 12:00-1:00 PM  
Main Campus, Career Management Center

Thursday, May 1, 3:00-4:00 PM  
Main Campus, Career Management Center

Wednesday, May 7, 4:00-5:00 PM  
Main Campus, Career Management Center

Tuesday, May 13, 3:00-4:00 PM  
Main Campus, Career Management Center

Tuesday, May 27, 10:00-11:00 AM  
Main Campus, Career Management Center

Friday, May 30, 12:00-1:00 PM  
Main Campus, Career Management Center

## **Introduction to eRecruiting**

Monday, January 28, 12:00-1:00 PM  
Downtown Campus, Room 403

Tuesday, January 29, 11:00 AM-12:00 PM  
Main Campus, Career Management Center

Monday, February 18, 3:00-4:00 PM  
Main Campus, Career Management Center

## **Introduction to eRecruiting (Cont'd)**

Thursday, February 28, 11:00 AM-12:00 PM  
Main Campus, Career Management Center

Thursday, March 13, 12:00-1:00 PM  
Main Campus, Career Management Center

Tuesday, March 25, 1:00-2:00 PM  
Main Campus, Career Management Center

Monday, April 28, 4:00-5:00 PM  
Main Campus, Career Management Center

Wednesday, May 14, 3:00-4:00 PM  
Main Campus, Career Management Center

Thursday, May 29, 10:00-11:00 AM  
Main Campus, Career Management Center

## **Resumania**

Friday, January 25, 9:00 AM - 4:00 PM  
Downtown Campus, Room 403

## **Resume Critique Session**

Wednesday, January 30, 9:30 AM - 1:00 PM,  
2:30-4:30 PM  
Main Campus, Career Management Center

Tuesday, February 5, 9:30 AM - 1:00 PM,  
2:30-4:30 PM  
Main Campus, Career Management Center

Thursday, February 7, 9:30 AM - 1:00 PM,  
2:30-4:30 PM  
Main Campus, Career Management Center

Monday, February 11, 9:30 AM - 1:00 PM,  
2:30-4:30 PM  
Main Campus, Career Management Center

Tuesday, February 12, 9:30 AM - 1:00 PM,  
2:30-4:30 PM  
Main Campus, Career Management Center

## **Resume Overview**

Friday, January 11, 12:00-1:30 PM  
Downtown Campus, Room 403

For an updated calendar of workshops, workshop descriptions, and information on how to pre-register, please visit our website at [www.cmc.iit.edu](http://www.cmc.iit.edu).

# **CMC Announcements**

## **Main Campus Co-op & Internship Registration & Renewal Deadline**

All Main Campus students and Stuart School of Business Undergraduate students must complete their registration or renewal for Co-op or Internship by Friday, January 25 in order to work during Spring Semester. If you are expecting a job offer, but have not yet received an official job offer letter by January 18, please contact your CMC Advisor to let us know.

## **Want More Career Advice?**

Check out our TechNews column by visiting <http://www.cmc.iit.edu/students/technews.asp>, and find articles on everything from How to Work a Career Fair to How to Advance Your Career While Attending the Office Holiday Party.

## **Come Visit Our Information Table!**

The CMC will be hosting an information table on the Mies Bridge in the MTCC from 11:30 AM - 2:30 PM on Thursday, January 3; Thursday, January 17; Thursday, January 31; and Wednesday, February 6. Stop by the table to open up a new eRecruiting account, arrange an appointment with your Career Advisor, get information on CMC events, ask questions about CMC services, or just to say hi!

# 2008 Spring Career Fair

**Wednesday, February 13, 2008  
12:00-4:00 p.m., Hermann Hall**

Join us for a bigger and better fair with **MORE** employers from all around the country who are hiring for permanent jobs, co-ops and internships in a variety of industries. Don't miss your chance to **SPARK** a successful career! You'll meet representatives from Banco Popular, Blue Cross & Blue Shield, Comarch Inc., Exelon, Illinois Department of Transportation, John Crane Inc., Midway Amusement Games, Motorola, OptionsXpress, Panduit Corporation, Power Construction, Siemens Medical Solutions, Townsend Analytics, Walgreens, Walsh Construction, **AND MORE!**



## Get Ready to Spark Your Successful Career at the Fair!

### To Prepare:

- Attend a Career Fair Success Workshop
  - Visit <http://www.cmc.iit.edu/students/workshopSchedule.asp> for dates, times and locations.
- Attend a Resume Critique Session on the Main Campus or Resumania & Elevator Pitch Mania at the Downtown Campus.
  - Visit <http://www.cmc.iit.edu/students/workshopSchedule.asp> for dates, times and locations.
- Business attire required for entry, so come dressed for success!
  - Men: Suit w/ dress pants & shoes, tie or jacket.
  - Ladies: Suit, dress pants or appropriate length skirt & blouse.

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# OPPORTUNITIES

*A QUARTERLY CAREER NEWSLETTER  
BROUGHT TO YOU BY THE CAREER MANAGEMENT CENTER*

From:  
Career Management Center  
Illinois Institute of Technology  
Galvin Library  
35 W. 33rd Street  
Chicago, IL 60616



**Main Campus:**  
Galvin Library, Upper Level  
Phone: (312) 567-6800  
Fax: (312) 567-6801 OR (312) 567-6489  
Website: [www.cmc.iit.edu](http://www.cmc.iit.edu)

**Downtown Campus:**  
6th Floor, Suites 655 & 657  
Phone: (312) 906-6555  
Fax: (312) 906-6549  
Website: [www.stuart.iit.edu/careers/](http://www.stuart.iit.edu/careers/)

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## **Publication Information:**

*Opportunities* is a quarterly newsletter, which provides Illinois Institute of Technology students and alumni with valuable information regarding career development.

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