



**The George Washington University Law School  
Career Development Office**

**United States-Trained LL.M.  
Student Career Development Manual**

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Career Development Office  
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# WELCOME!

**We at the Career Development Office are excited to welcome you to The George Washington University Law School!**

Congratulations on your decision to attend the LL.M. program at The George Washington University Law School! You are beginning an exciting and challenging time in your academic pursuits and in the coming year you will make many decisions that will shape your future career. The Career Development Office, or CDO, is here to help you figure out what you want to do and how to develop a career plan that helps you accomplish your professional goals!

As a student who already has a J.D. , we recognize that you likely have many questions and concerns about navigating your job search while you are here at GW Law School. To help you on your career search journey, this Manual is designed to be a useful reference throughout your LL.M. studies. It includes:

- Detailed information and resources regarding a variety of traditional and alternative legal careers;
- A specific timeline for using the CDO to guide you step-by-step through your job search process from the beginning of your LL.M. studies until your graduation;
- A description of CDO services so you know what we can do for you; and
- Networking, resume, and cover letter tips and examples.

In addition, the CDO strongly encourages students to take advantage of our one-on-one counseling services, skills workshops, networking opportunities, diversity events, seminar programs, handouts and Resource Library.

Although we cannot “place” you in your perfect job, the CDO is here to do everything we can to help you identify your career goals, provide tips for drafting effective job search documents, and guide you through the process of making and executing your own detailed career search action plan!

Good luck and we look forward to meeting you!

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## U.S.-Trained LL.M. Students in the Legal Market

Attempting to secure a job during or after your LL.M. studies will be very different than the job searches you may have done during law school or as a practicing attorney for many reasons. First, legal employers may not understand many aspects of LL.M. studies, including why a student may decide to pursue this degree (*i.e.*, why you would go back for yet another year of law school rather than gaining “practical” legal experience), what type of information is taught, and how to count your LL.M. studies to determine your experience level. Second, many legal employers will consider you “lateral hires” and will treat you differently from the traditional first-year associate or entry-level attorney they may hire. This could mean a variety of things, including what year or grade-scale level you will be hired at, what types of assignments to give you, where to place you within the organization, or even whether to deal with this issue at all. It will be YOUR JOB to answer these questions for potential employers and it is the CDO’s job to help prepare you to do so.

### Challenging Legal Market

As many of you know, the downturn in the global economy has had a significant impact on the current legal market in both the United States and abroad. A successful job search will require diligence, persistence, and devotion of a significant amount of time to organization, research, and networking. **The most important element to keep in mind is complementing your additional legal education with relevant professional experience.** The legal market for LL.M. students is derived from practical experience combined with academic credentials. It is advised that you seek a part-time, full-time, or internship position in your chosen practice area while enrolled in the LL.M. program. Some internships may qualify for academic credit, which will be described in more detail below.

### What Employers Want

When applying for positions as an LL.M. candidate, employers will be interested in your complete academic record. This record includes the identity of the law school where you earned your J.D., your J.D. grades, journal membership, clinic participation, internships and any other activities you pursued during law school. Any perceived issues with your law school record will never be “erased” or ameliorated by your LL.M. record. However, succeeding in your LL.M. studies is a sure-fire way to prove to employers your commitment to the law, including any specialties you study, and your desire to continually improve yourself, which can be very appealing when properly marketed to the employer.

Employers will also be very interested in any legal experience beyond your J.D. studies, prior to beginning the LL.M. program, any pre-existing relationship you have with individuals in their organization: NETWORKING! is a must for any job search plan!

The hiring of U.S.-Trained LL.M. students occurs sporadically and on an as-needed basis—when employers have a need for someone specialized in a particular area of the law. Students are not hired *en masse*, nor is there any one specific time of the year when employers consider hiring LL.M. students.

### **A Word About Academics**

Charting your legal career path is an exciting thing to do – but there is one thing that even we at the CDO think you should prioritize first: *your LL.M. studies!* Your classes and academic responsibilities—including your thesis—should be your highest priority while studying here at GW Law School. Excelling in your LL.M. program is a critical element to career success! Your drive and talent in an area of concentration will be evident to employers based on your success in the LL.M. program.

## **What the CDO Can Do For You!**

Although you may be familiar with Career Services from your law school, it is important to note that every Career Services Office works differently and provides students with different levels of assistance.

The GW Law School CDO offers a variety of services, programs and resources to help you make the most of your legal career - below is an overview of some of the most important ones!<sup>1</sup>

### **CDO SERVICES**

#### **Career Counseling Sessions**

The LL.M. and LL.M. Alumni Advisor—Stephanie Deckter—in the CDO is dedicated to assisting U.S.- and Foreign-Trained LL.M. students with their career planning. The advisor will help you determine what your skills and interests are, where you might want to work after completing your LL.M. studies, when you should start applying for jobs, how to improve your resume and cover letters, which internships you might consider applying for while you are studying, and of course, what you want to do with your forthcoming LL.M. degree.

We understand that the job search for a U.S.-Trained LL.M. student is unique! The LL.M. Advisor, and all of us at the CDO, are here to help you with your career search based entirely on your individual situation.

#### **Mock Interviews**

Our counselors understand the U.S. legal market—especially the market for LL.M. students. We can help you prepare for an upcoming interview—or just polish your interview skills—by posing as your potential employer and giving you a “mock interview.” To take advantage of this excellent service, call or stop by the CDO!

### **CDO PROGRAMS**

Throughout the year, the CDO hosts all sorts of programs to help you make the most of your career search during your LL.M. studies. Programs geared toward the U.S.-Trained LL.M.s are scheduled regularly—especially during the fall semester. However, you are always welcome to attend *ANY* CDO program in which you are interested. Programs and other events will be advertised by email from the CDO, in *Noteworthy* (the CDO’s bi-weekly e-newsletter) and flyers posted throughout the law school, so keep your eyes open!

The CDO also sponsors, and co-sponsors with student groups, a variety of panel seminars during the academic year. These programs often involve participation by outside speakers, usually alumni. Seminar topics focus on issues including judicial clerkships, public interest, government, international law, alternative legal careers, and opportunities in small/medium

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<sup>1</sup> The CDO is available to LL.M. students pursuant to CDO Policies and Procedures, which are available in Appendix N.

firms. These programs are a great way to learn about various career options and to network with people who may be working in an area that interests you. Make sure to attend as many of these events as you can!

## **CDO RESOURCES**

### **Job Postings**

The CDO maintains an on-line job bank for GW Law students and alumni only. This job bank is accessible via Symplicity. If you need help accessing Symplicity, please contact the CDO.

### **Online Resources**

The CDO can help you access numerous useful websites that contain job postings, career advice and general information about the legal market. For a full list, please see Appendix A.

### **Handouts**

We have prepared handouts on a range of topics relating to your career search. These handouts are short and straightforward and provide an overview of various practice settings and practice areas. The CDO also has a variety of handouts relating to the nuts and bolts of a legal job search – how to network, how to write resumes and cover letters, how to write a thank-you note, etc. You can pick up these handouts in the CDO and many are also available on our [website](#)!

### ***Noteworthy***

The CDO publishes *Noteworthy*, a bi-monthly e-newsletter with information about programs, events, public interest news, fellowships, pro bono information, judicial clerkship news, diversity outreach, and more! *Noteworthy* is also available on the Law School Portal.

### **Career Resource Library**

The CDO includes a fully-staffed Career Resource Library, which is located in Burns 309. The Library contains resources about everything from determining what you want to do with your LL.M. degree to negotiating your first starting salary. Be sure to check out the Bibliography on the [CDO website](#) or visit the Resource Library and our Resource Librarian will be happy to give you a tour!

### **Office Services**

LL.M. students may use the CDO facilities for career-related tasks including:

- Faxing;
- Light photocopying;
- Phone calls;

- Videoconferencing.

If you need help with any of these services, please contact the Resource Librarian.

## **CDO JOB FAIRS AND INTERVIEW PROGRAMS**

The CDO hosts or sponsors a number of job fairs and interview programs throughout the academic year and over the summer. All CDO job fairs and interview programs are open to J.D. and LL.M. students alike.

**Please note that although U.S.-Trained LL.M. students are encouraged to participate in all CDO job fairs, whether employers will consider interviewing and/or extending offers to U.S.-Trained LL.M. students is completely out of our hands. Although we do our best to market the many talents of our U.S.-Trained LL.M. students and urge employers to interview them, we cannot force employers to do so. Thus, in many instances, only a small fraction of employers at any given program will accept applications from U.S.-Trained LL.M. students.**

Although the job fairs and interview programs hosted or sponsored by the CDO are some of the most visible career search opportunities, **MOST STUDENTS DO NOT GET JOBS FROM THESE PROGRAMS.** Your individual job search strategy—which you will develop by meeting with the LL.M. Advisor in the CDO—will take into account how much effort, if any, you should spend participating in these programs.

### **CDO Job Fairs and Interview Programs**

#### Pro Bono Fair

The Pro Bono Fair, held in early October, is an annual event organized by the CDO and the Student/Faculty Public Interest Committee. The Fair brings together public interest organizations and law students interested in pursuing pro bono opportunities. Students who attend will network with employers and organizations to learn about public service, and sign up to volunteer their legal services.

#### Government Internship Fair

The Government Internship Fair, held in late February each year, attracts federal, state, and local government entities seeking summer or academic year interns. Occasionally, the organizations seek entry-level attorneys for permanent positions. **In most cases, the federal government will only hire U.S. citizens; state and local governments usually do not have the same restrictions.**

### Intellectual Property Networking Fair

Students participating in this annual spring fair network with attorneys from small, medium, and large firms who practice intellectual property law, including patent, trademark, and copyright.

### Equal Justice Works

The annual Equal Justice Works Career Fair is held in mid-to-late October, and is sponsored by most ABA-accredited law schools. Traditionally, over two hundred public interest employers from around the country attend to interview and/or disseminate information. For more information, visit the Equal Justice Works website at [www.equaljusticeworks.org](http://www.equaljusticeworks.org).

### GW/Georgetown Public Interest and Government Recruitment Program

This program is co-sponsored by GW Law School and the Georgetown University Law Center and is held in early February. Students from both law schools are eligible to participate. Typically, about one hundred employers participate, including public interest organizations, government agencies, and legal services offices. Employers seek summer interns/law clerks, and entry-level attorneys. The program is managed through Symplicity and students are given a password specific to this program alone, and must upload their resumes using that password..

### Small/Medium Employer Interview Program

Each spring, the CDO invites small and medium legal employers from throughout the D.C. metropolitan area to interview GW Law students for summer and permanent employment. This program is managed through Symplicity.

### Minority Student Recruitment Programs

The CDO encourages students to participate in the many minority student recruitment programs offered each year. The CDO website lists these programs.

### Resume Collections and Direct Writes

During the fall semester, employers will contact the CDO and request that we collect and forward resumes from students who are interested in applying for positions with the employer. Additionally, many employers ask that students make contact by sending a cover letter and resume directly to them, which is known as a “direct write.” Resume Collections and Direct Write opportunities are posted in Symplicity.

### **Fall Recruitment Program (FRP)**

During the fall semester, a large number of legal employers—mostly large law firms that have standard recruiting procedures, including summer associate programs—apply to interview GW Law Students (on-campus or at one of the Regional Interview Programs). This program is called the Fall Recruitment Process, or FRP.

FRP is geared toward rising second-year J.D. students who are seeking employment for the summer between their second and third year studies. Students bid for the opportunity to interview with employers and are selected by the employers for short screening interviews and then—if all goes well—longer call-back interviews.

***Most employers who participate in the on-campus interview portion of FRP do not indicate a willingness to consider U.S.-Trained LL.M. students.*** However, U.S.-Trained LL.M. students are encouraged to review the list of employers who HAVE INDICATED A WILLINGNESS TO INTERVIEW U.S.-TRAINED LL.M. STUDENTS and apply to any in which you have an interest.

For more information about FRP, and whether participating fits in with your individual career search action plan, please make an appointment with the LL.M. Advisor.

**When to Use the CDO:  
Suggested Timeline for the U.S.-Trained LL.M. Job Search**

**FALL SEMESTER**

**August**

- Attend the U.S.-Trained LL.M. **CDO Orientation Session**.
- Start thinking about your practice area and practice type preferences.
- Make a list of people you already know for networking. Include former employers, friends, colleagues, classmates, family members, and professors.
- If you have not yet taken a bar exam—and will be doing so upon completion of your LL.M. studies, consult the relevant websites to determine what steps you need to take.

**September**

- Attend the U.S.-Trained LL.M. **Resume/Cover Letter Workshop**.
- Begin revising and refining your resume(s) and sample cover letter(s).
- Meet with the LL.M. Advisor to discuss your job search and review your documents.
- Attend the U.S.-Trained LL.M. **Networking Workshop**.
- “Direct Write” to employers who participated in the Fall Recruiting Program.
- Review the CDO’s *Noteworthy* for information about upcoming programs. Attend other CDO programs that are relevant to your personal job search.
- Use the CDO Resource Library and online resources to locate potential employers for both full-time, post-graduation employment and an internship in the spring semester.
- Start NETWORKING with your list of contacts. Find out who your contacts know and add those people to the list.

**October**

- Meet with the LL.M. Advisor to discuss your job search progress.
  -
- Attend the U.S.-Trained LL.M. **Interviewing Skills Workshop**.
- Continue NETWORKING with your list of contacts. Start requesting and attending informational interviews.
- Review the CDO’s *Noteworthy* for information about upcoming programs. Attend other CDO programs that are relevant to your personal job search.

**November**

- Meet with the LL.M. Advisor to review your job search progress.
- Follow-up with your list of contacts. Add more people to the list.
- Continue researching potential employers, networking and having informational interviews to land a spring internship.
- Review the CDO’s *Noteworthy* for information about upcoming programs. Attend other CDO programs that are relevant to your personal job search.

- If you are interested in employers outside the DC area, plan a trip to that location for semester break and set up informational interviews and/or networking meetings with contacts and potential employers for when you are in town.

### December

- Follow-up with your list of contacts. Add more people to the list.
- Attend bar association and other events to meet more people who practice the type of law that you want to practice. Follow-up with those individuals.
- Attend any scheduled informational interviews and networking meetings.
- Finalize plans for your spring internship or continue researching potential employers, networking and having informational interviews to land one.
- Take a WELL-DESERVED BREAK!

## SPRING SEMESTER

### January

- Meet with the LL.M. Advisor to review your job search progress.
- Make an appointment with the CDO for a **Mock Interview** to prepare for any upcoming interviews.
- Review the CDO's *Noteworthy* for information about upcoming programs. Attend other CDO programs that are relevant to your personal job search.
- Begin your spring internship or continue networking to find one.
- Follow-up with your list of contacts. Add more people to the list. Continue your informational interviews.

### February

- Meet with the LL.M. Advisor to review your job search progress.
- Review the CDO's *Noteworthy* for information about upcoming programs. Attend other CDO programs that are relevant to your personal job search.
- Begin your spring internship or continue networking to find one.
- Follow-up with your list of contacts. Add more people to the list. Continue your informational interviews.

### March through May

- Meet with the LL.M. Advisor to review your job search progress.
- Review the CDO's *Noteworthy* for information about upcoming programs. Attend other CDO programs that are relevant to your personal job search.
- Follow-up with your list of contacts. Add more people to the list. Continue your informational interviews.

## **Employment Options for U.S.-Trained LL.M. Students**

U.S.-Trained LL.M. students may be interested in a variety of legal employers for a variety of reasons. Some of you may have practiced law before entering your LL.M. program and some of you may be considering legal employment for the first time. In either case, it is helpful to learn about the different types of legal practices that exist.

Keep in mind the differences between a *type* of legal practice and a practice *area*: the type of practice refers to the employment setting (e.g., law firms, government, companies), while the practice area refers to the substantive legal issues that you will be handling (e.g., tax law, intellectual property law, criminal law, international trade law) within the particular setting.

### **Overview of Legal Employer Types**

#### ***Law Firm/Private Practice***

Law firms come in all shapes and sizes and do all sorts of work, but they all have one thing in common – they represent clients (companies and individuals) and are for-profit enterprises.

#### ***Government***

You can find lawyers at all levels of government, working on just about every issue that governments deal with. From the White House to the local city counsel, lawyers are on-hand to help all levels of federal, state and local government (including legislators) execute their mission, which is usually something intended to benefit the public good. Another way to work for the government is to be a lawyer for one of the branches of the armed forces, which you may do in a civilian capacity. Many lawyers also work for government entities in a non-legal capacity.

#### ***Judicial Clerkships***

Clerks work for all levels of federal and state judges throughout the country. Clerks typically review all of the motions and pleadings in a pending case and then perform research to help the judge decide how to dispose of the relevant issues.

#### ***Business/Companies***

Almost all companies employ lawyers to perform a variety of work to help the company achieve its business goals. Whether in the general counsel's office or working directly with the sales force, in-house attorneys have a direct impact on the conduct of the companies they work for. Many lawyers also work for companies in a non-legal capacity.

#### ***Public Interest Organizations***

Public interest organizations provide all types of legal advice to clients, including individuals and entities, who could not otherwise afford legal representation. Public interest lawyers work in a variety of capacities throughout the country.

### *Associations*

Associations can be non-profit, voluntary or cooperative professional organizations and include trade associations, professional societies, scientific technical and learned societies, foundations, and political action committees (PACs). Association lawyers work to advocate on behalf of the members' interests by performing lobbying, legislative or regulatory law work. Lawyers working in associations also may be called on to perform some of the same functions as in-house attorneys, including employment and tax issues.

### *Academia*

Law Schools offer a broad range of employment opportunities for individuals with law and LL.M. degrees. Faculty positions generally require exceptional credentials—usually including federal clerkship experience—but lawyers also work as part-time adjunct faculty and legal research and writing instructors. Law graduates can teach law-related courses in various undergraduate (e.g., pre-law majors) and graduate (e.g., business) programs. Law Schools also hire lawyers to work in professional staff positions, such as career counselors, admissions administrators, financial aid counselors, academic advising, continuing education, and alumni affairs. Lawyers can also work at a law school as a legal librarian or information specialist to assist students with legal research.

## **Resources for Researching Legal Employers by Type**

### **LAW FIRM/PRIVATE PRACTICE**

A majority of lawyers begin their careers in private practice. A small percentage of this group accepts positions at large firms of fifty-five or more attorneys; the majority seek and locate positions in medium-sized and small firms.

#### Large Firms

Large firm recruiting and hiring is significantly focused on second-year J.D. students seeking summer associate positions. Occasionally, large law firms will also be interested in hiring LL.M.s. Large firms' hiring interests are generally restricted to the top of the class. Their recruiting programs are highly structured; it is important to pay attention to the timeline for their hiring process.

Recruiting committees in large firms control the selection process. The competition for these positions can be fierce. Minimum credentials include an excellent academic record and demonstrated research and writing ability through law review or law journal experience, or a published article. U.S.-Trained LL.M.s are viewed as lateral candidates and compete with experienced attorneys for available positions, as well as with 3L students in terms of the timing of some available positions. U.S.-Trained LL.M.s also face tough competition from their peers around the country. **The U.S.-Trained LL.M.s who are successful in finding employment in a large law firm typically do so through networking, often begun before or soon after beginning their LL.M. program.** A list of large law firms that are open to recruiting U.S.-Trained LL.M.s can be found in Appendix L.

### Small and Medium-Sized Law Firms

Nationwide, small and medium-sized firms hire the greatest number of law school graduates. Some small and medium D.C. firms participate in the Small/Medium Employer Recruitment Program each spring; however, most do not participate in on-campus interviewing programs. Their recruiting plans are based on actual, not perceived, need. The majority often hire on a permanent basis from among students who have worked with the firm part-time throughout the school year or during the summer. Because small and medium-sized law firms generally have smaller, more focused practices, these employers may be ideal for a U.S.-Trained LL.M. student who is studying in a field that matches the firm's area of expertise.

These firms are also less likely to use academic and journal credentials as the primary hiring criteria. Other credentials such as direct work experience, law school extra and co-curricular activities, and personal qualities, including language skills, weigh heavily in the decision-making process.

Small firm practice may be specialized or varied. Associates can have a great deal of responsibility at an early stage in their legal careers. Client contact may be immediate and partnership can come relatively quickly (in three to four years for some firms). Whereas large firms and their branch offices are found in and around major metropolitan areas, small and medium-sized firms are found in urban as well as rural locations. This allows candidates complete geographic flexibility.

Salaries vary significantly in these firms. Few firms offer salaries competitive with those of large firms; others offer "creative financing" options that combine a guaranteed base salary with a draw on profits.

### **Resources for Law Firm Research**

- NALP Directory of large law firms ([www.nalpdirectory.com](http://www.nalpdirectory.com))
- Chambers and Partners International Law Firm Guide, which is organized by world regions (<http://www.chambersandpartners.com/>)
- Martindale-Hubbell ([www.martindale.com](http://www.martindale.com)), MARHUB on LEXIS
- *Legal Times* Directory of Metro D.C. Law Offices - Available in the CDO Resource Library
- Law Firms: Yellow Book - Available in hard copy in the CDO resource Library, or online through the Leadership Directories
- Summer Employment Evaluation Forms - Available on Symplicity for current years (2005-present) and in hard copy in the CDO Resource Library for past years (before 2005).
- The Mid Sized Firm Hiring Directory
- ABA General Practice, Solo and Small Firm sections

- Vault Career Library - Available via the CDO website using your law.gwu.edu email address

## **GOVERNMENT**

Although working as a government attorney may not seem as glamorous as working at a law firm or for other legal employers, government attorneys often receive an amazing amount of client contact and responsibility early on in their careers. This experience can easily translate to a private sector position after a few years of service, but many attorneys find that they like working for the government enough to stay for the length of their career.

### Federal Government

The federal government is comprised of hundreds of departments, agencies, commissions, and boards. Almost all agencies hire lawyers in some capacity and all have different hiring criteria, standards, and application procedures. However, certain recognizable patterns lend some insight into the application process and the work environment. Federal jobs are generally only available for U.S. citizens, though there are some limited exceptions to this rule.

Given the vastness of the federal government, legal opportunities exist in almost every field—antitrust, litigation, communications, trade regulations, labor law, banking and finance, tax, international law, immigration, natural resources and environmental law, energy, civil rights, housing, patent law, etc. The agencies themselves dictate the type of work in which a lawyer will engage—from regulatory matters, to legislative drafting, to litigating cases before trial and appellate courts.

Entry-level attorneys are often provided with excellent training and are given a great deal of responsibility early in their careers. Federal employment offers some degree of flexibility in moving from agency to agency, and promotion is usually a routine matter of steady progression. Typically, entry-level salaries are at the GS-9 or GS-11 levels, and the workday is predictable. Employment with the larger more visible departments can provide impetus to a budding law career. Frequently, private firms hire lateral applicants from the government ranks to capitalize on their particular regulatory or legislative expertise.

The security of federal employment has eroded over the past several years with professional staff layoffs and hiring freezes. Many lawyers continue to complain about the lack of a dynamic work environment as well as the red-tape hardships that frequently cause delays in the process of justice. Notwithstanding these difficulties, for many attorneys, working for the federal government offers more stability and a better quality of life than working in the private sector.

Lawyers are exempt from applying through the civil service system. For a lawyer, this

translates into a tedious job search comprised of independent applications to each agency or department. In the past, federal government entities required job seekers to submit the Standard Form SF-171 (known as the Application for Federal Government Employment). As of January 1, 1995, the federal government discontinued use of the SF-171 in the formal application process and replaced the SF-171 with the Optional Form 612 (OF-612). However, some agencies still require the SF-171 even though it is no longer being reproduced. Beyond these standard forms, the application package may change considerably from agency to agency. Some have their own forms; most require a resume; some want transcripts; and still others require writing samples. Before applying, the candidate must become familiar with and follow the application procedures as set forth by the agencies.

Many larger agencies will recruit and hire new lawyers only through their “Honors Program” process. Those with applicable full-time work experience must apply as a practicing attorney. Honors Program deadlines occur early in the fall semester of the year prior to law school graduation. Most programs are highly competitive, and academic credentials and extra/co-curricular activities are important criteria upon which an applicant’s candidacy is judged. Some agencies visit law school campuses to conduct interviews; however, the majority prefer students to make individual, direct application.

The application package to a federal government agency may be the only source of information considered in the decision to interview; therefore, this written information must be comprehensive, clear and detailed, and targeted to the individual agency. The traditional criteria upon which a law student’s appropriateness for employment is judged (grades, law review, moot court, and legal experience) certainly plays an important role in the screening process. However, federal government employers look beyond legal background to other professional experience, undergraduate honors and achievement, references, community involvement, and interests. This additional emphasis opens the interviewing door not only to those who have achieved in the law school environment, but also to those who have distinguished themselves in other ways.

### **Resources for Federal Government Employment Research**

- NALP Federal Legal Opportunities Guide ([www.nalp.org/assets/9\\_fedempl.pdf](http://www.nalp.org/assets/9_fedempl.pdf))
- Government Honors and Internship Handbook ([www.law.arizona.edu/career/honorshandbook.cfm](http://www.law.arizona.edu/career/honorshandbook.cfm)) – contact CDO for the password)
- USAJobs ([www.usajobs.opm.gov](http://www.usajobs.opm.gov))
- Federal, Federal Regional, and Government Affairs Yellow Books - Available in the CDO Resource Library, or online through the Leadership Directories
- The KSA Workbook (a guide to presenting your knowledge, skills, and abilities) - Available in the CDO Resource Library
- Public Service Law Network Worldwide (PSLawNet; [www.pslawnet.org](http://www.pslawnet.org))

### **State and Local Government**

Applicants often overlook state and local governments as potential legal employers, despite the many legal opportunities that these employers present. Indeed, states, counties, and cities have governing bodies that wrestle with issues surrounding housing, labor relations, taxes, public utilities, health care, education and other issues that affect the public.

State and local governments generally hire lawyers on the basis of determined need. If advertised at all, few position descriptions receive wide distribution. Therefore, an effective job search involves considerable research and market definition (targeting), and the use of local contacts for leads and introductions.

A career as a district attorney or public defender are avenues of employment in state and local government. Few district attorney or public defender offices recruit and interview on law school campuses; therefore, students must network and make direct contact to be considered.

### **Resources for State and Local Government Employment Research**

- State and Municipal Yellow Books - Available in the CDO Resource Library, or online through the Leadership Directories
- State and Local Governments on the Net ([www.statelocalgov.net](http://www.statelocalgov.net))
- The National Directory of State Agencies
- State and local bar associations
- The National Directory of Prosecuting Attorneys
- The Directory of Legal Aid and Defender Offices (state and local offices)
- National Legal Aid & Defender Association ([www.nlada.org/jobs](http://www.nlada.org/jobs))

### Congress

The glamour and excitement of working “on the Hill” continues to attract a number of law graduates who soon discover that this employment market is difficult to penetrate. Professional positions are seldom advertised through the traditional means; the majority are filled through personal recommendations and contacts. In this job search, “who you know” is extremely important.

Three lawyering entry points are (1) Legislative Aide or Legislative Director to a particular congressional representative, (2) legal staff member of a congressional committee, and (3) legislative counsel within the Senate or House of Representatives. Political caucuses also hire staff attorneys. The Democratic Study Group and the Republican Study Group hire lawyers as policy analysts. Those interested in policy analysis should also contact the Congressional Research Service of the Library of Congress. A number of private organizations that function in a lobbying or “watchdog” capacity also hire attorneys who, in turn, gain a great deal of visibility in congressional and political circles. These groups include organizations such as Common Cause and Public Citizen as well as organizations

that represent any number of particular interests.

The keys to congressional employment are contacts, commitment, and an aggressive job search that leaves no stone unturned, that fully utilizes avenues of potential contacts, and that is active rather than passive. Many law students have obtained volunteer internships with various personal or committee Senate and House offices. Intern positions are generally not advertised, and, typically, positions are obtained by students directly contacting the offices in which they are interested.

### **Resources for Congressional Employment Research**

- Congressional Yellow Book - Available in the CDO Resource Library, or online through the Leadership Directories
- Opportunities in Public Affairs ([www.brubach.com](http://www.brubach.com))
- Roll Call ([www.rollcall.com](http://www.rollcall.com); [www.rcjobs.com](http://www.rcjobs.com))
- The Influence: The Business of Lobbying ([www.influence.biz](http://www.influence.biz))

### Military

Practicing law in the military can provide an opportunity for immediate responsibility in areas ranging from criminal law to international law. The military lawyer's practice may take him/her to any of the fifty states or to almost any country in the world. Each of the armed forces has a department called the Judge Advocate General's Corps or "JAG Corps." Attorneys in the JAG Corps usually begin their careers in the general practice of law. Initial legal training is fast-paced and demanding, and the opportunity to litigate comes quickly after training. There are extensive opportunities for post-graduate education, and a wide range of specialties is represented in the military lawyer community.

Military employers still enforce a policy of discrimination based on sexual orientation. Please be aware of this policy prior to submitting an application.

### **Non-Discrimination Policy**

The military discriminates against gay, lesbian and bisexual persons under the authority of 10 U.S.C. section 654. The George Washington University policy on equal opportunity prohibits unlawful discrimination. The Association of American Law Schools - of which the George Washington University Law School is a founding member - and the National Association for Law Placement each have policies forbidding discrimination against gay, lesbian and bisexual persons. The presence of this employer at The George Washington University should in no way be construed as an endorsement of this employer's practice of discrimination

## **JUDICIAL CLERKSHIPS**

A judicial clerkship is a one-year or two-year position as a law clerk to a judge. Clerkships are available annually at all levels of federal and state courts. The hiring criteria vary according to the level of jurisdiction and the judge's personal preferences. Judicial clerkships are popular because they provide: first-hand exposure to the judicial process, time to further define one's career interests and long-term goals, prestige, contact with practicing members of the bar and influential judges, excellent training and an opportunity to fine-tune one's legal skills and increased marketability without a permanent career commitment.

### Types of Clerkships

Appellate and trial courts provide different work experiences. Appellate court clerks (whether state or federal) concentrate on research and writing projects. Clerks in trial courts (the federal district courts or their state counterparts) have varied experiences with an opportunity to observe courtroom procedure and trial advocacy. In terms of career advancement potential, the federal courts provide increased national marketability. It is more important for state court clerks to be employed within those jurisdictions in which they intend to practice; their marketability is generally limited to these regions and locales.

## Clerkship Application Process

Judicial clerkships are perceived as “prestige” positions: the higher the court, the greater the prestige. Competition for federal clerkships is fierce. Some state court clerkships are also competitive; however, specific academic and law school credentials are less important in the lower courts. The candidate’s background, experience, law school activities, residence, contacts, personal style, and community commitment may far outweigh the significance of academic performance and law review participation.

Typically, an application consists of a cover letter, resume, transcript, writing sample, and two or three letters of recommendation. Strong faculty references are essential.

The GW Law School Clerkship Office—under Director of Clerkships, Sheila Driscoll—is available to serve the needs of students seeking judicial internships and post-graduation judicial clerkships. For more information and application guidelines, contact the CDO or the Clerkship Office.

### **Resources for Clerkship Research**

- Judicial Clerkship Handbook (GW Law School website)
- Summer Judicial Internship Binder - Available in the CDO Resource Library
- The American Bench: Judges of the Nation (Judges’ biographical information)
- Guide to State Judicial Clerkship Procedures ([www.vermontlaw.edu/career](http://www.vermontlaw.edu/career)) – contact the CDO for the password)
- NALP State Judicial Clerkship Directory ([www.nalp.org](http://www.nalp.org))
- Directory of Minority Judges in the United States – Available in the CDO Resource Library
- OSCAR: Online System for Clerkship Application and Review (<https://oscar.uscourts.gov/>)

### **BUSINESS/COMPANIES**

Lawyers work for businesses and companies in a variety of capacities based on the needs of the business. Company attorneys practice in specific areas of law (e.g., a technology company may hire intellectual property counsel) or are legal generalists available to assist the company and its leadership with any legal issues that arise.

### In-House Law Departments

Entry-level positions with in-house law departments of corporations are almost non-existent, as most corporations only hire experienced attorneys. Corporate legal staffs practice “preventative medicine” and some larger departments are capable of managing the greater portion, if not all, of the corporation’s legal needs. Others continue to hire outside counsel for specialized needs, and rely upon in-house counsel for routine matters.

Corporations traditionally hire experienced lawyers from the ranks of law firm associates, usually “laterals” with at least three to five years of law firm experience. This is especially the case for small law departments where a more seasoned attorney is needed to handle a great variety of legal questions. Some large corporations hire new law graduates into areas such as labor relations, contract administration, real estate development, mergers and acquisitions, consumer law, communications, and litigation. However, not all corporations offer the potential to combine a law and management career. Candidates with this aspiration should explore this possibility thoroughly prior to employment.

Most corporations offer good salaries, somewhat competitive with those of large law firms, plus excellent benefits packages. Additionally, the corporate environment is generally not as rigorous and life-consuming as that of private practice in a large law firm. Competition among lawyers is reported to be less than that experienced in the private law firm setting. Corporations offer several gradations in the legal staff hierarchy; lawyers often progress steadily and naturally through the ranks. For those ultimately interested in pursuing careers in business management, the general counsel slot may serve as an appropriate method of entry.

A corporation may hire a student in an unpaid capacity. Although these opportunities are also quite limited, the best way to do so is to network to meet individuals who are practicing as in-house counsel.

### Banking

Banks have in-house counsel for legal support in a broad range of matters. Within commercial banks, these matters include corporate trusts, legal support to retail operations, consumer credit, legislative and regulatory work, contracts, mergers and acquisitions, coordinating litigation, personal pension, and probate. Investment banks, generally viewed by job seekers as “prestige employers” within the banking industry, provide challenging positions to those whose interests and credentials lie in securities and finance.

Typically, banks do not recruit for lawyer talent on law school campuses; therefore, prospective applicants must make individual and direct contact, usually after gaining a few years of experience.

### Insurance Companies

Large insurance companies employ both new and experienced lawyers, and are particularly interested in those candidates who have direct experience with claims and personal liability issues. Most employers are located in the Northeast corridor: Connecticut, New York, New Jersey, and Pennsylvania.

Occasionally, these companies recruit on law school campuses and encourage direct applicant contact during the fall semester.

### Management Consulting

Management consulting opportunities are open to those candidates with a particular, well-developed expertise (acquired prior to law school in another field). This is because management consulting firms are commissioned to act as problem solvers for client organizations. A certain level of expertise is necessary to function in this capacity. Additionally, consulting firms do not act as training grounds for the inexperienced.

Consulting firms generally specialize in a set of areas. Depending upon their emphasis, lawyers may function as arbitrators, in-house counsel, pension administrators, mergers and acquisitions advisors, or systems consultants. In recent years, consulting firms have begun to develop large legal departments competing with the large firm practice environment.

### Public Accounting

Public accounting firms hire law graduates for positions in tax and, sometimes, management services (consulting). The “Big 4” firms (Ernst & Young, PricewaterhouseCoopers, KPMG, and Deloitte & Touche) manage the accounts of most major U.S. corporations and have offices throughout the world. Association with these firms provides the opportunity for relocation, flexibility, tremendous security, and visibility in the corporate world.

Some large firms do recruit at law schools during the fall semester. Others may be contacted directly with a cover letter and resume. Application should be made to the firm’s national recruiting office.

### Publishing Houses

New lawyers with good research and writing skills may consider editorial employment with legal publishing houses such as Matthew Bender, West Publishing Company, and the Bureau of National Affairs. The general publishing industry has increasingly offered employment opportunities to new and experienced lawyers, especially in recent years. Authors, editors, and publishing houses now rely more heavily on early and constant legal involvement throughout the publishing process. Fields of entry include libel and privacy law, copyright, contracts, and editorial products liability. Interested students must apply directly to each organization.

## **Resources for Company Law Department Employment Research**

- Corporate Yellow Book - Available in hard copy in the CDO Resource Library, or online through the Leadership Directories
- Directory of Corporate Counsel – Available online through Westlaw
- Vault Guide to Corporate Law Careers - Available via the CDO website using your law.gwu.edu email address
- Association of Corporate Counsel (<http://www.acc.com>)

## **PUBLIC INTEREST**

Public interest work encompasses a multitude of programs and employers: public policy centers, public interest law firms, membership organizations, and government agencies representing underserved populations including the poor, elderly, children, rights of the unborn, prisoners' rights, immigration, etc.

### How To Get Involved with Public Interest Work

Entrance into public interest law is gained through demonstrated commitment to public interest issue(s), persistence, and geographic flexibility. Competition for positions is often high. Frequently, larger, well-known public interest organizations draw attorneys from the ranks of the experienced; so, those wishing to enter the field should consider smaller, lesser-known organizations in order to gain experience leading to access to a greater number of job prospects. Post-graduate fellowships, sponsored by a variety of employers and organizations, are another way for entry-level attorneys to get into organizations.

Visibility in the public interest employment market may be gained by volunteering one's services to develop essential credentials and establish contacts with experienced public interest lawyers, or by writing articles with the intent of publishing. Interested candidates should explore all possible employment avenues including participation in GW Law School's Pro Bono Program, legal clinics, internships (students *may* be able to earn credit through the Outside Placement Program or Independent Study), fellowship programs, federal and state governments, the Hill, teaching, and private firms.

Although public interest salaries vary depending on the organization, most attorneys agree that the personal rewards are considerable. Public interest work is among the most interesting, challenging, and exciting legal fields available to law graduates.

### **Performing Public Interest Work While at GW Law School**

GW Law School is truly committed to encouraging students who wish to pursue public interest careers. This commitment is reflected in the broad range of programs and opportunities offered, including the Pro Bono Program, Legal Clinics, Outside Placement Program, Project Re-Entry Legal Reform Project, Animal Welfare Legal Reform Project,

GW/Oxford Human Rights Program, and public interest courses and student organizations. GW also provides financial assistance for law students in public interest jobs through summer subsidies, fellowships, and the Loan Reimbursement Assistance Program. For more information about these programs, students should see the descriptions below, visit the “Public Interest and Pro Bono” section of GW Law’s website, and contact the CDO.

### GW Law School Pro Bono Program

Through the Pro Bono Program, law students volunteer legal services to those who cannot afford or do not have access to legal services. Participation in the Program not only gives students the opportunity to help others, but also provides the practical legal experience needed to compete in the job market after graduation. Also, by interning or volunteering legal services, students gain visibility in the competitive public interest employment market, develop essential credentials, and establish contacts with experienced public interest lawyers.

By signing a Pro Bono Pledge, students enroll in the Program, which is administered by the Law School’s Student/Faculty Public Interest Committee. **Each student who completes the LL.M. degree in one academic year will be recognized at graduation if he or she provides 20 hours or more of Pro Bono Legal Services during that year.** In addition to being recognized at graduation, students who fulfill their Pro Bono Pledge are invited to participate in an annual Pro Bono Breakfast and Reception at which they receive a certificate from the Dean. The Reception kicks off graduation weekend and is attended by students, their families, and faculty members.

For more information, students should review the Pro Bono Guide, visit the Public Interest and Pro Bono section of the Law School’s website, or contact the CDO, at (202) 994-7340.

### The Jacob Burns Community Legal Clinics

Founded in 1971, the Community Legal Clinics at GW Law School were dedicated in 1991 to acknowledge the generous support of Jacob Burns, LL.B. ‘24, LL.D. ‘70. The clinical programs vary considerably in purpose, duration, requirements, and duties, and every year special projects increase the scope of this rich offering. Despite their diversity, all the Clinics share a common goal—to provide members of the community with critically needed legal services, while giving motivated law students the opportunity to experience the practical application of law and to develop skills as negotiators, advocates, and litigators within an exciting and supportive educational environment. Services are made available to Spanish-speaking residents of the area through the Clinics’ several bilingual attorneys and students. The Community Legal Clinics operate under the direction of Associate Dean

Phyllis Goldfarb.

The Clinics include: Civil Litigation; Consumer Mediation; Federal, Criminal, and Appellate; Health Law Rights; Immigration; International Human Rights; Public Justice Advocacy; Small Business/Community Economic Development; Vaccine Injury; J.B. and Maurice C. Shapiro Environmental Law; Project for Older Prisoners; and Law Students in Court.

Although the Clinics are open to LL.M. students, you should keep in mind that spots are limited and LL.M. students will be competing with a large number of J.D. students. For more information, visit the Clinical Programs website

<http://www.law.gwu.edu/Academics/EL/clinics/Pages/Overview.aspx>.

### Outside Placement Academic Credit

Outside Placement provides LL.M. students with opportunities to earn academic credit for work in public interest, government, and nonprofit organizations, including: Department of Justice, Environmental Defense Fund, U.S. Attorneys Office, DC Public Defender Service, Women's Legal Defense Fund, Washington Legal Clinic for the Homeless, Legal Aid Society, Consumers Union, and District Court and Superior Court Judges. Each student who participates in an Outside Placement may be required to successfully complete additional LL.M. Outside Placement co-curricular requirements. Professor Jessica Tillipman is the Director of the Outside Placement Program. For more information, contact Professor Tillipman or Nikki Keeley, the Executive Coordinator of the program or visit the Outside Placement website

<http://www.law.gwu.edu/ACADEMICS/EL/OP/Pages/Overview.aspx>.

Students can participate in the Domestic Violence Project, a placement consisting of trial work with a local legal service provider on domestic violence cases, policy, or legislative work with a national organization on domestic violence issues, or appellate work with attorneys in law firms conducting pro bono domestic violence appeals. This project and its co-requisite requirements are supervised by Professor Joan Meier.

### GW Law School Pro Bono Legal Reform Projects

The Law School's first Pro Bono Reform Project was the Animal Welfare Legal Reform Project (AWLRP). With the hard work of students and faculty, the AWLRP succeeded in releasing a report of recommendations for law reform to the DC City Council at a press conference in Spring 2005, and in drafting legislative changes to present to the City Council. Contact Professor Joan Schaffner or Professor Mary Cheh to volunteer for the AWLRP.

The Criminal Justice Reform Project began in Fall 2005 as Project Re-Entry. Like the AWLRP, it is a joint effort by students and faculty; however, its focus is on researching and analyzing laws that affect the ability of persons released from prison to re-integrate, or re-enter the community. Contact Professor Donald Braman to volunteer for Project Re-Entry.

### Public Interest Courses in the Elective Curriculum

A number of courses at GW Law School place special emphasis on addressing social and legal justice concerns, including legal issues relevant to traditionally disadvantaged groups or underserved populations. A listing of the Law School curriculum is available on the website.

### GW Law School Student Organizations

The Law School's commitment to public service is reflected in the activities of its student organizations, many of which focus on serving the public interest. Every fall, the Student Bar Association sponsors a student group fair at which law students can learn about various student organizations, including the Amnesty International Legal Support Group, Environmental Law Association, Equal Justice Foundation, National Lawyer's Guild, and Street Law. For a list and descriptions of student organizations, visit the website.

## **Funding for Public Interest Work**

### Summer Subsidies

Many GW Law students choose to perform public interest legal work during the summer. In order to make the choice more financially feasible, the Law School and other organizations provide summer subsidies. In 2006, the Law School awarded almost \$200,000 in the form of cash grants and tuition remission to about 50 law students engaging in full-time summer public interest work. In order for LL.M.s to be eligible they must be enrolled in the spring preceding the summer, as well as the following fall (i.e., Spring 2009 and Fall 2010). Students may submit applications for subsidies after receiving an offer of summer employment from a local, national, or international public interest employer. Interested students may download application materials from the public interest portion of the Law School website; generally, due dates are in mid-to-late March.

The Law School's website also provides a list of outside organizations that offer summer subsidies to law students for their summer internships and a list of application deadlines. Students are encouraged to apply for both law school and outside subsidies to ensure a greater chance of receiving some funding for their summer work.

## Post-Graduate Fellowships

Many fellowship applications require a sponsoring organization and a specific detailed project. This project must be developed over time, and it is essential for students to begin thinking about organizations they wish to work for and developing project ideas as early as possible (even before the LL.M. program begins!). Interested students should read the CDO's guide to post-graduate fellowships. Students are also encouraged to contact the CDO and make an appointment to discuss fellowship opportunities.

### **Resources for Public Interest Employment Research**

- Harvard Law School Public Interest Job Search Guide
- Public Service Law Network Worldwide ([www.pslawnet.org](http://www.pslawnet.org))
- Equal Justice Works ([www.equaljusticeworks.org](http://www.equaljusticeworks.org))
- Directory of National Legal Aid and Defender Offices (state and local offices)
- National Legal Aid and Defender Association ([www.nlada.org/jobs](http://www.nlada.org/jobs))
- Washington Council of Lawyers Public Service Directory
- Human Rights Organization and Periodicals Directory
- Public Service and International Law: A Guide to Professional Opportunities in the United States and Abroad
- Development Directories ([www.devdir.org](http://www.devdir.org))

### **ASSOCIATIONS**

Associations are non-profit, voluntary, and cooperative professional organizations. Organizations included in this definition are: trade associations, professional societies, scientific technical and learned societies, foundations affiliated with trade associations, and political action committees (PACs). Trade and professional association legal staffs are generally small, which means that lawyers must be generalists and quickly assume a great deal of responsibility. Salaries are competitive but not extravagant and fall within the range of salaries offered to lawyers in small and mid-sized firms.

Association lawyers often perform lobbying or legislative and regulatory law work. Because lobbying is a primary function of associations, most are headquartered or have branch offices in the Washington, DC metropolitan area. Associations represent every conceivable interest area from absorbent paper products to zinc. In the employee selection process, associations will lean toward those individuals who have a record of commitment or experience in their field of interest. People with legislative and/or Capitol Hill experience are especially attractive; similarly, those with applicable federal government experience are also prime candidates.

### **Resources for Association Employment Research**

- Associations Yellow Book –Available via the portal through the Leadership Directories

- The National Trade and Professional Associations (NTPA) Directory – Available in the CDO Resource Library
- Capital Source – Available in the CDO Resource Library
- Opportunities in Public Affairs ([www.brubach.com](http://www.brubach.com))
- American Society of Association Executives ([www.asanet.org](http://www.asanet.org); [www.gwsae.org](http://www.gwsae.org))
- The Federation of International Trade Associations (<http://www.fita.org/>)

## **THINK TANKS**

A Think Tank (sometimes called a Policy Institute) is an organization, institute, corporation, or group that conducts research and engages in advocacy in various legal and societal areas, such as social policy, political strategy, economy, science or technology issues, industrial or business policies, or military advice. Many think tanks are non-profit organizations. While many think tanks are funded by governments, interest groups, or businesses, some think tanks also derive income from consulting or research work related to their mandate.

Lawyers who work at think tanks often perform legislative, statutory and other legal research, as well as preparing reports and white papers on a specific area of law or policy. U.S.-Trained LL.M.s may work on issues related to the legal jurisdictions of their home countries and/or those that require particular language skills. Some think tanks may be charged with bringing litigation related to their mission and, as such, attorneys working at the organization may perform traditional litigation tasks. Attorneys also may serve in an in-house counsel role at a think tank handling employment law, issues related to non-profit status and other day-to-day legal matters.

## **Resources for Think Tank Employment Research**

- National Institute for Research Advancement's World Directory of Think Tanks ([www.nira.or.jp/past/ice/nwdtt/2005/index.html](http://www.nira.or.jp/past/ice/nwdtt/2005/index.html))
- Foreign Policy Research Institute Think Tank Directory (<http://thinktanks.fpri.org/>)
- Harvard Kennedy School of Government Think Tanks Directory (<http://www.hks.harvard.edu/library/research/guides/think-tanks-directory.htm>)
- Policy Jobs.Net World Think Tank Directory ([http://www.policyjobs.net/World\\_Think\\_Tanks/](http://www.policyjobs.net/World_Think_Tanks/))
- Wikipedia List of Think Tanks ([http://en.wikipedia.org/wiki/List\\_of\\_think\\_tanks](http://en.wikipedia.org/wiki/List_of_think_tanks))
- Politixgroup ([www.politixgroup.com/ttjobs.htm](http://www.politixgroup.com/ttjobs.htm) & [www.politixgroup.com/dcintern/tt.htm](http://www.politixgroup.com/dcintern/tt.htm)) Links to full time employment and internship opportunities with think tanks and partisan organizations.

## **ACADEMIA**

Universities and Law Schools regularly hire law school and LL.M. graduates for a variety of positions, including teaching, professional staff, administration, and librarian/information specialists.

### Teaching

Law School faculty positions generally require exceptional credentials in terms of depth of experience, research and writing ability, and academic performance. In addition to the traditional tenure track full-time teaching role, most law schools employ part-time adjunct faculty as well as full-time short-term instructors.

Non-law school environments also provide law teaching opportunities. Four-year colleges and universities and community colleges hire those with a J.D. to teach law-related courses in business administration and international curricula programs. Institutes of paralegal studies also employ lawyers to provide instruction in a variety of legal subject areas.

### **Resources for Teaching Research**

- American Association of Law Schools; Directory of Law Teachers, Annual Recruitment Conference, Placement Bulletin (AALS; [www.aals.org](http://www.aals.org))
- Chronicle of Higher Education ([www.chronicle.com](http://www.chronicle.com))
- Academic Job Search Handbook – Available in the CDO Resource Library
- Gonzaga University School of Law Institute for Law School Teaching (<http://www.law.gonzaga.edu/About-Gonzaga-Law/Institute-for-Law-School-Teaching/default.asp>) Information on the teaching, as opposed to scholarship, aspect of legal education.

### Professional Staff

Among the many academic and professional staff roles played by persons with professional degrees are: general administration, career development, admissions, financial aid, academic counseling, continuing education, alumni affairs, and affirmative action. Position titles include: Dean, Director, University Counsel (or Co-counsel/Assistant Counsel), and Ombudsman.

GW Law School and the University employ individuals in each of these capacities. If you are interested in one of these careers, talk to the person at GWU who has that position! To search for job openings in these fields, visit University websites.

### **Resources for Metro DC Area University Professional Staff Opportunities**

- The George Washington University (<http://www.gwu.edu/~hrs/>)
- Georgetown University (<http://www.georgetown.edu/working.html>)
- The Catholic University of America (<http://humanresources.cua.edu/positions/>)

- George Mason University (<https://jobs.gmu.edu>)
- American University (<http://www.american.edu/hr/>)
- The University of Maryland (<http://www.uhr.umd.edu/>)

### Information and Law Library Management

The Law Librarian's role has changed significantly due to the contemporary nature of information processing and information specialists with library management, and, frequently, systems training. Information resource management roles are available in law schools, private firms, bar associations, government agencies, corporations, and courts (all levels). These positions usually require a master's degree in Library Science; a law degree may be required or preferred.

### **Resources for Law Librarian Employment Research**

- The American Association of Law Librarians, including placement assistance and job newsletter ([www.aallnet.org](http://www.aallnet.org))

### **ALTERNATIVE LEGAL CAREERS**

Many students graduate from their legal studies—including LL.M. programs—and decide that they do not want to practice law. These students work in a variety of fields and the possibilities for non-legal employment with an LL.M. degree are endless. The best way to learn about the types of non-legal careers that LL.M. students may explore is to talk to those who have taken that path and the best way to do that is to network!

### **Resources for Researching Alternative Legal Careers**

- Careers-in-Business ([www.careers-in-business.jobsinthemoney.com](http://www.careers-in-business.jobsinthemoney.com))
- Bloomberg ([www.bloomberg.com](http://www.bloomberg.com))
- Wetfeet ([www.wetfeet.com](http://www.wetfeet.com))
- Harvard Business School Guide to Careers in Finance, Management Consulting – Available in the CDO Resource Library
- Vault Guide to Finance Interviews, Investment Banking – Available in the CDO Resource Library
- NALP brochure series regarding Alternative Careers Opportunities for Law Graduates: Human Resources, Legal Publishing, Financial Services ([www.nalp.org](http://www.nalp.org))

## **How Do I Get A Legal Job After Completing My LL.M. Studies? The #1 Secret for Getting the Legal Job of Your Dreams**

The absolute best way to find a legal job you will love is...NETWORKING!

### **WHAT IS NETWORKING?**

Networking is building professional contacts. The purpose of networking is to build long-term relationships for professional development and personal growth. There is no time limit, deadline, or geographic limitation for networking, nor does the need to network end when you have secured employment; however, it is crucial to begin networking as soon as you begin the LL.M. program. Some students begin building their network even *before* arriving on campus. Even if you have not done this yet, it is not too late to form professional relationships. As always, do not forget about maintaining your existing network while forming new contacts.

Networking involves contacting people you know, or with whom you have some connection, to request assistance with your job search. These individuals do not need to have a job to offer you, and they need not be particularly high-ranking or influential professionals. Any professional contact is helpful if she can provide you with advice and information about a particular practice area, career path, or job market and introduce you to additional contacts.

Networking offers you access to:

- Information
- Advice
- Direction
- Opportunities
- Referral

### **WHY IS NETWORKING IMPORTANT?**

There are several reasons why building your network of professional contacts is vital to your job search and your career. However, one reason stands above the rest – networking is *the most effective method of finding a job*. Many students report that they secured their part-time, summer, and permanent post-graduate positions through their professional contacts. The number of law students, and attorneys, who obtain their jobs through networking makes sense when you consider that the majority of positions in the employment market go unadvertised in the “Hidden Job Market.”

## THE “HIDDEN JOB MARKET”

The simple fact is that most employment opportunities are not advertised through traditional means. This requires finding creative ways to discover opportunities that are available and are a good match for you. You may have heard that over 80% of all job opportunities are not advertised and what you find on the Internet and in the newspaper classified ads is only the tip of the iceberg. While the hidden job market may or may not be as massive as many believe, the truth is that it does exist, it is large, and you must be aware of it!

The existence of the hidden job market means that responding to job advertisements on the Internet, in newspapers, job listing binders, recruitment programs, and sending out targeted mailings is only *part* of a complete job search. *The best way to learn about unadvertised positions is to form a network of people who will get you connected to the job opportunities you want.*

## WHAT ARE REASONABLE EXPECTATIONS

It is very important that you have realistic expectations before you begin developing professional relationships. When networking, *it is reasonable to expect:*

- Advice
- Valuable information about career fields, the market, and hiring trends
- Feedback about a resume, cover letter, and interviewing skills
- Assistance in formulating an action plan for a specific field or organization
- Referrals to others who might assist you
- Professional mentoring (mentoring refers to a developmental relationship between a more experienced mentor and a less experienced partner referred to as a mentee or protégé).

***It is not reasonable to expect your contacts to find you a job.*** You are sure to turn people off when the only question you pose is: “Do you know of any openings?” Not only will you likely receive a negative response, but it is possible that you will lose an opportunity to establish a lasting relationship or gain other valuable information.

## HOW DO I START NETWORKING?

Anyone can be a networking contact: the student sitting next to you in class, your parents' neighbor, your doctor, professor, former supervisors, people in organizations that interest you, bar associations (DC Bar Association, American Bar Association, etc.), or anyone with whom you have something in common (i.e., the same college, gym, professional association).

Start by making a list of people you already know. Include classmates, former employers and colleagues, family members, professors and other acquaintances. If the people on your list are lawyers or work in the legal field, start asking them about their practice, employer and career path. If there are individuals on your list who are not lawyers or in the legal field, start by asking them if they know any attorneys who you can contact. Every time you network with one person, be sure to ask if they can recommend someone else for you to contact. This is how you will build up your own professional network.

Throughout the year, a number of GW Law School programs offer networking opportunities. Remember, the individuals who volunteer to speak at GW Law School events and programs, usually alumni, do so because they are interested and available to meet with our students following the programs (and sometimes beyond). The CDO can also assist you in getting in touch with alumni willing to help LL.M. students with their job search.

Take every opportunity to build your professional contacts. You can network while waiting in a grocery store line, riding the bus or metro, attending a professional seminar or school-sponsored program, or meeting with a professor. Professional organizations and bar associations are great places to meet people. Be alert to opportunities and always conduct yourself professionally – especially in Washington, D.C., you just never know who you will meet, or where. Students have been known to successfully network by simply striking up a conversation with someone on an escalator, or in line at a pharmacy. Remember, potential networking contacts and employers also must do grocery shopping and run errands.

Once you have identified contacts, you can communicate with them through a letter (or e-mail) of introduction. If you are contacting someone you know, or an alumnus of your school, you can initiate contact by phone rather than a letter. Be prepared, however, to provide the same information you would have sent in a letter of introduction. If you initiate contact via e-mail, remember that this is a professional document and it must be error free and as formal as any other business letter. In using any of these approaches, the initial contact must concisely and precisely inform the reader:

- Who you are (if you have previously briefly met the contact, politely remind them of who you are and perhaps how you met in order to jog their memory)
- How you identified the contact
- Why you are writing (you are currently searching for employment; you would appreciate *any* advice and/or information they would be willing to share with you; request a brief meeting (informational interview), indicating when you will call to arrange it)

If the contact is local, you should always request an in-person meeting. If you have an out-of-town contact, however, you can request a phone appointment, unless you are able to travel for a face-to-face meeting. You should always follow your e-mail with a phone call.

When making the call, know your availability in order to arrange a mutually convenient time and date to meet with your contact.

Talk to people about your career interests and goals and ask about their career path. Most people are more than willing to share information with someone; in fact, most people are flattered by the attention and truly want to help.

Follow-up on all referrals and keep your professional contacts apprised of your career status.

Be organized. Now is the time to start keeping a list, spreadsheet, or some other method of keeping track of your contacts so that you can easily maintain contact with them. Remember – networking does not stop at an initial meeting, networking is a means to creating *long lasting professional relationships*.

### **WHAT IS INFORMATIONAL INTERVIEWING?**

Informational interviewing is one way to build your network of professional contacts, and is the process through which career planners and job seekers learn about different areas and types of legal practice, as well as career opportunities. Informational interviewing can provide:

- Insights into a career field of interest including skills needed, entry-level positions, employment trends, job opportunities, etc.
- A realistic view of the work world and career field you are investigating
- Assistance with academic planning
- Ideas for volunteer, summer, part-time, and internship opportunities related to specific fields
- Professional contacts and increased confidence in interacting with professionals
- A better chance to “be in the right place at the right time”
- A foot in the door
- Information about special concerns (i.e., salaries, part-time or flexible hours, minority issues) that may not be appropriate to raise during a formal employment interview

### **WHO SHOULD REQUEST INFORMATIONAL INTERVIEWS?**

- Those seeking information about particular career fields and professional settings
- People seeking geographic information
- Applicants seeking information about opportunities for individuals from a certain country or region, or those with particular language skills, within an organization

Often, one is able to gather information through informational interviewing that cannot or should not be discussed in a formal job interview. For example, during an informational interview with a judge, it is appropriate to ask exactly what interning in his/her chambers may involve; however, if you are at a formal interview with a judge, you are expected to know the duties required of a law clerk.

## DOS AND DON'TS OF INFORMATIONAL INTERVIEWING

### DO...

- DO conduct a self-assessment exercise prior to informational interviewing to explore your interests, values, and skills so you will be better prepared to discuss them with others.
- DO be honest with yourself and your contacts regarding your reasons for wanting to talk to them. An informational interview is **not a job interview**.
- DO make appropriate contact. To introduce yourself, either call or write to the prospective contact. Ask for 20-30 minutes of their time. It is often more appropriate to write an e-mail or letter in situations where you do not know the person well.
- DO be prepared. Do your homework before meeting with the interviewee: research the individual (by “googling” her), as well as her current and former employers so that you know something about her background, practice area, and career path. Create a list of questions that highlights what you have in common and what you are hoping to learn from her.
- DO dress as if it were a job interview.
- DO follow-up. Always write a thank-you letter. Keep the person up-to-date on your job search. Remember to let them know when you do find what you are looking for.
- DO keep good records. Record details about your conversation so you can keep track of your contacts.

### DO NOT...

- DO NOT ask for a job. Information is what you are seeking and is the only thing you should ask for.
- DO NOT be late or skip the appointment.
- DO NOT forget to send a thank-you note after the meeting, and remember to follow-up.
- DO NOT stay longer than 30 minutes unless your contact indicates that it is okay.

## WHAT TO ASK IN AN INFORMATIONAL INTERVIEW

Ask about the individual's employer, practice area, background and how she got where she is now, for advice for someone at your career stage, what she sees for the future in her particular career field, and for names of additional people with whom you can meet.

Sample questions are:

- How did you get your job at (organization name)?
- Were you an intern at (organization name) before you were hired full-time/permanently?
- Did you work or intern at other organizations before landing your current job? If so, where? How did you get those positions? Where was your first job?
- Did you have particular skills/background in the area in which you are working?
- How have you advanced within the organization? Does your organization promote from within? How long did it take you to make partner? How do you envision your future career path?
- What exactly does a (area of specialty) attorney do? What are the different aspects of the job? What does your typical day look like?
- As a judicial clerk, how do you spend your day? Do you get to spend time with the judge, perform research, or attend court?
- What is the philosophy of your organization? Does your organization have employee training and support?
- What does your organization look for when hiring new attorneys or interns? What traits does a successful applicant possess?
- How is the job market for (career field) in (geographic location)? Are there areas of the law in (geographic location) that are considered "hot" or "up and coming" these days?
- What advice do you have for a recent LL.M. graduate seeking to enter this field?
- Are there any professional associations I should join that would put me in contact with other women attorneys/minority attorneys/career changers/international attorneys?
- What is the typical salary range for a (position) with a (small/medium/large organization) in (geographic location)?
- **Do you know of any other people to contact who might be able to assist me with information?**
- Would you review my resume and provide feedback? Don't forget to follow-up by updating your resume, incorporating the suggestions, and sending her a copy.

## FOLLOW-UP

Always send a simple thank-you letter.

**Example:**

“Thank you so much for taking time out of your busy schedule to meet with me yesterday. I appreciate the information and advice you provided about the market for \_\_\_\_\_ attorneys in New York. I will follow-up with Mr. Smith as you suggested and I have already called for information about the Women’s Bar Association. Again, thank you for your time.”

Do not forget to let them know what happens to you.

**Example:**

“I am writing to thank you for your generous assistance during my recent job search. I met with Mr. Smith and he knew of several job possibilities. I interviewed with Larry Green at Blue, Clark & Jones and I was offered a position in their \_\_\_\_\_ division. Thank you again for your help. I look forward to seeing you at the next Women’s Bar Association meeting.”

Do not forget to continue to keep in touch, even after you get a job; you never know when you will need to tap into your network next, so maintaining your networking contacts is vital.

## BE ORGANIZED

To ensure that you are getting the most out of the effort you have put into networking and informational interviewing, you should be sure to keep detailed notes on each and every one of your contacts. To do so, you must be organized and meticulous. The following Networking Log is one way to make sure that you don’t forget a contact.

Contact Name	Employer	Position	Contact Information	How You Met	Follow-Up 1	Follow-Up 2
Jane Smith	John & Doe P.C.	Associate in Patent Law Group	John & Doe P.C. 1000 J St. NW Washington, DC 20001 jane.smith@john-doe.com (202) 123-4567	03/03/2009 at AIPLA Spring Meeting workshop on patent law policy	Sent thank you note on 03/15/2009 and invited her to coffee	<ul style="list-style-type: none"> <li>• 04/01/2009 Coffee at Starbucks</li> <li>• Discussed practicing patent law in law firm; her former job practicing law in Russia</li> <li>• Sent thank you note 04/02/2009</li> </ul>
Amanda Friendly	World Trade Organization	Patent Policy Analyst	WTO 2500 J St. NW, Washington, DC 20002 amanda@wto.org (202) 987-6543	03/31/2009 at DC Bar CLE titled “International Patent Law”	Scheduled lunch for 06/20/2009	

You should update your Networking Log every time you make a new contact or interact with one of your existing contacts. Be sure to note each time you correspond (e.g., by email, phone or letter) and meet (e.g., for a scheduled lunch or coffee, by coincidence at an event) with each of your contacts and write down what you discussed.

You should review your Networking Log every week to see which contacts you have not been in touch with lately and re-connect with them. You can always tell them something about yourself (e.g., you earned an A on a paper, you had a job interview, you graduated from your LL.M. program), something about them (e.g., you saw they were quoted in the ABA Journal), or something about their practice area (e.g., you saw that Congress just passed a new law in their field).

## NETWORKING FAQ

### **Q. What does “business attire” mean?**

A. Business attire means a suit. For men, this should be a neatly pressed suit – darker colors are considered more conservative and formal. Black, dark blue, or charcoal gray suits are “safe” for networking and/or interviewing. Suits should be paired with a solid colored blue or white shirt, and a conservative tie. Men certainly can and do wear shirts and ties with more “style” in business settings, but *not* for interviews or networking events where first impressions are so important. Neatly polished shoes, and dark colored socks are also worn. Men should be neatly groomed – facial hair is acceptable if neatly trimmed, fingernails should also be clean and neat. For women many of the same rules apply. While in many larger cities it is acceptable for women to wear pants suits, in some smaller towns, and more conservative cities, women are still expected to wear a skirt suit. Skirts should not be shorter than one or two inches above her knee. Jewelry and makeup should be conservative. Generally, open-toed shoes are considered more informal than close-toed shoes.

### **Q. What does “business casual” mean?**

A. Business casual is not the same as casual. For men, business casual means nice slacks or khaki pants, and a neatly-pressed collared button down shirt. In colder months, men sometimes wear a nice sweater over such a shirt. For women, nice slacks, khakis or a skirt should be worn with a neatly-pressed collared shirt or sweater. Sleeveless shirts, sandals, t-shirts, and denim jeans are rarely acceptable in a business setting. If in doubt, tend towards the formal.

### **Q. Is it okay to drink at cocktail party?**

A. Yes and no. Parties and networking events will often offer beverages, both alcoholic and non-alcoholic, at networking events and cocktail parties. Be careful to recognize the difference between a social and business setting. In business settings, more than one alcoholic drink should not be consumed. If you decide to have an alcoholic drink, drink it

slowly throughout the event. If you wish to have another drink, water or a carbonated beverage is a good option. Often, you can request such drinks with a slice of lemon or lime. By doing so, you will not draw attention to the fact that you are abstaining from alcohol (there can occasionally be social pressure to have an alcoholic drink – regardless of the pressure you may be feeling, more than one alcoholic drink is not appropriate in a business setting). In any case, drinks should be held, with a napkin, in the left hand so that the right hand is available (and not cold or wet) for greeting other people with a handshake.

**Q. Is it okay to eat at a cocktail party?**

A. Yes, in moderation. Snacks will often be provided at a party or networking event. You should feel free to eat what is offered, but you should not convert the snacks into a meal. Remember that the goal of such an event is to maintain existing professional relationships while creating new networking opportunities and professional relationships. This is very difficult to do if your mouth is full of food!

**Q. How do you make lasting relationships?**

A. If you want to form a professional relationship with a person you met at a networking event or party, you must have a way to contact them after the event is over. The best way to do so is to ask the person for his or her business card. Although asking for a card can be nerve-wracking, it is completely acceptable to simply ask at the end of a conversation. Examples of how such exchanges occur include:

- “I’ve really enjoyed speaking with you. Could I get your business card so that we can keep in touch?”
- “I’d like to contact you later this week regarding what we discussed. May I give you my business card so that you will remember who I am when I do so?”
- “Thank you for taking the time to meet with me this afternoon. May I have your business card in case I think of any follow-up questions?”

**TEN RULES FOR WORKING COCKTAIL PARTIES AND RECEPTIONS**

(Material Courtesy of Mary Crane & Associates)

Rule #1: Introducing Yourself

Provide your name and a descriptor. View the descriptor as a 30-second commercial. Make sure it’s interesting to the person you’re about to meet. When in a business-social setting, especially when you’re meeting potential clients, introduce yourself in a way that will help you become memorable.

Rule #2: Introducing Others

Ask yourself, “Who is the most important person in this business context,” then present the less important person to the more important person. As an example in the law firm context, a senior partner is viewed as more important than a new associate. A client is

viewed as more important than a senior partner. Therefore you would say, “Ms. Senior Partner, may I present New Associate” or “Ms. Client, may I present Ms. Senior Partner.”

### Rule #3: Arriving at the Event

Arrive on time – this is an extension of your work. If you are arriving alone, thank the host or hostess, go to the bar, get a beverage, wrap the beverage in a napkin and carry that beverage in your left hand.

### Rule #4: Use the Buddy System

Whenever possible, attend cocktail parties with another person. The two of you can “divide and conquer” – doubling the number of contacts you make in half the time. Prearrange a rescue signal.

### Rule #5: Approachables

If you are attending an event alone and you do not immediately recognize any of the other guests as an acquaintance, introduce yourself to an “approachable.” These are the people who are more typically known as “wall flowers.” Never forget that these people can be important and valuable contacts.

### Rule #6: Nametags

Wear your nametag on your right lapel.

### Rule #7: Remembering Names

LISTENING is the real key to remembering names. During introductions, many of us make the critical error of thinking about what we are going to say next rather than listening to what the other person is saying. Listen as the other person provides their name and descriptor. You will increase your chances of remembering that name if you begin to use it right away or associate it with another person you know well.

### Rule #8: Breaking and Entering

Should you wish to enter into a conversation that is taking place among a group of people, approach the group, listen to what is being said, and make eye contact with other participants. After another member of the group asks a question, feel free to introduce yourself and ask a follow-up question.

### Rule #9: Exiting a Conversation

When you are ready to leave one conversation and move onto another, let the other participants know how pleased you were to have met them and then move on. This is the appropriate time to ask other participants if they would like to exchange business cards.

### Rule #10: Send a Thank-You Note

A key rainmaking skill is the art of becoming memorable. Because writing thank you notes has become a lost art, every time you send one, you enhance your chances of being remembered. An effective thank you note requires you to write three simple sentences:

1. Describe the event.

**Example:** *Thank you for inviting me to the XXX reception.*

2. Describe something about the event that made it unique.

**Example:** *I cannot begin to tell you how much I enjoyed the numerous conversations I had with colleagues regarding issues affecting the (area of practice).*

3. State your next action step.

**Example:** *I hope we can get together soon for lunch. I will call you early next week.*

## Four Easy Steps to Networking Success

Now that you know what networking is and how to do it, here are four easy steps you can use to start networking right away or to brush up on your networking skills before attending a networking event, an informational interview or any other business situation.

**1. Identify “Networkee.”** Select someone that does something you are truly interested in.

**2. Approach.** If at a reception or other in-person event, approach the person and wait for a break in the conversation. If you are trying to set up a future conversation, just call, email or write the person and ask if they have a few minutes to talk to you about their career. For a sample invitation to network, please see Appendix B.

**3. Converse.** Be yourself and let your personality shine through, *but you need to have three things prepared in advance:*

- First, a pitch about who you are. For example: “I am an LL.M. student who is really interested in practicing corporate law in the United States. I would love to hear more about how you started your career.”
- Second, questions to keep the conversation going. This includes questions about the person’s career path, education, work, organization and any advice they have for you. For a list of suggested networking questions, please see Appendix C.
- Third, when the conversation is wrapping up, ask your networkee if they know anyone else that you might be able to learn more about \_\_\_\_\_ (fill in the blank with whatever you are interested in!) from.

**4. Follow Up.** Following up is crucial and it entails more than a simple thank-you after your chat (although that is essential!).

- Send a thank-you note or email to your networkee. This serves two purposes: (1) they’ll understand how much you appreciate their time and therefore, they may be more inclined to put you in touch with some of their contacts; and (2) it will ensure they have your contact information so that they can easily get in touch with you when an awesome opportunity comes up! For sample thank-you note language, please see Appendix K.
- Keep them apprised of your job search efforts, particularly if they suggested you meet with other people or apply for certain positions. Definitely let them know when you accept a job – you may be able to help *them* in the future!
- If you come across something that relates to your conversation, forward it on to your networkee – it will not only remind them of you (possibly prompting them to follow up with the contact name they promised you), but it will underscore your interest in a particular legal topic.

## Down to Work – Applying for Legal Jobs

Now that you have mastered networking, it is time to actually start applying for jobs. The LL.M. Advisor can help you convey your experiences and skills in the best, most relevant way – but below are the basics about legal cover letters, resumes, writing samples, references and job interviews that you need to get started.

### Cover Letters

Cover letters are extremely important to your job search. *They are the first (and possibly only) opportunity you will get to speak directly to an employer!* The cover letter is your chance to tell your dream employer why you are so interested in working for them and what you would bring to their organization – all the while demonstrating your ability to write clearly and concisely!

#### Four Steps to a Perfect Cover Letter

**Step 1: Tell them who you are.** You should open the letter by telling the employer that you are an LL.M. student at The George Washington University Law School and what job you are applying for. If someone in your network suggested you apply or has some connection with the employer, indicate that in the *very first sentence*.

Also – if you are applying for jobs outside Washington, DC, be sure to include a reason you want to work in that city. Good reasons: you have lived there, you have family there, you studied there, you are interested in X industry, which is based there. Bad reasons: you’ve heard the salaries are higher, you want to “try the city out,” you’ve never been there, but you’ve heard it’s nice.

“Dean Paddock suggested I contact you about a summer internship. I am currently studying for my LL.M. in Environmental Law at The George Washington University Law School and am extremely interested in working for the New York office of the Environmental Defense Fund this summer. Having grown-up on Long Island, I look forward to starting my legal career in New York this summer.”

**Step 2: Tell them why you want to work for them.** To generate a good reason why you want to work for a particular employer: (1) think about what you want to do and why; and (2) research the employer, including the employer’s website, and review recent cases or matters the employer has been involved in to see if their work matches with your interests

*Note* – for government agencies and public interest organizations, it is extremely important that you indicate your interest in the mission of the organization! You can usually find this information on the organization’s website.

Ideally, you will write a unique cover letter for each employer. If you can’t do that, it is okay to categorize employers and have similar language that you use for each category of employers. For example, you may have one letter that you use for litigation, another for corporate, another for environmental and so on.

“I would like to work for the Environmental Defense Fund (EDF) because I am interested in creating lasting solutions to the most serious environmental problems. I was excited to read about the EDF’s recent efforts to pass national legislation that caps global warming pollution and creates a flexible emissions trading market because that is exactly the type of legal work I am passionate about.”

**Step 3: Tell them why they should hire you.** This is the heart of your cover letter – it is your chance to set yourself apart from all of the other candidates who want to work for a legal employer. What makes you different?

The best way to approach this is to think about what skills and *practical experiences* (non-legal counts!) you have and how those skills and experiences might be useful to the employer. *You need to do the work for the employer* – it is not effective to just rattle off a few things without explaining why they would be useful to the employer. Similarly, you don’t want to just recite your resume. Your cover letter should provide just enough detail about your skills and experiences to entice the employer to read your resume.

The best way to identify the skills and experiences you have that will be useful to an employer is to create a Job Match Matrix. The Job Match Matrix should include (1) a list of the employer’s needs—which can easily be gleaned from a particular job announcement posted by the employer, the employer’s website, or information provided to you by a contact—and (2) a list of your skills and experiences that match up with those traits. Here is a sample Job Search Matrix.

Employer Needs	My Skills and Experiences
Legal research and writing skills	<ul style="list-style-type: none"> <li>• Received A+ in legal research and writing course during J.D. studies</li> <li>• Wrote legal memos during summer and semester internships during law school</li> </ul>
Knowledge of/interest in environmental law	<ul style="list-style-type: none"> <li>• LL.M. in Environmental Law</li> <li>• Thesis on global warming impact</li> <li>• Volunteer work with Save The Whales</li> <li>• Founding first national Kiss-A-Palm Tree</li> </ul>
Advocacy experience and skills	<ul style="list-style-type: none"> <li>• Advocated on behalf of Palm Trees by founding first national Kiss-A-Palm Tree</li> <li>• Pro bono work to help inmates file appeals</li> <li>• Successfully petitioned local governor to provide free lunches to homeless people</li> </ul>
Science degree, background, or experience	<ul style="list-style-type: none"> <li>• No degree, but researched marine life for environmental law coursework</li> </ul>

Use your Job Match Matrix to develop a *clear thesis* to start off this section:

“I would be an asset to the EDF because of my strong research and writing skills and my demonstrated commitment to the environment.”

From there, support your thesis by explaining each aspect of it in turn, using one or two brief, to-the-point sentences to get the point across.

“I developed my research and writing skills during law school—where I received the only A+ grade in my Legal Research and Writing class—and during my many internships and experience as an associate where I performed legal research, drafted numerous memoranda, briefs, motions, and other litigation documents.

I believe my past experience defending the environment would also make me an asset to the EDF. For example, I founded the first national Kiss-A-Palm Tree day while at Hofstra University School of Law. Although there are no palm trees in New York, I am sure the palm-tree-supporting community appreciated my efforts to persuade people that the palm tree is one of the most important flora. I built the organization from the ground up, ultimately recruiting over 75 volunteers and securing funding through the University for an annual conference named in honor of the state of California, the Palm Tree Capitol of the World.”

**Step 4: Tell them what you are going to do next.** Let the employer know that you look forward to hearing from them, appreciate their time and plan to follow up within two or more weeks. If you are applying to jobs in a different city and plan to be in that city in the near future, let the employer know that as well.

“For all of these reasons, I believe I would be a useful addition to the EDF and I look forward to discussing my candidacy with you in person soon. I plan to be in the New York City area from December 12 through January 4 and will follow up with you to see if it might be possible to arrange to meet during that time. Thank you for your consideration, and please let me know if you need additional information.”

For ideas, please look at the sample cover letters in Appendix D.

## Resumes

A resume is a living document. Although you likely have a resume (or several) that you have used to apply to legal employers during law school and perhaps after obtaining your J.D., adding your LL.M. studies is a perfect excuse to spruce it up. The following advice can be used by anyone, from the LL.M. student who has only recently graduated from law school to the attorney who has 10 years of experience listed on a finely-tuned resume. After updating your resume, don't forget to send it to the LL.M. Advisor for a detailed review and feedback.

### Resume Drafting

The goal of your resume is to convey specific information to the employer that will help them realize you are the best candidate for the job!

#### Items to Keep in Mind

- In most cases, **resumes should be one page** only.
- **Resumes should be printed on white or cream resume paper** that matches the paper for your cover letter.
- **The header on your resume should match** the header on your cover letter, cover sheet to your writing sample and references list (more on those in a minute).
- You should present your education and experience in **reverse chronological order**.<sup>2</sup>
- **Be specific and use action words** in describing everything on your resume.
- **Use bulleted paragraphs.** This makes your resume more readable.
- **Keep formatting consistent** throughout the resume (i.e., don't put some job titles in bold and others in italics).
- **Margins – at least .8”;** **font – at least 11 point.** Choose a **conservative, professional font.** Recommended font styles: Times New Roman, Arial and Garamond.
- **No typos or spelling errors.**
- **Do not use the first person or personal pronouns** – phrase your resume language in the objective, impersonal point of view.
- **Be honest!**

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<sup>2</sup> *The exception to this is:* if you have experience that is relevant to a particular employer (i.e., you are applying to the General Counsel's office of Ford Motor Company and you worked on the production line in one of their factories), you should present that first, even if it means your resume will not be in "straight" chronological order.

## Three Steps to a Perfect Resume

**Step 1: Decide what to include.** Keep in mind that each job you apply for has its own perfect resume! That means that you should view your resume not as a static document, but rather one that you adjust based on the employer. Let's say you were a real go-getter in law school and spent a lot of time involved in the mock-trial team, but you also served as Chief Student Officer of your University bank. On the resume you send to litigation employers, you should spend more time highlighting your mock trial work. For banking or corporate employers, you should highlight your experience at the bank (and consider listing it under the "Experience" section, but more on that below).

Particularly as a U.S.-Trained LL.M. student who may have little or no legal work experience after obtaining her J.D., it is important to include any non-legal work experience and other activities or community service because they are usually extremely relevant! Instead, include those experiences, but be sure to highlight one of the...

### Five Non-legal Skills Legal Employers Look For

Skill	Why It's Important	Where You May Have Gained It
<b>Research and writing</b>	Although legal research and writing is different from your past experience in this area, if it's something you excelled at or enjoyed previously, include it.	<ul style="list-style-type: none"> <li>• working as a research or lab assistant,</li> <li>• writing your thesis or other significant paper.</li> </ul>
<b>Organization; attention to detail</b>	No matter what type of law you practice the ability to be organized and stay on top of massive amounts of often-confusing detail is an essential skill.	These are skills that people develop by helping people manage information: <ul style="list-style-type: none"> <li>• managing files, documents, accounts payable/receivable, correspondence,</li> <li>• working in your University library,</li> <li>• organizing a volunteer drive,</li> <li>• serving as a teaching assistant.</li> </ul>
<b>Management</b>	Employers want to hire individuals that have the capability to advance within an organization. Prior management experience is an excellent indicator of that.	<ul style="list-style-type: none"> <li>• Student group leader,</li> <li>• Manager/assistant manager of store,</li> <li>• Camp counselor,</li> <li>• Residential/dorm assistant.</li> </ul>
<b>Business development; outreach</b>	Legal employers want people who will not only be effective advocates, but who also will be able to bring in	<ul style="list-style-type: none"> <li>• Membership coordinator for student group,</li> <li>• Retail sales,</li> </ul>

	clients in the future. Any prior sales or outreach experience is helpful in this regard.	<ul style="list-style-type: none"> <li>• Customer service,</li> <li>• Fundraising.</li> </ul>
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**Step 2: Decide how to include it.** Every single item on your resume should be designed to have an impact – do not waste any space with vague words, boring descriptions or excessively long entries. For suggested action words, please see Appendix F.

**Experience.** Let’s say you worked for a judge and helped her with two cases: a breach of contract case and a medical malpractice case with a pending motion to dismiss. Here’s how you could explain your experience at the Court, and then the way you should describe it.

Waste of space:

- Assisted Judge’s clerks in researching and writing about legal issues.

Better:

- Researched legal issues and drafted memoranda to assist Judge in deciding a breach of contract case and a motion to dismiss.

Best:

- Researched Maryland breach of contract standards, including whether the doctrine of promissory estoppel applies in the absence of reliance; drafted a memorandum summarizing legal analysis for Judge; discussed legal conclusions and possible outcome with Judge and Judge’s clerks.
- Analyzed whether the Judge should permit defendant to take discovery in order to support a motion to dismiss under Fed. R. Civ. P. 12(b)(6); drafted a memorandum analyzing legal standards for the Judge.

**Education.** Include schools attended, degrees received, graduation dates (or expected date), majors and other concentrations of study. Include GPA and class rank information where helpful. Note, for GW Law School, be sure to represent your current GPA consistent with the Law School’s Academic Recognition and Grade Representation Policy, available in Appendix M. Include academic honors and awards (*summa/magna/cum laude*, membership in national honor societies, nationally-recognized scholarships) under the school where they were earned. Include other honors as well – just be sure to provide a description, as some employers may not be familiar with them. Also include relevant activities. Do not include secondary school information.

**Personal.** Highlight language skills, community activities, interesting travel, public speaking, unique hobbies, and military experience.

**Bar Memberships.** List any states to which you are admitted to practice law. Also include any bar exams that you are committed to take (i.e., you have paid the fee and registered).

Example:

**BAR ADMISSIONS**

Admitted to practice bar in California.

Registered for the July 2010 New York State Bar Exam.

**Publications.** This information demonstrates your writing ability and many legal employers will appreciate it. However, you should never list more than one or two papers, one of which should be your LL.M. thesis, if you are writing one. Only include those that are (1) legal, (2) relevant to the job to which you are applying or your LL.M. specialization, and (3) recent.

**References.** Include references separately (see next section).

**Step 3: Review your resume!** Make sure it has no errors and conveys exactly what you want it to convey!

For ideas, please see the sample resumes in Appendix E.

## Resume Checklist

After you have completed your resume, use this checklist to ensure that you have included (and excluded) information so that it can be as effective as possible.

### Overall Appearance

- \_\_\_ Is your resume one page?
- \_\_\_ Is your formatting consistent? Have you used proper punctuation?
- \_\_\_ Have you carefully proofread? Have you double-checked that there are no typos?
- \_\_\_ Is your formatting consistent with one of the sample resumes in Appendix E?
- \_\_\_ Does your resume look good without reading it?

### Layout

- \_\_\_ Have you used a professional font, such as Times New Roman, Garamond, or Arial? Is your font no smaller than 11 pts?
- \_\_\_ Have you used different type faces (**bold**, *italics*, underline) consistently? Have you used them sparingly so that important items really stand out?
- \_\_\_ Have you turned off hyperlinks on your email address?
- \_\_\_ Have you avoided symbols and hyperlinks to prevent scanning errors?

### Header

- \_\_\_ Have you included your name, current address, e-mail address and phone number?
- \_\_\_ Have you excluded any personal details, including marital status, children, physical specifications, etc.?
- \_\_\_ Have you removed any “objective” statements?

### Key Qualifications

#### *Bar Admissions*

- \_\_\_ Have you indicated your bar admissions?
- \_\_\_ Have you indicated an intention to take a bar exam?

#### *Education*

- \_\_\_ Is EDUCATION your first section?
- \_\_\_ Have you listed your education in reverse chronological order?
- \_\_\_ Have you included graduation dates (not dates attended) for each degree?
- \_\_\_ Have you been consistent in writing out or abbreviating your degrees?
- \_\_\_ Have you included honors, papers and activities associated with each degree?
- \_\_\_ Have you listed coursework for each degree **that is relevant to the position you are applying for?**

#### *Experience*

- \_\_\_ Have you listed your experience in reverse chronological order?

\_\_\_\_ Have you included employer name, employer location, dates of employment, and job title for each experience?

\_\_\_\_ Have you listed your responsibilities using ACTION WORDS?

\_\_\_\_ Have you focused on legal experience (e.g., litigation skills, legal research and writing skills, contract drafting skills, etc.)?

\_\_\_\_ Have you identified experience in substantive areas of law **that are relevant to the position you are applying for?**

\_\_\_\_ Have you deleted experiences before you obtained your J.D.?

\_\_\_\_ Have you accounted for all time from the date you obtained your J.D. (i.e., there should not be any gaps on your resume)?

\_\_\_\_ Have you included any community service, pro bono, or volunteer work **that is relevant to the position you are applying for?**

#### *Other Skills*

\_\_\_\_ Have you included any language skills and your level of proficiency?

\_\_\_\_ Have you excluded all computer skills and knowledge of document review software?

#### **Integrity**

\_\_\_\_ Is your resume an honest representation of your education, experiences, and skills?

\_\_\_\_ Have you totally complied with The George Washington University Law School Academic Recognition and Grade Representation Policy in Appendix M and the CDO Policies and Procedures in Appendix N?

## Writing Samples

Some employers will request writing samples as part of the application process.

**The number one thing you should consider in selecting a writing sample is this: it should be the best example of your ability to write a clear, accurate legal analysis!** If you can use a piece that is relevant to the job you're seeking or something you created at a job or internship, all the better. But focus on the writing first!

**Writing samples should be five to ten pages long.** If the sample that best demonstrates your ability is longer, consider saving some space by cutting down the fact section or selecting only one aspect of the legal argument. If you do modify your writing sample in this manner, be sure to indicate that in the cover sheet and also provide a contextual paragraph to help the reader understand the excerpt. Note that some employers will not read your cover sheet, so be sure that however you edit your writing sample, it still makes sense to the reader.

**Writing samples should be your own work.** Do not use work that has been heavily edited by other people.

**If using a writing sample that you created for an employer/internship, be sure to:**

- **seek the employer's permission before you use it;**
- **redact any confidential or client information.**

**Don't send a writing sample unless requested.**

**Include a cover sheet.** For each writing sample, include a cover sheet (with the same header as your resume and cover letter) that provides the reader context for your writing sample. For an example, please see Appendix G.

## References

Many employers will also want a list of your references, which are professional or academic contacts that will speak highly of your skills and capabilities. References can include LL.M., law school or other professors, former job supervisors, or other professionals with whom you have personal relationships or whom you know through participation in volunteer and other activities.

**Line up your references early!** Because you need to seek permission from all of your references before you can list them, you should start thinking about who you want to ask as soon as possible. When reaching out to potential references, be sure to include a copy of your resume and a note to remind them of all the wonderful things you did!

**More recent and local references are preferable to earlier ones.** For example, LL.M. professors are better references than your law school professors.

**Pick people who know you well and can speak about you personally.** It may be tempting to ask the most senior person at your organization to be a reference, but if they won't even recognize your name when an employer calls, then what's the point? Often, it is better to use an adjunct professor for whom you did great work and whom you got to know personally, versus the more well-known professor in your big constitutional law class who does not know you personally.

**Let your references know when you have submitted their names to an employer.** That way they will be "on alert" and ready to say wonderful things about you when the employer contacts them. It is also helpful to send them a copy of the application you sent so they can tailor their comments to the specific employer (and hopefully reiterate your cover letter).

**Some employers have a policy against giving references and will only verify dates of employment.**

**If a past employer has given you a glowing written recommendation, it is fine to include the letter when sending references, even if not specifically requested.**

**References should not be included on your resume;** nor is it necessary to write "References provided upon request" on your resume. (Employers know if they request references, you will provide them!).

For a sample reference list, please see Appendix H.

## Interviews

Interviews are our favorite part of the application process – it’s where you can finally let your personality shine through and be yourself! Now, when we say “be yourself,” we mean be your most professional, intelligent, detail-oriented and hardworking self!

There are two kinds of job interviews: screening interviews and call-back interviews.

**Screening Interviews.** Many employers conduct brief screening interviews to get a better sense about your skills, experiences and interest in the employer. These usually last 20-30 minutes and may be held near campus, at an employer’s office or over the phone.

**Callback Interviews:** These are the “main event!” Callback interviews are longer interviews where candidates usually meet with multiple attorneys and other professionals in a series of back-to-back interviews. In addition to learning more about your skills, experiences and interest in the employer, the interviews are designed to assess how well your personality and demeanor “fit” with the employer. Sometimes these interviews include lunch or some other type of social interaction. Most call-back interviews take place at the employer’s office, which gives you a great opportunity to get a better sense of the employer’s culture and values.

### Three Steps to a Successful Interview:

**Step 1: Be enthusiastic!** Employers report that interviewees who display genuine enthusiasm for the position are far more persuasive than “flat” interviewees with stronger credentials or qualifications. The best way to generate this essential enthusiasm is to prepare for the interview:

- Research the organization, interviewer(s) and any recent developments in the practice area or industry.
- Prepare your “pitch” – decide which skills and experiences you are going to highlight in the interview. Here’s a hint – choose the most relevant and impressive ones and be specific!
- Rehearse answers to predictable questions – a good list is available in Appendix I.

**Step 2: Be conversational.** Interviewers’ number one complaint is that they get stuck doing all the work! Students have a tendency to sit passively and wait for the interviewer to ask all the questions. Avoid this trap by being conversational and following up with questions to the interviewer throughout the interview (not just at the end!). An excellent list of suggested questions is available in Appendix J.

**Step 3: Follow-up!** After the interview, write down your immediate impressions about the interviewers and the employer (the back of the interviewer’s business card is a good spot!). Using this information, be sure to send a thank-you note within 24 hours of the interview. Thank-you notes should be hand-written on nice correspondence paper. A sample thank-you note is attached in Appendix K.

## Advice From GW Law School LL.M. Alumni

In the summer of 2009, the CDO surveyed over 1,200 LL.M. alumni (both U.S.-Trained and Foreign-Trained) and asked them to provide anonymous advice to current and future LL.M. students. Here is what they had to say (minor edits have been made to spelling, punctuation; no content has been altered).

1. Never give up... even after 100 refusals.
2. Start thinking about where you would like to be [i.e., job location, practice area, etc.] very early in the process.
3. Visit the CDO as soon as you get into the program and work out your resume with them quickly. Get the book they give you and follow up on it.
4. Forget the class requirement beyond the basic few classes. Focus on writing papers.
5. Start the [job] search the day you begin the program.
6. Make a log for sending out resumes. What, where and when are questions that need to be answered.
7. One approach: It is an individual-to-a-job fit. Know your skills. Search for firms that require people with your skills. Apply there and interview. I sent out my resume to about 20 firms, got interviews at 6 of them and am working with one of those. Second Approach: Send out resumes to all firms-big and small-only one needs to click i.e., you need to convince only one partner of [your] skills.
8. The point is that it is an experiment which has to be performed repeatedly to get to the right result.
9. I did not get the job on my first interview; but I got it on the fourth. I still have all rejection letters with me and each rejection made me modify my resume and cover letter.
10. Start looking for jobs before you enter the LL.M. program.
11. Network.
12. The market is really tough right now, so the things that normally go into a successful job search are even more important, such as the following: tailoring your resume to the job; doing a little research to draft a good cover letter; and of course networking. Most importantly, students need to stay positive and persistent.
13. Immediately, upon admission, start talking with firms. Try and do an internship with or without credit in the Spring term.
14. Unless you are well-connected or a known superstar, expect more rejections than offers by a ratio of 10:1
15. Do more internships than studying in the library.
16. Landing a good government or firm internship is more important than grades and coursework.
17. Start networking as soon as you can, procure informational interviews, and never hesitate to send out an application.

18. Search for help outside the CDO office [because] people outside prove to be willing to help and are open to hearing your concerns.
19. Start looking for a job as soon as possible.
20. Search actively for a job and do not accept the first opportunity; wait until you have multiple offers before accepting.
21. Start your career with a government internship.
22. Try internships with the government.
23. Don't wait around for the CDO to get back to you.

# APPENDICES

## Appendix A: Online Resources

### *Law-Oriented Job Search Sites*

**Symplicity:** <https://law-gwu-csm.symplicity.com> Job listings for GW Law School Students and Alumni only.

**Association of Corporate Counsel.** <http://www.acc.com> Searchable database of in-house counsel opportunities.

**Chicago Law Bulletin:** <http://www.lawbulletin.com> The web page of the *Chicago Law Bulletin* and sister publications with classifieds. Many of the ads are blind, i.e. the employer is not identified.

**Emplawyernet** <http://www.emplawyernet.com> This is an excellent search tool featuring classified ads from many sources. To subscribe, go to [membership@emplawyernet.com](mailto:membership@emplawyernet.com) or 1(800) 270-2688.

**Fastsearch** <http://fastsearch.com> Fastsearch's Legal Engine is a well-organized search engine for finding internet legal resources.

**Hieros Gamos, the Comprehensive Legal Site** <http://www.hg.org>. A great place to start because this site contains links to almost all other web pages of interest to lawyers.

**Internships USA.** <http://www.internships-usa.com/> Listing of non-traditional legal internship opportunities.

**Law Info:** <http://www.LawInfo.com> Another good legal site with employment opportunities for lawyers from all over the world.

**Law Journal:** <http://www.ljx.com> This is the web page of the *Law Journal* publications. Classified employment ads from each of the papers are found under <http://www.lawjobs.com>.

**Legal Intelligencer** <http://www.legalcom.com> The web page of the *Legal Intelligencer*, the Philadelphia legal tabloid, with classifieds.

**Legal Employ:** <http://legalemploy.com> This site has an extensive list of links to other legal job resources on the Web.

**Legal Times** <http://www.counsel.com> The web site of the *Legal Times* publications in DC, NJ, FL, TX, CA, GA and CT.

**American Bar Association:** <http://www.abanet.org/lsd/jobopp.html>

**Association of Corporate Counsel:** <http://jobs.acca.com/> Searchable database of in-house counsel opportunities

**Attorney Jobs:** <http://www.attorneyjobs.com/wps/portal/attorneyjobs/home> Has jobs nationwide and abroad, covering legal and law-related job opportunities.

**BCG Attorney Search:** <http://www.bcgsearch.com/crc/job.cgi>

**Emplawyernet:** <http://www.emplawyernet.com/>

**Law Guru:** <http://lawguru.legalstaff.com/Common/HomePage.aspx?abbr=LAWGURU>

**Law Jobs:** <http://www.lawjobs.com/> Jobs are updated daily from a national network of legal newspapers and weekly by legal recruiters.

**National Bar Association:** <http://nationalbar.org/career/index.shtml> Employment opportunities with universities, government, private industry, etc.

**Union Jobs Clearing House:** <http://www.unionjobs.com/> Lists opportunities in labor law and alternative dispute resolution.

**Vault:** [http://www.vault.com/cb/careerlib/careerlib\\_main.jsp?parrefer=263](http://www.vault.com/cb/careerlib/careerlib_main.jsp?parrefer=263) Online Career Library; students and alumni may access it through the Portal.

### *General Job Search Sites with Attorney Listings*

**Career Builder:** <http://www.careerbuilder.com> One of the largest and most complete general career web sites.

**Career Path:** <http://www.careerpath.com> Classified ads from many of the leading newspapers in the major U.S. cities, searchable by categories.

**Indeed:** [www.indeed.com](http://www.indeed.com) A large search engine resource for employment listings by entering profession and geographic area.

**Job Hunt:** <http://www.job-hunt.org> A meta-list of many on-line job search resources and services, including on-line job listings that may be searched by geography and job classification.

**Monster:** <http://www.monster.com> The famous Monster Board job matching web site.

**MonsterTrak:** <http://www.monstertrak.com> Partners with over 600 college and university career centers nationwide.

**Yahoo:** [http://www.yahoo.com/Business\\_and\\_Economy/Employment\\_and\\_Work](http://www.yahoo.com/Business_and_Economy/Employment_and_Work) The job site of the Yahoo Internet search engine.

### *Capitol Hill*

**The Brad Traverse Group:** <http://bradtraverse.com/joblistings.cfm> A listing of government related jobs on the hill, campaigns, and in government affairs.

**Opportunities in Public Affairs:** [www.brubach.com/opawebversion/opa.htm](http://www.brubach.com/opawebversion/opa.htm) For login information please contact the CDO.

**Roll Call:** <http://www.rollcall.com> This site includes news and events on Capitol Hill as well as a job search engine.

**U.S. House of Representatives Placement Office:** <http://www.house.gov/cao-hr/> This website has listings of available positions in the House of Representatives.

**U.S. Senate Placement Office:**

[http://www.senate.gov/visiting/common/generic/placement\\_office.htm](http://www.senate.gov/visiting/common/generic/placement_office.htm) The Senate placement office posts a weekly listing of employment opportunities in the Senate. The office also compiles a resume bank that offices use to fill vacant positions.

## *Government*

**Careers in government** - <http://www.careersingovernment.com> - Free listings on the "largest online job board" devoted to public-sector employment.

**Govt job** - <http://www.govtjob.net/> - Site for state and local government positions.

**My DC Net** -- <http://mydcnet.org/pmwiki/pmwiki.php?n=Main.HomePage> --Non-partisan site with a healthy list of political, policy and advocacy-oriented jobs.

**National Center for State Courts Job Board** - <http://www.whohascourtjobs.com>

**NDAA** - <http://www.ndaa.org> - Website of the National District Attorneys Association.

**Palidan, government listings** - <http://www.palidan.com/governme.htm> - Government job sites and links to agencies through Palidan.com

**Prosecutor.info** - <http://www.prosecutor.info> - Sponsored by Eaton County, Michigan, this website provides links to hundreds of district attorney web sites across the country. Provides links to other prosecutor offices as well.

**State Court Locator** - <http://vls.law.vill.edu/Locator/statecourt/index.htm>

**State Web Locator** - <http://www.infoctr.edu/swl/>

**US House of Representatives** - <http://www.house.gov/watt/intern03.htm> - Internships available with the federal government. Very comprehensive, but includes some non-legal.

## *Law Firms*

**ABA General Practice, Solo and Small Firms:** <http://www.abanet.org/genpractice/>

**Martindale-Hubbell:** <http://www.martindale.com/> Database of over one million lawyers and law firms in more than 160 countries; the "Advanced Search" option allows you to search for lawyers who are alumni of GW Law School.

**NALP Directory:** <http://www.nalpdirectory.com/> Annual directory of legal employers containing information on more than 1,700 employers nationwide and on all types of legal employers; for free access to the mail merge feature, students may log in through the link on the Portal.

**FindLaw Lawyer Directory:** <http://lawyers.findlaw.com/>

**Leadership Directories.** Select "Leadership Directories" on the left side of the GW Law Portal homepage. On-line database of contact information for the leaders of major government, business, and nonprofit organizations (accessible through the Portal).

**Hieros Gamos.** <http://www.hg.org/> Worldwide legal directories of international law firms and lawyers.

**Chambers and Partners.** <http://www.chambersandpartners.com> Directories of law firms organized by world regions.

**Vault** <http://www.vault.com> Anecdotal information about many U.S. law firms (accessible through the Portal).

*Legal Indexes, News, and Blogs*

**The ABA Journal Blawg 100:** <http://www.abajournal.com/blawgs/blawg100>

**Above the Law:** <http://www.abovethelaw.com/>

**American Lawyer:** <http://www.americanlawyer.com/> The nation's leading monthly magazine for lawyers covers legal news and has signature issues, including the Am Law 100 every May.

**Hieros Gamos:** <http://www.hg.org/> Worldwide legal directories.

**Law.com:** <http://www.law.com/> Resource for national and regional news and information, including Washington, DC metro area information in the [Legal Times](#).

**Legal 500:**

[http://www.legal500.com/index.php?option=com\\_content&task=blogcategory&id=270&l5country\\_code=us&l5directory=us500&Itemid=592](http://www.legal500.com/index.php?option=com_content&task=blogcategory&id=270&l5country_code=us&l5directory=us500&Itemid=592) International Centre for Commercial Law, the definitive guide to the legal market in over 60 countries.

**The Volokh Conspiracy:** <http://volokh.com/> A collaborative weblog providing analysis of developments in the US legal system and courts and news and events.

*National Bar Associations*

**American Bar Association:** <http://www.abanet.org/>

**Young Lawyer Division:** <http://www.abanet.org/yld/>

**National Conference of Bar Examiners:** <http://www.ncbex.org/> Links to bar admission requirements and statistics for all jurisdictions.

**Gaylaw:** <http://www.gaylaw.org/> Website for Gay and Lesbian attorneys of Washington, DC

**Findlaw: Legal Associations & Organizations:**

<http://www.findlaw.com/06associations/national.html>

**FedLaw: Professional Associations and Organizations**

<http://www.thecre.com/fedlaw/legal91.htm>

**ABA Center for Racial and Ethnic Diversity:** <http://www.abanet.org/diversity/>

*Practice Areas*

**ACQ Web's Directory of Publishers:** <http://www.acqweb.org/pubr/law.html> Information on legal writing, editing, and publishing.

**Virtual Law Library:** <http://www.law.indiana.edu/v%2Dlib/> The "Browse" menu offers links to topics from Administrative Law to Torts.

**Legal Information Institute.** <http://www.law.cornell.edu/> Cornell University website that offers brief summaries of various practice areas.

## *Public Interest*

**Equal Justice Works:** <http://www.equaljusticeworks.org/> Supports public interest law school programming and is the nation's leading provider of postgraduate public service law.

**Civilrights.org:** <http://www.civilrights.org/> Provides updates on civil rights news, information, and employment opportunities.

**Idealist:** <http://www.idealists.org/> Directory of nonprofit and volunteering resources on the Web, with information provided by 20,000 organizations in 150 countries.

**National Legal Aid & Defender Association:** <http://www.nlada.org/> Includes national job listings and resource links.

**Legal Services Corporation:** <http://www.lsc.org/> Includes links to over 138 legal aid programs nationwide that provide civil legal assistance to the poor.

**Oneworld:** <http://us.oneworld.net/> Dedicated to promoting human rights and sustainable development by harnessing the democratic potential of the Internet; contains US and International job listings.

**PIRG:** <http://www.uspirg.org/> Job site for public interest advocates, attorneys, and policy analysts.

**PSLawNet:** <http://www.pslawnet.org/> For public interest law students and lawyers offering a comprehensive job search database, funding sources, and information on post-graduate fellowships.

**University of Michigan Office of Public Service:**

[http://cgi2.www.law.umich.edu/\\_JobNet/TermsAndCondition.asp?PageFrom=cgi2.www.law.umich.edu/\\_JobNet/SearchListAndDetail.asp](http://cgi2.www.law.umich.edu/_JobNet/TermsAndCondition.asp?PageFrom=cgi2.www.law.umich.edu/_JobNet/SearchListAndDetail.asp) JobNet search engine and information on public interest employment and funding; NOTE: Some of the opportunities listed are solely for University of Michigan students.

## *State Court Clerkships*

**GW Law School Judicial Clerkship Homepage:**

<http://www.law.gwu.edu/CDO/Information+for+Students/Judicial+Clerkships+and+Internships/> Includes the Judicial Clerkship Handbook, registration form, and more.

**Vermont Law School's Guide to State Judicial Clerkship Procedures:**

[http://www.vermontlaw.edu/blank\\_template.cfm?doc\\_id=94](http://www.vermontlaw.edu/blank_template.cfm?doc_id=94) Information on state hiring procedures; contact the CDO for a password.

**State and Local Government on the Net:** <http://www.statelocalgov.net/index.cfm>

Links to most state judicial systems.

*Professionalism Resources*

**Neels & Company:** <http://www.neelscompany.com/newsletters-articles.php> Provides strategic business consultants; various resources about best practices for professionals.

**Career and Professional Development Blog:**

<http://lawprofessors.typepad.com/lawcareer/> Includes various law school career services offices and law professors present articles and tips on career and professional development issues.

**VocARE:** <http://blog.lib.umn.edu/lawcso/vocare/> The blog of the University of Minnesota Law School Career and Professional Development Center.

**Advice for the Lawlorn** by **Ann Israel**, the “Dear Abby” for lawyers (updated every Monday); and **Crossroads** by Linda E. Laufer, Director of Career Development at Morgan, Lewis & Bockius LLP (updated every Tuesday) – both available at [www.nylawyer.com](http://www.nylawyer.com).

## Appendix B: Sample Invitations to Network

Dear Ms. Piggy:

I am currently an LL.M. student at The George Washington University Law School. The emphasis of my studies has been on intellectual property law. I am particularly interested in pursuing a career in which I can use my legal skills to provide clients with an unparalleled level of service and insight into the most challenging of IP transactions.

This spring, I will be interning with the U.S. Copyright Office at the Library of Congress. This position will provide me with an opportunity to research and study a complete spectrum of copyright issues.

I am writing to ask if I may schedule a half-hour meeting with you to discuss practicing copyright law in Washington, DC, generally, and your personal practice and career path. I am very interested in gaining your recommendations for steps I should take to pursue a career like yours. I will call your office next week to see if this would be possible, and if so, to find a convenient time to meet. I hope I have the opportunity to meet you soon.

Sincerely,

LL.M. Student  
The George Washington University Law School  
llmstudent@law.gwu.edu  
202-222-2222 (home)  
202-444-4444 (cell)

Ms. Manners:

I completed my LL.M. degree this past May at The George Washington University Law School. I am intent on working in international law and would like to learn more about Amnesty International.

Mr. Grammar suggested that I contact you to see if you would be willing to meet with me to discuss any advice or guidance you have regarding my career aspirations. I would welcome the opportunity to get together for lunch or coffee if you are available. I am available at your earliest convenience and look forward to hearing from you.

With much appreciation,  
Recent LL.M. Grad  
The George Washington University Law School  
recentllmgrad@law.gwu.edu  
202-222-2222 (home)  
202-444-4444 (cell)

## Appendix C: Sample Networking Questions

### General Questions

- How did you get your job at (organization name)?
- Were you an intern at (organization name) before being hired for a full-time position?
- Where did you begin your legal career?
- Did you have particular skills/background in the area in which you are working?
- What led you to choose your particular career path?
- What do you wish you had known about your field or practice area prior to starting?
- How have you advanced within the organization? Does your organization promote from within? How long did it take you to make partner?
- How do you envision your future career path?
- What exactly does a (practice area) attorney do? What are the different aspects of the job?
- As a judicial clerk, how do you spend your day? Do you get to spend time with the judge, perform research, or attend court?
- What is the philosophy of your organization? Does your organization have employee training and support?
- What does your organization look for when hiring new attorneys and interns? What traits does a successful applicant possess?
- How is the job market for (career field) in (geographic location)? Are there areas of the law in (geographic location) that are considered “hot” or “up and coming” these days?
- What advice do you have for a recent graduate seeking to enter this field?
- Are there any professional associations I should join that would put me in contact with other women attorneys/minority attorneys/career changers/international attorneys?
- Do you know of any other people to contact that might be able to assist me with information?
- What is the typical salary range for a (position) with a (small/medium/large organization) in (geographic location)?
- Would you review my resume and provide feedback? (Follow up by updating your resume, incorporating the suggestions and sending him/her a copy).

### Interviewing Skills

- What qualities and skills are lawyers looking for when considering LL.M. students for positions at your firm or in other organizations where you have worked?
- What do you believe are the hardest interview questions to answer?
- What are the most important things I should remember in preparing for an interview?
- How did you prepare for your job interviews that were most successful?

### Professional Development

- What professional associations have you found most valuable?
- What kind of professional enrichment activities (i.e. CLEs, conferences, subsequent education) have you found to be most beneficial?
- What publications or newspapers do you read?
- Are there particular government agencies with which it would be useful for a future practitioner in your field to pursue an internship?

### **Getting the Most Out of Your Time at GW Law School**

- What are things I could be doing during my LL.M. studies to acquaint myself with your area of practice?
- What are some experiences or activities that you pursued as a J.D. or LL.M. student to prepare for legal practice and/or a particular legal field?
- If I'm not exactly sure what type of law I want to practice, , what are some ways you might suggest I investigate the available options?
- What should I be gathering or learning during internships to help me make informed career decisions?

### **Mentoring**

- How would you recommend finding attorneys who might be interested in mentoring?
- If you have been in a mentoring relationship, either as a mentor or mentee, what is the most important thing you learned and what advice would you pass along?

### **Perspective**

- What are some things you wish you knew about the practice of law before graduation?
- What do you find most rewarding and/or challenging about the practice of law?
- What do you find least rewarding or challenging?

### **Quality of Life**

- Do you have any suggestions on how to balance work and other commitments, both personal and professional?
- Please tell me a little about how you deal with client demands, how much control you have/had over your schedule, or how predictable your hours are.
- Do you feel that hours or time at work depends on practice area, size of employer or being in the public vs. private sector?

## Appendix D: Sample Cover Letters

## Government

### Susan Jones

123 Center Street, NW • Washington, DC 12345 • (202) 123-4567 • sjones@law.gwu.edu

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July 16, 2008

Ms. Paris Hilton  
New York City Law Department  
Legal Recruiting Coordinator  
25 Chambers Street  
New York, NY 10022

Dear Ms. Hilton:

I am currently studying for a Master of Laws degree in Litigation and Alternative Dispute Resolution at The George Washington University Law School and I am seeking a career in state or local government service. I am seeking an entry-level position with the New York City Law Department and believe that my dedication to the government coupled with my legal skills will be an asset to the Department.

I am particularly interested in a career at the New York City Law Department because of its dual role as both litigator and legal advisor for the city. Both my academic and professional work experience make me an ideal candidate. While working for a The Honorable N. Ritchie of the District Court of Hollywood, I conducted legal research and wrote memoranda on various issues including criminal procedure, evidence and sentencing guidelines. I attended all hearings and observed, participated and supported the Judge during motions and criminal trials. During law school, I studied both Evidence and Criminal Law. I also participated in the Mock Trial Board Competition, and won third place for my oral advocacy.

I have a strong desire to pursue a career as a government lawyer and I am dedicated to developing my skills in this area. I would welcome the opportunity to meet with you personally to discuss my qualifications in greater detail. Thank you for your consideration.

Sincerely,

Student Signature

Student Name

Enclosure

**Firm**

**Susan Jones**

123 Center Street, NW • Washington, DC 12345 • (202) 123-4567 • sjones@law.gwu.edu

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July 16, 2008

Ms. Brittney Spears  
Case, Brief & Memo LLP  
Legal Recruiting Coordinator  
1 Pennsylvania Avenue  
Washington, DC 20006

Dear Ms. Spears:

I am writing to apply for an entry-level attorney position in the International Law practice at Case, Brief & Memo LLP. I recently received my J.D. from United States University and am currently studying for my Master of Laws in International and Comparative Law at The George Washington University Law School.

Prior to beginning the LL.M. program, I gained experience working as a staff attorney in a mid-size real estate firm. While there, I had the opportunity to work with a number of international companies and individuals who were interested in purchasing or managing real estate in the United States. I drafted purchase and sale agreements, reviewed titles, conducted a complete survey review, and prepared for closings of acquisitions and dispositions of commercial real estate. I also performed legal research and drafted memoranda on the intersection of foreign and U.S. real estate and corporate laws. During law school, I completed an internship for The Honorable Kevin Federline of the Florida Trial Court during which I attended motions hearings, trial, and sentencing proceedings.

I am intent on taking the skills and knowledge that I have gained through these experiences and applying them to the work of Case, Brief & Memo LLP. I have enclosed my resume for your consideration, and I look forward to hearing from you. If there is any further information you require, please do not hesitate to contact me.

Sincerely,

Student Signature

Student Name

Enclosure

## No Relevant Experience

**Susan Jones**

123 Center Street, NW • Washington, DC 12345 • (202) 123-4567 • sjones@law.gwu.edu

---

July 16, 2008

Ms. Martha Washington  
Coordinator, Philippines Participatory Irrigation Development Project  
The World Bank  
1900 Pennsylvania Avenue  
Washington, DC 20006

Dear Ms. Washington:

I am an LL.M. student at The George Washington University Law School and am very interested in working for The World Bank as part of the Philippines Participatory Irrigation Development Project. I hope to one day practice international environment law and I believe that working on this project would be an invaluable step toward that goal.

After completing my J.D. at Sheboygen State College of Law, I served as the catering manager at the Racine Hotel Luxe, a luxury hotel in downtown Racine, WI. My position required that I oversee a staff of 150 waiters and busboys and liaise with the management and chefs of the kitchen staff. As manager, I was responsible for interacting closely with my team and clients. This experience allowed me to develop my leadership and interpersonal skills. I believe that these experiences have given me skills that are essential for working on an international project. During my LL.M. studies, I have taken Environmental Law and Introduction to International Law and received As in both courses. I have also attended a number of events sponsored by The Washington Foreign Law Society, including a visit with the Filipino ambassador.

I am eager to make a contribution to The World Bank. I hope to meet with you in person to discuss my qualifications in greater detail. I can be reached at (202) 123-4567 or sjones@law.gwu.edu. Thank you for your consideration.

Sincerely,

Student Signature

Student Name

Enclosure

## Judicial Internship

**Susan Jones**

123 Center Street, NW • Washington, DC 12345 • (202) 123-4567 • sjones@law.gwu.edu

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July 16, 2008

The Honorable Paula Abdul  
New York Supreme Court  
12 Constitution Avenue  
Washington, DC 20004

Dear Judge Abdul:

I am currently studying for an LL.M. degree in Intellectual Property at The George Washington University Law School and Mr. Randy Jackson suggested I contact you to discuss the possibility of obtaining an internship in your chambers for the spring of 2010.

I am specifically interested in your chambers because of the opportunity to gain experience in a courtroom setting and work with legal professionals on a daily basis. After completing my J.D. at Nevada Law School at Reno, I worked on transactional matters involving trademark and copyright law as an intern at a large Las Vegas law firm. During this internship, and others throughout my legal studies, I honed my legal research and writing skills by preparing memoranda on various intellectual property issues, a majority of which involved U.S. federal and state law. I also participated in the Mock Trial Team during law school and won second place for my writing. I am hoping to enhance my hands-on experience through working as a judicial intern, and I am excited about the prospect of working in your chambers.

I would welcome the opportunity to meet with you and discuss my qualifications in greater detail. I have enclosed my resume for your review. If you require any further information, please do not hesitate to contact me. I can be reached at (202) 123-4567 or sjones@law.gwu.edu. Thank you for your consideration. I look forward to hearing from you.

Sincerely,

Student Signature

Student Name

Enclosure

## Appendix E: Sample Resumes

# Fred Flintstone

323 Cobblestone Lane, Washington, DC 12345—(202) 123-4567—fflintstone@law.gwu.edu

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## EDUCATION

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**The George Washington University Law School** Washington DC  
**LL.M. in Intellectual Property Law** Anticipated, May 2010

**Nova Southeastern University, Shepard Broad Law Center** Ft. Lauderdale, FL  
**J.D.**, Order of the Coif, GPA: 4.0/4.0 May 2009

- Recipient, Best Law Student Ever Award
- President, Intellectual Property Law Students for IP Rights

**Pennsylvania State University** State College, PA  
**B.A. in Psychology**, *Summa Cum Laude*, GPA: 3.895 May 2006

- Dean's List all semesters attended
- President, National Society of Scholarly Societies

## EXPERIENCE

---

**Slate Quarry** Fort Lauderdale, FL  
*Law Clerk* Spring 2009

- Drafted, edited, and amended contracts between Slate Quarry and suppliers on issues related to IP licensing, choice of law, shipping and pricing.
- Directed conference calls with foreign counsel to set specifics of licenses and negotiation terms.
- Researched legislation, statutes, and regulations on significant patent procurement procedures, including anticipation and obviousness.
- Performed legal research and drafted memoranda of law on trademark and copyright law, including likelihood of confusion and work for hire issues.
- Created a patent filing resource guide summarizing requirements for copyright protection in the U.S. and Europe for foreign and domestic counsel

**Bedrock Appellate Court** Washington, DC  
*Legal Intern to The Honorable Bam Bam* Summer 2008

- Performed legal research and drafted memoranda on issues of criminal law and negligence.
- Prepared Judge for oral argument by drafting summaries of arguments and relevant cases.

**Rubble & Sons, LL.P.** Fort Lauderdale, FL  
*Law Clerk* Summer 2007

- Researched and drafted memoranda on legal issues related to state rights when dinosaur fossils are found on state land.
- Prepared report on environmental impact of new regulations related to foot-driven vehicles.

**Hanna-Barbera Productions** Davie, FL  
*Production Assistant* Summer 2006

- Performed a variety of tasks to assist director and producer on commercials.

## ACTIVITIES AND INTERESTS

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- Volunteer at the Prehistoric Humane Society, 600 hours, 1998-2002
- Executive Council, Pebbles Fraternity, Spring 2003

# DOROTHY GALE

123 Tornado Lane, Washington, DC 12345 \* (202) 123-4567 \* dgale@law.gwu.edu

## EDUCATION

**The George Washington University School of Law**, Washington, DC May 2010  
LL.M. in Government Procurement Law

- *Member*, ABA Section of Public Contract Law

**Washburn University School of Law**, Topeka, KS May 2007  
J.D., Weather Law Focus GPA 3.03

- *Articles Editor*, *Washburn Weather Law Review*
- *Recipient*, Public Interest Fellowship for Tornado Relief Work
- Performed independent study related to legal implications of “Acts of God”

**Wesleyan University**, Middletown, CT May 2002  
B.A. in Art and Architectural History GPA 3.3

- Thesis: *Tornados and the Emerald City: Is There Truly No Place Like Home?*

## BAR ADMISSION

Admitted to Kansas bar in 2007.

## LEGAL EXPERIENCE

**Horse of a Different Color Contractors** Topeka, KS  
*Contract Specialist* 2007 to Present

- Responsible for all aspects of procurement of supplies and services in support of the military and other government agencies in accordance with Federal regulations, including acquisition planning, solicitation and selection of sources, cost and price analysis, all phases of contract administration, and termination or close out of contracts.
- Award and administer contracts related to fixed price deals, cost-reimbursement, FSS Schedule Orders, and task/delivery orders.
- Award and administer commercial and non-commercial contracts ranging from simple acquisition arrangements to complex competitive bids and negotiations.
- Twice Nominated for Junior Employee of the Quarter.
- Received Award for Establishing IT contract that saved the Government \$800,000.

**Ruby Slippers House** Tecumseh, KS  
*Volunteer Attorney* 2008 to Present

- Provide low-cost or free legal services to low-income neighborhood, focusing on children without shoes.

**Lollipop Guild Office of General Counsel** Lawrence, KS  
*Legal Extern* Spring 2007

- Performed research and drafted memoranda on employment, labor, constitutional, and environmental law.
- Drafted legal primers on defamation and computer crimes for the faculty and administration.
- Researched and prepared summaries on the civil right to counsel, the Kansas attorney discipline system, and the ABA Model Rules of Professional Conduct.

**Wicked Witch Weather Watch** Washington, DC  
*Summer Intern* Summer 2006

- Drafted environmental comment letters to ensure federal agency compliance with NEPA, NHPA, NAGPRA, and other substantive federal statutes and regulations.
- Researched and drafted memoranda on issues related to employment, contracts, environmental, and IP law.

## Appendix F: Action Words for Resumes

Activated	Determined	Lectured	Reduced
Accelerated	Developed	Logged	Referred
Adapted	Devised	Maintained	Reinforced
Administered	Diagnosed	Managed	Reorganized
Advised	Directed	Motivated	Represented
Analyzed	Discovered	Negotiated	Researched
Approved	Dispensed	Obtained	Restored
Arbitrated	Distributed	Operated	Revamped
Arranged	Edited	Ordered	Reviewed
Assembled	Eliminated	Organized	Revised
Assisted	Established	Originated	Routed
Audited	Evaluated	Participated	Scheduled
Calculated	Examined	Performed	Selected
Collected	Expedited	Pinpointed	Served
Charted	Expanded	Planned	Simplified
Completed	Formulated	Prepared	Sold
Compounded	Founded	Prescribed	Solved
Conceived	Generated	Presented	Strategized
Conducted	Identified	Processed	Structured
Constructed	Implemented	Produced	Streamlined
Consolidated	Improved	Proficient	Studied
Consulted	Increased	Programmed	Supervised
Controlled	Influenced	Promoted	Supplied
Corresponded	Installed	Proposed	Supported
Counseled	Instituted	Protected	Taught
Created	Instructed	Proved	Tested
Delegated	Interpreted	Provided	Trained
Delivered	Interviewed	Purchased	Translated
Demonstrated	Invented	Received	Wrote
Designed	Launched	Recommended	
Detected	Led	Recorded	

## Appendix G: Sample Writing Sample Cover Sheet

**Susan Jones**

123 Center Street, NW • Washington, DC 12345 • (202) 123-4567 • sjones@law.gwu.edu

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### **WRITING SAMPLE**

The attached writing sample is a legal memorandum that I drafted for my Legal Research and Writing Class. [Include a brief explanation of context, if necessary].

## Appendix H: Sample Reference List

### **Susan Jones**

123 Center Street, NW • Washington, DC 12345 • (202) 123-4567 • sjones@law.gwu.edu

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#### **REFERENCES**

Mary Smith  
Staff Attorney  
U.S. Department of Energy  
Energy Information Administration  
Washington, DC  
(202) 555-5555

Professor John Doe  
Constitutional Law  
The George Washington University Law School  
Washington, DC  
(202) 555-5555

John Johnson  
Vice President of Operations  
The Fir Company  
Boston, Massachusetts  
(617) 555-5555

## Appendix I: Sample Interview Questions

### General

- Why did you decide to pursue an LL.M. degree?
- Why did you select the particular focus of your LL.M.? What are your interests in this area?
- How did you do in your J.D. program? What were your grades?
- Have you made a decision about the city where you ultimately wish to work? Why have you selected this city?
- Why did you accept an interview with us? What interests you most about our organization? What do you know about our firm/agency/company?
- How would you describe yourself? Tell me about yourself.
- What qualities do you have that will make you a successful lawyer? Why would someone with your personality traits and background be a good fit for our organization?
- What would you consider to be your greatest strengths? Greatest weaknesses? Why should I hire you?
- If I called your most recent employer, what three things would they most likely say about you?
- What two or three accomplishments have given you the most satisfaction? Are the most significant? Why? What did you learn most from a particular experience (on resume)?
- What is the greatest obstacle that you have overcome in your life/career? What is the most difficult decision you have ever had to make?
- With what other kinds of employers are you interviewing? Do you have any pending job offers? If so, where?
- Is there anything I should know about you that we have not covered? Is there anything about yourself you want to add?
- When are you available to begin working?
- What do you like to do outside of your studies?
- Do you plan to continue doing volunteer work once you finish your LL.M. degree and are working full-time?
- How do you balance school work and your part-time job?
- What persuaded you to become a lawyer? Why did you decide to go to your law school and the GW Law School?
- What areas of the law particularly interest you?
- What is your basic career objective?
- Where do you plan to be and what will you be doing five years after graduation? Ten years?
- In what kinds of permanent employment are you interested? What are you looking for in an internship?
- How much significance do you think we should attach to your GPA? Please explain the grading system.
- Under what conditions do you work most effectively? (Do you prefer to work independently or with others? How do you respond to guidance and supervision?)
- Are you a member of the bar? Which states? Are you eligible to waive into the DC bar?
- How might you pursue continuing legal education after you have been admitted to the bar?
- How do you think the legal profession is viewed by the public?
- How do you feel about a lawyer's right to advertise and to solicit clients?
- What have you learned from participation on a publication or clinical program?

### **Large/Medium Office**

- What in particular interests you about our firm/organization?
- What part of our practice/mission is of special interest to you?
- What relevant educational/employment experience do you possess?
- Identify the personal qualities you possess that would make you successful with our firm.
- How are you prepared to devote yourself to the work of the firm?
- What practice specialties interest you? (Are you interested in doing pro bono work?)
- What type of work are you unwilling to do? What would you do if assigned work in that area?
- What can you tell us about your references?
- If we made you an offer, how soon would you be prepared to give us an answer?
- What are your salary expectations?
- What do you want to gain from working for a law firm?
- What are your expectations about the numbers of hours you'll be working at our firm/organization?

### **Small Office**

- What ties do you have in this community?
- What is your understanding of how a small firm operates?
- How committed are you to working with a small firm? How hard are you prepared to work?
- How would our firm satisfy your interests? What specific aspect of our work would be congenial to you?
- If we hired you, at what salary do you expect to start?
- How much court work do you expect to do? Is that experience essential to you?
- Do you consider yourself an easy person with whom to get along? Explain.
- In what environments do you work most effectively and efficiently? (Do you feel comfortable with supervision or do you work best on your own?)
- How much responsibility are you prepared to assume right from the start? Explain.

### **Government**

- Why are you interested in this government organization? Tell me what you know about us.
- Why do you want a career in government?
- What is the minimum time you are prepared to stay in the government's employ?
- What employment experience(s) qualify you for this job?
- What is your career plan?
- What are your feelings about government employees generally and the effectiveness of the bureaucracy?
- In what other government agencies are you interested? In what ways do you prefer this one over the others?
- What training do you have in administrative law?
- How much courtroom experience do you have?

### **Judicial Clerkships**

- Explain your interest in trying to secure a clerkship.
- What are your particular interests in seeking a clerkship with me?
- Do you think a one-year term is long enough to make the job worthwhile? Explain.
- What are the particular aspects of a clerkship you would value?

- How far do you feel you have progressed in developing your writing skills?
- How valuable do you consider law review work in preparing you for a judicial clerkship?
- Have you looked into, and, if so, what have you discovered about the reputation of the judges to whom you are applying for a clerkship?
- What judges have you particularly admired because of style, substance, or ideology?
- How important to you are the political views of the judges?
- What do you think of merit selection in the federal and state judiciary? Do you know how it is supposed to work?
- Do you approve efforts to provide machinery to remove federal judges who are guilty of misbehavior? In your opinion, would it infringe upon the independence of the judiciary?
- Do you have an opinion regarding Chief Justice Burger's charge that a large portion of trial practitioners are incompetent?
- How conversant are you with significant current decisions of the United States Supreme Court? Do you read *U.S. Law Week*?
- Under what obligation is a judge to help a law clerk find another job at the end of the term?
- How can we improve the administration of justice?

### **Legal Services and Public Interest Groups**

- How committed are you to service for the poor?
- What, if any interest do you have in service to the public generally?
- What are your practice interests? (Are you interested in: domestic relations cases, rights of consumers, landlord and tenant problems, claim collections, civil rights, anti-discrimination actions, rights to municipal services, welfare problems, or housing?)
- How much experience have you had in your field of interest?
- How much experience have you had with environmental issues?
- Would you be prepared to accept employment away from this city?
- For how long a period would you be willing to commit yourself to work for this agency?
- How important to you is the matter of compensation?
- What do you see as the basic rewards for working for Legal Services or Public Interest law firms?

### **Second Career and/or New Legal Field**

- After working for a few years, why did you decide to return to school?
- Tell me about your background/work experience. What did you gain from it? What does your experience allow you to bring to our firm/organization?
- Of which past experience are you most proud?
- Why are you leaving the military/your business/your current practice area? How will you deal with a new boss?

## Appendix J: Sample Questions to Ask During an Interview

### General

- What type of work does the interviewer do?
- How long has the interviewer been with the firm/organization?
- What made him/her decide to join the firm/organization?
- Describe the firm and the people who work in it.
- What distinguishes the organization from others?
- Describe the organizational structure. How are policies determined?

### Attorney Positions

- How does the firm/organization determine what type of work an entry-level attorney is assigned? How is the work supervised? How are the evaluations of that work communicated to the new attorney?
- How is the entry level attorney trained? Are there formal training programs?
- Does the firm/organization require its attorneys to specialize? When and how does the decision to specialize occur?
- How soon does a beginning attorney have direct client contact?
- What are the criteria for advancement? To what extent is the development of new clients a prerequisite to advancement?
- In what departments has the firm experienced the greatest growth in the past five (or ten) years? What are the firm's expectations for future growth? How many new attorneys do they anticipate hiring?

### Internship Positions

- What kind of work are interns engaged in? Is there a rotation among departments? How is the choice of departments determined?
- What kind of supervision can an intern expect to receive? Is there an evaluation process? How is performance communicated to the clerk?
- What percentage of the students who worked as interns have become associated with the firm/organization?

### ***DO NOT ASK:***

- “How will I benefit?” questions, including work/billable hours, vacation time, maternity leave policy, benefits, and pro bono programs. Ask these questions after you receive an offer.
- Negative questions, including rumors about the firm, how the firm compares with others, or what employees dislike about the firm.
- Questions you could answer yourself through simple research.
- Questions answered during the interview. Pay attention and listen!

## **Appendix K: Sample Thank-You Note Text**

### **Networking Thank-You Notes:**

“Thank you so much for taking time out of your busy schedule to meet with me yesterday. I appreciate the information and advice you provided about the market for environmental attorneys in Houston. I will follow-up with Mr. Smith as you suggested and I have already called for information about the Women’s Bar Association. Again, thank you for your time.”

“I am writing to thank you for your generous assistance during my recent job search. I met with Mr. Smith and he knew of several job possibilities. I interviewed with Larry Green at Blue, Clark & Jones and I was offered a position in their Natural Resources division. Thank you again for your help. I look forward to seeing you at the next Women’s Bar Association meeting.”

### **Following an Interview:**

“Thank you so much for taking the time to interview me for a summer internship position with the American Civil Liberties Union (ACLU). I learned so much more about the ACLU and the challenges to preserve civil liberties. After hearing of your recent oral argument before the U.S. Court of Appeals for the Fourth Circuit, I am more convinced than ever that the ACLU is exactly where I want to work.

I really appreciate your time and look forward to talking with you again soon.”

**Appendix L:  
NALP Employers That Will Consider Hiring U.S.-Trained LL.M.s  
2009-2010**

Organization	Office Location	
	City	State
Adams and Reese	Mobile	AL
Adams and Reese	Memphis	TN
Adams and Reese LLP	Jackson	MS
Adams and Reese LLP	Houston	TX
Adams and Reese LLP	Birmingham	AL
Adams and Reese LLP	Baton Rouge	LA
Adams and Reese LLP	New Orleans	LA
Adams and Reese LLP	Nashville	TN
Akerman Senterfitt	Miami	FL
Akin Gump Strauss Hauer & Feld LLP	New York	NY
Allen & Overy	Hong Kong	
Allen & Overy	New York	NY
Allen & Overy	London	
Allen Matkins Leck Gamble Mallory & Natsis LLP	Los Angeles	CA
Allen Matkins Leck Gamble Mallory & Natsis LLP	Irvine	CA
Allen Matkins Leck Gamble Mallory & Natsis LLP	Century City	CA
Allen Matkins Leck Gamble Mallory & Natsis LLP	San Diego	CA
Alston & Bird LLP	Charlotte	NC
Alston & Bird LLP	Washington	DC
Alston & Bird LLP	New York	NY
Andrews Kurth LLP	The Woodlands	TX
Armstrong Teasdale LLP	St. Louis	MO
Arnold & Porter LLP	Washington	DC
Arnold & Porter LLP	San Francisco	CA
Arnold & Porter LLP	New York	NY
Atomic Safety & Licensing Board Panel, U.S. Nuclear Regulatory Commission	Rockville	MD
Baker & McKenzie LLP	Washington	DC
Baker & McKenzie LLP	New York	NY
Baker & McKenzie LLP	Chicago	IL
Baker & McKenzie LLP	San Francisco	CA
Baker Botts LLP	Dallas	TX
Baker Botts LLP	Houston	TX
Baker, Donelson, Bearman, Caldwell & Berkowitz, PC	Birmingham	AL
Balch & Bingham LLP	Montgomery	AL
Balch & Bingham LLP	Jackson	MS
Balch & Bingham LLP	Birmingham	AL
Balch & Bingham LLP	Atlanta	GA
Ballard Spahr	Salt Lake City	UT
Ballard Spahr	Phoenix	AZ
Ballard Spahr	Denver	CO
Ballard Spahr	Philadelphia	PA

Organization	Office Location	
	City	State
Barack Ferrazzano Kirschbaum & Nagelberg LLP	Chicago	IL
Bass, Berry & Sims PLC	Nashville	TN
Beck, Redden & Secrest, L.L.P.	Houston	TX
Belin Lamson McCormick Zumbach Flynn, P.C.	Des Moines	IA
Benesch, Friedlander, Coplan & Aronoff LLP	Cleveland	OH
Bernstein Shur Sawyer & Nelson	Portland	ME
Best Best & Krieger LLP	Riverside	CA
Beveridge & Diamond, P.C.	Washington	DC
Bilzin Sumberg Baena Price & Axelrod LLP	Miami	FL
Bingham McCutchen LLP	Los Angeles	CA
Bingham McCutchen LLP	Santa Monica	CA
Bingham McCutchen LLP	Costa Mesa	CA
Bingham McCutchen LLP	Hartford	CT
Bingham McCutchen LLP	New York	NY
Bingham McCutchen LLP	Washington	DC
Bingham McCutchen LLP	Boston	MA
Blakely Sokoloff Taylor & Zafman LLP	Portland/Beaverton	OR
Blakely Sokoloff Taylor & Zafman LLP	Sunnyvale	CA
Blakely Sokoloff Taylor & Zafman LLP	Denver	CO
Blank Rome LLP	New York	NY
Boies, Schiller & Flexner LLP	New York	NY
Bond, Schoeneck & King PLLC	Syracuse	NY
Bose McKinney & Evans LLP	Indianapolis	IN
Bowditch & Dewey, LLP	Worcester	MA
Bressler, Amery & Ross, P.C.	Florham Park	NJ
Bricker & Eckler LLP	Columbus	OH
Briggs and Morgan, P.A.	Minneapolis	MN
Bryan Cave LLP	Charlotte	NC
Bryan Cave LLP	Chicago	IL
Bryan Cave LLP	St. Louis	MO
Bryan Cave LLP	Irvine	CA
Bryan Cave LLP	Los Angeles	CA
Bryan Cave LLP	New York	NY
Bryan Cave LLP	Phoenix	AZ
Bryan Cave LLP	St. Louis	MO
Bryan Cave LLP	Washington	DC
Buchanan Ingersoll & Rooney PC	Philadelphia	PA
Buchanan Ingersoll & Rooney PC	Pittsburgh	PA
Buckingham, Doolittle & Burroughs LLP	Akron	OH
Buist Moore Smythe McGee P.A.	Charleston	SC
Bureau of Alcohol, Tobacco, Firearms & Explosives, U.S. Department of Justice	Washington	DC
Burr & Forman LLP	Birmingham	AL
Burr & Forman LLP	Atlanta	GA
Cabaniss, Johnston, Gardner, Dumas & O'Neal LLP	Birmingham	AL
Cadwalader, Wickersham & Taft LLP	Washington	DC
Cadwalader, Wickersham & Taft LLP	New York	NY

Organization	Office Location	
	City	State
Caplin & Drysdale, Chartered	Washington	DC
Carlton Fields	West Palm Beach	FL
Carlton Fields	Miami	FL
Carlton Fields	St. Petersburg	FL
Carlton Fields	Orlando	FL
Carlton Fields	Atlanta	GA
Carlton Fields	Tampa	FL
Carlton Fields	Tallahassee	FL
Carmody & Torrance LLP	Waterbury	CT
Carter Ledyard & Milburn LLP	New York	NY
Chadbourne & Parke LLP	New York	NY
Chadbourne & Parke LLP	Washington	DC
Chamberlain, Hrdlicka, White, Williams & Martin	Houston	TX
Choate, Hall & Stewart LLP	Boston	MA
Clark Hill PLC	Detroit	MI
Cleary Gottlieb Steen & Hamilton LLP	New York	NY
Cleary Gottlieb Steen & Hamilton LLP	Washington	DC
Court of Appeals 2nd Circuit, Staff Attorneys' Office	New York	NY
Covington & Burling LLP	Washington	DC
Covington & Burling LLP	New York	NY
Cox Smith Matthews Incorporated	San Antonio	TX
Cozen O'Connor	Philadelphia	PA
Cranfill Sumner & Hartzog LLP	Raleigh	NC
Crowe & Dunlevy, A Professional Corporation	Oklahoma City	OK
Cummings & Lockwood LLC	Stamford	CT
Curtis, Mallet-Prevost, Colt & Mosle LLP	New York	NY
Davis & Harman LLP	Washington	DC
Davis Brown Law Firm	Des Moines	IA
Davis Polk & Wardwell	Menlo Park	CA
Davis Polk & Wardwell	New York	NY
Davis Polk & Wardwell	New York	NY
Debevoise & Plimpton LLP	Washington	DC
Debevoise & Plimpton LLP	New York	NY
DECHERT LLP	Washington	DC
DECHERT LLP	Charlotte	NC
DECHERT LLP	Mountain View	CA
DECHERT LLP	Princeton	NJ
DECHERT LLP	Boston	MA
DECHERT LLP	New York	NY
DECHERT LLP	San Francisco	CA
DECHERT LLP	Philadelphia	PA
DECHERT LLP	Hartford	CT
DECHERT LLP	Newport Beach	CA
Dechert LLP	Austin	TX
Dewey & LeBoeuf LLP	New York	NY
Dewey & LeBoeuf LLP	Washington	DC
DLA Piper LLP	Chicago	IL

Organization	Office Location	
	City	State
DLA Piper LLP	Reston	VA
DLA Piper LLP	Washington	DC
DLA Piper LLP	New York	NY
DLA Piper LLP	Palo Alto	CA
DLA Piper LLP	Austin	TX
DLA Piper LLP	Philadelphia	PA
DLA Piper LLP	Phoenix	AZ
DLA Piper LLP	San Diego	CA
DLA Piper LLP	Baltimore	MD
DLA Piper LLP	Seattle	WA
DLA Piper LLP	Boston	MA
DLA Piper LLP	Los Angeles	CA
DLA Piper LLP	San Francisco	CA
DLA Piper LLP	Sacramento	CA
DLA Piper LLP	Tampa	FL
DLA Piper LLP	Houston	TX
DLA Piper LLP	Atlanta	GA
DLA Piper LLP	Dallas	TX
DLA Piper LLP	Raleigh	NC
Doerner, Saunders, Daniel & Anderson, L.L.P.	Tulsa	OK
Dorsey & Whitney LLP	Seattle	WA
Dow Lohnes PLLC	Washington	DC
Duane Morris LLP	Chicago	IL
Duane Morris LLP	Philadelphia	PA
Duane Morris LLP	Baltimore	MD
Dunn Carney Allen Higgins & Tongue LLP	Portland	OR
Elliott Greenleaf & Siedzikowski, P.C.	Blue Bell	PA
Eviction Defense Collaborative	San Francisco	CA
Farella Braun + Martel LLP	San Francisco	CA
Federal Reserve Board	Washington	DC
Fenwick & West LLP	Seattle	WA
Fenwick & West LLP	Mountain View	CA
Fisher & Phillips LLP	Atlanta	GA
Fitch Even Tabin & Flannery	Chicago	IL
Folger Levin & Kahn LLP	Los Angeles	CA
Folger Levin & Kahn LLP	San Francisco	CA
Foster, Sift, Collins & Smith, P.C.	Lansing	MI
Foulston Siefkin LLP	Wichita	KS
Fowler White Boggs P.A.	Tampa	FL
Fredrikson & Byron, P.A.	Minneapolis	MN
Freshfields Bruckhaus Deringer US LLP	New York	NY
Fried, Frank, Harris, Shriver & Jacobson LLP	New York	NY
Friedman Kaplan Seiler & Adelman LLP	New York	NY
Frommer Lawrence & Haug LLP	New York	NY
Fulbright & Jaworski L.L.P.	New York	NY
Fulbright & Jaworski L.L.P.	Dallas	TX
Fulbright & Jaworski L.L.P.	Houston	TX

Organization	Office Location	
	City	State
Fulbright & Jaworski L.L.P.	San Antonio	TX
GableGotwals	Tulsa	OK
Gallagher Evelius & Jones	Baltimore	MD
Gallivan, White & Boyd, P.A.	Greenville	SC
Gardere Wynne Sewell LLP	Dallas	TX
Gardere Wynne Sewell LLP	Houston	TX
Garvey Schubert Barer	New York	NY
Garvey Schubert Barer	Washington	DC
Garvey Schubert Barer	Portland	OR
Garvey Schubert Barer	Seattle	WA
Gentry Locke Rakes & Moore	Roanoke	VA
Gibbs & Bruns L.L.P.	Houston	TX
Gibson, Dunn & Crutcher LLP	Los Angeles	CA
Gibson, Dunn & Crutcher LLP	Dallas	TX
Gibson, Dunn & Crutcher LLP	Denver	CO
Gibson, Dunn & Crutcher LLP	Los Angeles	CA
Gibson, Dunn & Crutcher LLP	New York	NY
Gibson, Dunn & Crutcher LLP	Irvine	CA
Gibson, Dunn & Crutcher LLP	Palo Alto	CA
Gibson, Dunn & Crutcher LLP	San Francisco	CA
Gibson, Dunn & Crutcher LLP	Washington	DC
Glaser, Weil, Fink, Jacobs, Howard & Shapiro, LLP	Los Angeles	CA
Gordon, Thomas, Honeywell LLP	Tacoma	WA
Goulston & Storrs, P.C.	Boston	MA
Gravel and Shea	Burlington	VT
Gray Plant Mooty	Minneapolis	MN
Gray Plant Mooty	St. Cloud	MN
Graydon Head & Ritchey LLP	Cincinnati	OH
Greenberg Traurig, LLP	New York	NY
Greenberg Traurig, LLP	Denver	CO
Greenberg Traurig, LLP	Irvine	CA
Greenberg Traurig, P.A.	West Palm Beach/PBC North	FL
Greenberg Traurig, P.A.	Miami	FL
Groom Law Group, Chartered	Washington	DC
Gunster	West Palm Beach	FL
Gunster	Ft. Lauderdale	FL
Gunster	Jacksonville	FL
Gunster	Miami	FL
Gunster	West Palm Beach	FL
Gust Rosenfeld PLC	Phoenix	AZ
Hall, Estill, Hardwick, Gable, Golden & Nelson, P.C.	Tulsa	OK
Haskell Slaughter Young & Rediker, LLC	Birmingham	AL
Haynes and Boone, LLP	Austin	TX
Haynes and Boone, LLP	Houston	TX
Haynes and Boone, LLP	Richardson	TX
Haynes and Boone, LLP	San Antonio	TX

Organization	Office Location	
	City	State
Helsell Fetterman LLP	Seattle	WA
Herbert Smith LLP	London	
Hickman Palermo Truong & Becker LLP	San Jose	CA
Hill Ward Henderson	Tampa	FL
Hodgson Russ LLP	New York	NY
Hodgson Russ LLP	Buffalo	NY
Hogan & Hartson L.L.P.	Washington	DC
Hogan & Hartson L.L.P.	Los Angeles	CA
Hogan & Hartson L.L.P.	McLean	VA
Hogan & Hartson LLP	Miami	FL
Holland & Knight LLP	Washington	DC
Holland & Knight LLP	Los Angeles	CA
Holland & Knight LLP	Atlanta	GA
Holland & Knight LLP	Boston	MA
Holland & Knight LLP	Chicago	IL
Holland & Knight LLP	Ft. Lauderdale	FL
Holland & Knight LLP	Jacksonville	FL
Holland & Knight LLP	McLean	VA
Holland & Knight LLP	Miami	FL
Holland & Knight LLP	New York	NY
Holland & Knight LLP	Orlando	FL
Holland & Knight LLP	Portland	OR
Holland & Knight LLP	San Francisco	CA
Holland & Knight LLP	Tallahassee	FL
Holland & Knight LLP	Tampa	FL
Holland & Knight LLP	West Palm Beach	FL
Howard Rice Nemerovski Canady Falk & Rabkin, PC	San Francisco	CA
Hughes Hubbard & Reed LLP	Washington	DC
Husch Blackwell Sanders LLP	Kansas City	MO
Husch Blackwell Sanders LLP	Washington	DC
Husch Blackwell Sanders LLP	Springfield	MO
Husch Blackwell Sanders LLP	Omaha	NE
Husch Blackwell Sanders LLP	Denver	CO
Husch Blackwell Sanders LLP	Chattanooga	TN
Husch Blackwell Sanders LLP	St. Louis	MO
Husch Blackwell Sanders LLP	Peoria	IL
Husch Blackwell Sanders LLP	Jefferson City	MO
Husch Blackwell Sanders Welsh & Katz	Chicago	IL
Hutchinson Black and Cook, LLC	Boulder	CO
Jackson Lewis LLP	New York	NY
Jaffe Raitt Heuer & Weiss, Professional Corporation	Southfield	MI
Johnston Barton Proctor & Rose LLP	Birmingham	AL
Jolley Urga Wirth Woodbury & Standish	Las Vegas	NV
Jones Day	Washington	DC
Jones Vargas, Chartered	Las Vegas	NV
Jones, Walker, Waechter, Poitevent, Carrère & Denègre	New Orleans	LA
K&L Gates LLP	Anchorage	AK

Organization	Office Location	
	City	State
K&L Gates LLP	Boston	MA
K&L Gates LLP	Los Angeles	CA
K&L Gates LLP	Portland	OR
K&L Gates LLP	San Francisco	CA
K&L Gates LLP	Seattle	WA
K&L Gates LLP	Spokane	WA
K&L Gates LLP	Washington	DC
Kaye Scholer LLP	Los Angeles	CA
Keating Muething & Klekamp PLL	Cincinnati	OH
Kenyon & Kenyon LLP	New York	NY
Kerr, Russell and Weber, PLC	Detroit	MI
Kramer Levin Naftalis & Frankel LLP	New York	NY
Lane Powell PC	Seattle	WA
Lane Powell PC	Portland	OR
Lanier Ford Shaver & Payne P.C.	Huntsville	AL
Lathrop & Gage LLP	Kansas City	MO
Legal Aid Society - Employment Law Center	San Francisco	CA
Legal Aid Society of Grtr Cinti & Legal Aid Society of Southwest Ohio, LLC	Cincinnati	OH
Lerner David Littenberg Krumholz & Mentlik, LLP	Westfield	NJ
Levine Bagade Han LLP	Palo Alto	CA
Lewis & Kappes, P.C.	Indianapolis	IN
Lewis Wagner, LLP	Indianapolis	IN
Lindquist & Venum P.L.L.P.	Minneapolis	MN
Littler Mendelson	Boston	MA
Littler Mendelson	Chicago	IL
Littler Mendelson	Cleveland	OH
Littler Mendelson	San Francisco	CA
Littler Mendelson	Dallas	TX
Littler Mendelson	Houston	TX
Littler Mendelson	Los Angeles	CA
Littler Mendelson	Philadelphia	PA
Littler Mendelson	San Francisco	CA
Littler Mendelson	Washington	DC
Locke Lord Bissell & Liddell LLP	Dallas	TX
Loeb & Loeb LLP	Los Angeles	CA
Luce, Forward, Hamilton & Scripps LLP	San Diego	CA
Mayer Brown LLP	Chicago	IL
Mayer Brown LLP	Palo Alto	CA
Maynard Cooper and Gale, P.C.	Birmingham	AL
McAndrews, Held & Malloy, Ltd.	Chicago	IL
McCarter & English, LLP	Newark	NJ
McDermott Will & Emery LLP	Menlo Park	CA
McDermott Will & Emery LLP	Washington	DC
McDermott Will & Emery LLP	Boston	MA
McDonough Holland & Allen PC	Sacramento	CA
McGinnis, Lochridge & Kilgore, L.L.P.	Austin	TX
McGlinchey Stafford, PLLC	New Orleans	LA

Organization	Office Location	
	City	State
McGuireWoods LLP	Atlanta	GA
McGuireWoods LLP	Baltimore	MD
McGuireWoods LLP	Charlotte	NC
McGuireWoods LLP	Chicago	IL
McGuireWoods LLP	Los Angeles	CA
McGuireWoods LLP	Pittsburgh	PA
McGuireWoods LLP	Raleigh	NC
McGuireWoods LLP	Richmond	VA
McGuireWoods LLP	Jacksonville	FL
McKenna Long & Aldridge LLP	Atlanta	GA
McKenna Long & Aldridge LLP	Denver	CO
McKenna Long & Aldridge LLP	Los Angeles	CA
McKenna Long & Aldridge LLP	Washington	DC
McNees Wallace & Nurick LLC	Harrisburg	PA
Merchant & Gould	Seattle	WA
Merchant & Gould	Denver	CO
Merchant & Gould	Atlanta	GA
Merchant & Gould	Alcoa	TN
Milbank, Tweed, Hadley & McCloy LLP	New York	NY
Miller & Chevalier, Chartered	Washington	DC
Miller, Canfield, Paddock and Stone, P.L.C.	Detroit	MI
Morgan, Lewis & Bockius LLP	San Francisco	CA
Morgan, Lewis & Bockius LLP	Washington	DC
Morgan, Lewis & Bockius LLP	New York	NY
Morgan, Lewis & Bockius LLP	Pittsburgh	PA
Morgan, Lewis & Bockius LLP	Chicago	IL
Morgan, Lewis & Bockius LLP	Miami	FL
Morgan, Lewis & Bockius LLP	Philadelphia	PA
Morgan, Lewis & Bockius LLP	Princeton	NJ
Morgan, Lewis & Bockius LLP	Palo Alto	CA
Morgan, Lewis & Bockius LLP	Dallas	TX
Morgan, Lewis & Bockius LLP	Houston	TX
Morgan, Lewis & Bockius LLP	Irvine	CA
Morgan, Lewis & Bockius LLP	Los Angeles	CA
Morris James LLP	Wilmington	DE
Morris, Manning & Martin, L.L.P.	Atlanta	GA
Mound Cotton Wollan & Greengrass	New York	NY
Munger, Tolles & Olson LLP	Los Angeles	CA
Munsch Hardt Kopf & Harr, P.C.	Dallas	TX
Murtha Cullina LLP	Hartford	CT
Nelson Mullins Riley & Scarborough, L.L.P.	Charlotte	NC
Nelson Mullins Riley & Scarborough, L.L.P.	Myrtle Beach	SC
Nelson Mullins Riley & Scarborough, L.L.P.	Charleston	SC
Nelson Mullins Riley & Scarborough, L.L.P.	Columbia	SC
Nelson Mullins Riley & Scarborough, L.L.P.	Atlanta	GA
Nelson Mullins Riley & Scarborough, L.L.P.	Greenville	SC
New York City Law Department	New York	NY

Organization	Office Location	
	City	State
Norris, McLaughlin & Marcus, P.A.	Bridgewater	NJ
Nossaman LLP	Los Angeles	CA
Nyemaster, Goode, West, Hansell & O'Brien, P.C.	Des Moines	IA
Oblon, Spivak	Alexandria	VA
Office of the Attorney General, California Department of Justice	Sacramento	CA
O'Melveny & Myers LLP	Menlo Park	CA
O'Melveny & Myers LLP	Los Angeles	CA
O'Melveny & Myers LLP	New York	NY
O'Melveny & Myers LLP	Menlo Park	CA
O'Melveny & Myers LLP	Shanghai	
O'Melveny & Myers LLP	Newport Beach	CA
Orrick, Herington & Sutcliffe LLP	Seattle	WA
Parker, Hudson, Rainer & Dobbs LLP	Atlanta	GA
Patterson Belknap Webb & Tyler LLP	New York	NY
Paul, Hastings, Janofsky & Walker LLP	New York	NY
Pepe & Hazard LLP	Hartford	CT
Pepper Hamilton LLP	Philadelphia	PA
Perkins Coie LLP	Seattle	WA
Phelps Dunbar LLP	Tampa	FL
Phelps Dunbar LLP	New Orleans	LA
Phelps Dunbar LLP	Jackson	MS
Phelps Dunbar LLP	Baton Rouge	LA
Phelps Dunbar LLP	Tupelo	MS
Phelps Dunbar LLP	Houston	TX
Phelps Dunbar LLP	Gulfport	MS
Pillsbury Winthrop Shaw Pittman LLP	New York	NY
Pillsbury Winthrop Shaw Pittman LLP	Washington	DC
Polsinelli Shughart P.C.	Phoenix	AZ
Polsinelli Shughart PC	St. Louis	MO
Polsinelli Shughart PC	Kansas City	MO
Porter & Hedges, L.L.P.	Houston	TX
Porter Wright Morris & Arthur LLP	Cincinnati	OH
Porter Wright Morris & Arthur LLP	Cleveland	OH
Porter Wright Morris & Arthur LLP	Columbus	OH
Porter Wright Morris & Arthur LLP	Dayton	OH
Porter Wright Morris & Arthur LLP	Naples	FL
Porter Wright Morris & Arthur LLP	Washington	DC
Porzio, Bromberg & Newman P.C.	Morristown	NJ
Preti Flaherty Beliveau & Pachios, LLP	Portland	ME
Proskauer Rose LLP	New York	NY
Proskauer Rose LLP	Boston	MA
Proskauer Rose LLP	Los Angeles	CA
Public Defender Service for the District of Columbia	Washington	DC
Quarles & Brady LLP	Tucson	AZ
Quarles & Brady LLP	Phoenix	AZ
Quarles & Brady LLP	Naples	FL
Quarles & Brady LLP	Chicago	IL

Organization	Office Location	
	City	State
Quarles & Brady LLP	Milwaukee	WI
Quarles & Brady LLP	Madison	WI
Rackemann, Sawyer & Brewster	Boston	MA
Reed Smith LLP	Chicago	IL
Reed Smith LLP	Palo Alto	CA
Reed Smith LLP	New York	NY
Reed Smith LLP	Oakland	CA
Reed Smith LLP	Philadelphia	PA
Reed Smith LLP	San Francisco	CA
Richards, Watson & Gershon	Los Angeles	CA
Roberts & Holland LLP	New York	NY
Robinson & Cole LLP	Hartford	CT
Robinson Bradshaw & Hinson, P.A.	Charlotte	NC
Rogers & Hardin LLP	Atlanta	GA
Rothgerber Johnson & Lyons LLP	Denver	CO
Ruden McClosky	Ft. Lauderdale	FL
Santoro, Driggs, Walch, Kearney, Holley & Thompson	Las Vegas	NV
Schiff Hardin LLP	New York	NY
Schiff Hardin LLP	San Francisco	CA
Schiff Hardin LLP	Chicago	IL
Schiff Hardin LLP	Atlanta	GA
Schiff Hardin LLP	Chicago	IL
Schiff Hardin LLP	Washington	DC
Schwabe, Williamson & Wyatt, P.C.	Seattle	WA
Schwabe, Williamson & Wyatt, P.C.	Portland	OR
Seigfreid, Bingham, Levy, Selzer & Gee, P.C.	Kansas City	MO
Shearman & Sterling LLP	New York	NY
Shearman & Sterling LLP	Menlo Park	CA
Shearman & Sterling LLP	San Francisco	CA
Shearman & Sterling LLP	Washington	DC
Sherman & Howard L.L.C.	Denver	CO
Sherman & Howard L.L.C.	Phoenix	AZ
Shumaker, Loop & Kendrick, LLP	Toledo	OH
Shumaker, Loop & Kendrick, LLP	Tampa	FL
Sidley Austin LLP	New York	NY
Simpson Thacher & Bartlett LLP	Washington	DC
Simpson Thacher & Bartlett LLP	New York	NY
Simpson Thacher & Bartlett LLP	New York	NY
Simpson Thacher & Bartlett LLP	Los Angeles	CA
Simpson Thacher & Bartlett LLP	Palo Alto	CA
Sirote & Permutt, P.C.	Birmingham	AL
Smith Moore Leatherwood LLP	Raleigh	NC
Smith Moore Leatherwood LLP	Atlanta	GA
Smith Moore Leatherwood LLP	Charlotte	NC
Smith Moore Leatherwood LLP	Greensboro	NC
Smith Moore Leatherwood LLP (Formerly Leatherwood Walker Todd & Mann)	Greenville	SC

Organization	Office Location	
	City	State
Smith, Anderson, Blount, Dorsett, Mitchell & Jernigan, LLP	Raleigh	NC
Smith, Gambrell & Russell, LLP	Atlanta	GA
Snell & Wilmer L.L.P.	Costa Mesa	CA
Snell & Wilmer L.L.P.	Phoenix	AZ
Snell & Wilmer L.L.P.	Salt Lake City	UT
Snell & Wilmer L.L.P.	Tucson	AZ
Snell & Wilmer L.L.P.	Los Angeles	CA
Snell & Wilmer L.L.P.	Las Vegas	NV
Sonnenschein Nath & Rosenthal LLP	New York	NY
Spencer Fane Britt & Browne LLP	Kansas City	MO
Squire Sanders Gaikokuho Kyodo Jigyo Horitsu Jimusho	Tokyo	
Squire, Sanders & Dempsey LLP	Phoenix	AZ
Squire, Sanders & Dempsey LLP	Cleveland	OH
Squire, Sanders & Dempsey LLP	Cleveland	OH
Squire, Sanders & Dempsey LLP	Palo Alto	CA
Squire, Sanders & Dempsey LLP	Washington	DC
State of Delaware Department of Justice	Wilmington	DE
Steptoe & Johnson LLP	Los Angeles	CA
Steptoe & Johnson LLP	Chicago	IL
Steptoe & Johnson LLP	New York	NY
Steptoe & Johnson LLP	Phoenix	AZ
Steptoe & Johnson LLP	Washington	DC
Sterne, Kessler, Goldstein & Fox PLLC	Washington	DC
Stevens & Lee, P.C.	Reading	PA
Stinson Morrison Hecker LLP	Omaha	NE
Stinson Morrison Hecker LLP	St. Louis	MO
Stinson Morrison Hecker LLP	Phoenix	AZ
Stinson Morrison Hecker LLP	Jefferson City	MO
Stinson Morrison Hecker LLP	Kansas City	MO
Stinson Morrison Hecker LLP	Overland Park	KS
Stinson Morrison Hecker LLP	Washington	DC
Stinson Morrison Hecker LLP	Wichita	KS
Stoel Rives LLP	Seattle	WA
Stoel Rives LLP	Minneapolis	MN
Stoel Rives LLP	Portland	OR
Stoel Rives LLP	Salt Lake City	UT
Stoll Keenon Ogden PLLC	Louisville	KY
Stone Pigman Walther Wittmann LLC	New Orleans	LA
Stradley Ronon Stevens & Young, LLP	Philadelphia	PA
Strauss & Troy	Cincinnati	OH
Stroock & Stroock & Lavan LLP	Los Angeles	CA
Stuart & Branigin LLP	Lafayette	IN
Sullivan & Worcester LLP	Boston	MA
Sutherland Asbill & Brennan LLP	Atlanta	GA
Sutherland Asbill & Brennan LLP	Washington	DC
Sutherland Asbill & Brennan LLP	Houston	TX
Sutherland Asbill & Brennan LLP	New York	NY

Organization	Office Location	
	City	State
Sutin Thayer & Browne	Albuquerque	NM
Taft Stettinius & Hollister LLP	Cleveland	OH
Taft Stettinius & Hollister LLP	Dayton	OH
Taft Stettinius & Hollister LLP	Cincinnati	OH
Texas Civil Rights Project	Austin	TX
Texas RioGrande Legal Aid, Inc.	El Paso	TX
Thompson & Knight LLP	Houston	TX
Thompson & Knight LLP	San Antonio	TX
Thompson & Knight LLP	Dallas	TX
Thompson & Knight LLP	Fort Worth	TX
Thompson & Knight LLP	Austin	TX
Thompson & Knight LLP	New York	NY
Thompson Hine LLP	New York	NY
Thompson Hine LLP	Columbus	OH
Thompson Hine LLP	Cleveland	OH
Thompson Hine LLP	Cincinnati	OH
Thompson Hine LLP	Atlanta	GA
Thompson Hine LLP	Dayton	OH
Thompson Hine LLP	Washington	DC
Tonkon Torp LLP	Portland	OR
Trenam Kemker	Tampa	FL
Troutman Sanders LLP	New York	NY
Troutman Sanders LLP	Chicago	IL
Troutman Sanders LLP	Atlanta	GA
Troutman Sanders LLP	Richmond	VA
Troutman Sanders LLP	Virginia Beach	VA
Troutman Sanders LLP	Raleigh	NC
Troutman Sanders LLP	Irvine	CA
Tydings & Rosenberg LLP	Baltimore	MD
U.S. Army Corps of Engineers Chief Counsel's Civilian Honors Program	Washington	DC
U.S. Department of Justice	Washington	DC
U.S. Department of Transportation Honors Attorney Program	Washington	DC
Updike Kelly & Spellacy, P.C.	Hartford	CT
Verrill Dana, LLP	Portland	ME
Waller Lansden Dortch & Davis, LLP	Nashville	TN
Walston Wells & Birchall, LLP	Birmingham	AL
Warden Triplett Grier PA	Kansas City	MO
Weil, Gotshal & Manges LLP	New York	NY
Weil, Gotshal & Manges LLP	Boston	MA
Weil, Gotshal & Manges LLP	Miami	FL
White & Case LLP	Miami	FL
White & Case LLP	New York	NY
White & Case LLP	Palo Alto	CA
White & Case LLP	Washington	DC
Whiteford, Taylor & Preston L.L.P.	Baltimore	MD
Whiteman Osterman & Hanna LLP	Albany	NY
Wiggin and Dana LLP	New Haven	CT

Organization	Office Location	
	City	State
Wilentz, Goldman & Spitzer P.A.	Woodbridge	NJ
Willcox & Savage, P.C.	Norfolk	VA
Williams Kastner	Seattle	WA
Williams Mullen	Norfolk	VA
Williams Mullen	Raleigh	NC
Williams Mullen	Richmond	VA
Williams Mullen	Virginia Beach	VA
Wilmer Cutler Pickering Hale and Dorr LLP	New York	NY
Wilmer Cutler Pickering Hale and Dorr LLP	Boston	MA
Wilmer Cutler Pickering Hale and Dorr LLP	Washington	DC
Wilmer Cutler Pickering Hale and Dorr LLP	Los Angeles	CA
Wilmer Cutler Pickering Hale and Dorr LLP	Palo Alto	CA
Withers Bergman LLP	New Haven	CT
Wolf, Greenfield & Sacks, P.C.	Boston	MA
Womble Carlyle Sandridge & Rice, PLLC	Baltimore	MD

## Appendix M: The George Washington University Law School Academic Recognition and Grade Representation Policy

### Academic Recognition

Please note that LL.M. students are not ranked within the class. Those LL.M. students who would like to display grade information on resumes may indicate grade averages and/or letter grades as described below.

### Grade Representation Policy

1. There is no requirement that grades be included on student resumes. Students who wish to represent grades on their resumes, however, must do so in one or more of the following two ways. **These formats are the only acceptable means of grade representation on a resume.**

- By letter grade, for example: “Maintaining a B+ Average”; or
- Numerically by G.P.A., for example: “G.P.A.: 3.006” or “G.P.A.: 3.006/4.333.”

### **NO OTHER REPRESENTATION OF GRADES IS ACCEPTABLE.**

For the purposes of stating a letter grade average, the following conversion table should be used:

#### **LETTER GRADE AVERAGE GPA RANGE**

A+	4.167 or greater
A	less than 4.167 and greater than or equal to 3.833
A-	less than 3.833 and greater than or equal to 3.500
B+	less than 3.500 and greater than or equal to 3.167
B	less than 3.167 and greater than or equal to 2.833
B-	less than 2.833 and greater than or equal to 2.500
C+	less than 2.500 and greater than or equal to 2.167
C	less than 2.167 and greater than or equal to 1.833
C-	less than 1.833 and greater than or equal to 1.500
D	less than 1.500

2. The Dean’s Office will verify the accuracy of grade representation on the resumes of all students participating in interviewing programs. Students found to have misrepresented their grades will be asked to meet with the Dean.
3. If a student chooses to represent his/her actual G.P.A. on the resume, the G.P.A. must be represented to the third decimal point.
4. G.P.A.s must be stated exactly; rounding off is not permitted under any circumstances.
5. **Any student who violates these rules in reporting grades may be guilty of academic dishonesty and subject to sanctions under The George Washington University Law School Code of Academic Integrity.**

If you would like to discuss how to represent your academic recognition or grades on your resume, please feel free to speak with a Counselor in the Career Development Office at (202) 994-7340.

## **Appendix N: CDO Policies and Procedures**

The following standards maintained by the Career Development Office apply to students participating in all GW Law School interviewing programs. Failure to adhere to these policies and guidelines may result in one or more of the following:

- loss of access to the CDO and its resources
- a letter of reprimand from the Dean; and/or
- sanctions under the Law School's Policy on Academic Integrity in appropriate cases.

Students subjected to any of the above sanctions may be obliged to report the matter to the appropriate officials when seeking bar membership.

### **National Association for Law Placement: Principles and Standards for Law Placement and Recruitment Activities**

The GW Law School actively participates in the National Association for Law Placement (NALP), an employer/law school membership organization. In support of NALP's mission of research and education, the association has developed a strong statement of ethical standards which projects the membership's interests as they relate to the legal recruitment and placement process.

The GW Law School fully subscribes to the principles set forth in the organization's Principles and Standards, which address candidates seeking employment. The Career Development Office expects all students to be familiar with and abide by these principles. A complete copy of the NALP Principles and Standards is provided at the end of this section.

Please be aware that employers who are not members of the NALP organization may not abide by nor subscribe to these procedures. With few exceptions, those employers conducting campus interviews at the GW Law School will be NALP members and will implement these procedures. If in doubt, ask at the time an employment offer is made.

Students will be held responsible for fully understanding and adhering to the provisions as set forth by NALP.

NALP's Principles and Standards do not condone rescinding offers. However, in recognition that rescission does occasionally occur, NALP provides guidelines for the employers, career offices, and students for ameliorating the situation.

The Career Development Office has established policies which provide for further implementation of the NALP Principles and Standards. These additional policies were developed to promote the best interests of the individual student, the general student body, and GW Law School. Non-compliance with either the NALP Principles and Standards or the Career Development Office Policies may result in the loss of the use of Career Development Office services.

### **Principles for Candidates**

Candidates should prepare thoroughly for the employment search process.

Candidates should comply with the placement policies and procedures of law schools whose services they use.

Before beginning an employment search, candidates should engage in thorough self-assessment. Work skills, vocational aptitudes and interests, lifestyles and geographic preferences, academic performance, career expectations, and life experience should be carefully evaluated so that informed choices can be made. General instruction should be obtained on employment search skills, particularly those relating to the interview process.

Prior to making employment inquiries, candidates should learn as much as possible about target employers. Candidates should interview only with employers in which they have a genuine interest.

Throughout the employment search process candidates should represent their qualifications and interests fully and accurately.

Candidates should be prepared to provide, at employers' request, copies of all academic transcripts.

Under no circumstances should academic or biographical data be falsified, misrepresented, or distorted either in writing or orally. Candidates who engage in such contact may be subject to elimination from consideration for employment by the employer, suspension or other academic discipline by the law school, and disqualification from admission to practice by bar admission authorities.

Candidates should be prepared to advise prospective employers of the nature and extent of their training in legal writing. Writing samples submitted as evidence of a candidate's legal skills should be wholly original work. Where the writing was done with others, the candidate's contribution should be clearly identified. Writing samples from law-related employment must be masked adequately to preserve client confidentiality and used only with the permission of the supervising attorney.

Throughout the employment search process, students should conduct themselves in a professional manner.

Candidates who participate in the on-campus interview process should adhere to all scheduling commitments. Cancellations should occur only for good cause and should be promptly communicated to the Career Development Office and the employer.

Invitations for in-office interviews should be acknowledged promptly and accepted only if the candidate has a genuine interest in the employer.

Candidates invited to interview at employer offices should request reimbursement only for ordinary and necessary expenses which are directly related to the interview and incurred in good faith. Failure to observe this policy, or falsification or misrepresentation of travel expenses, may result in elimination from consideration for employment or the revocation of offers by employers. Candidates expecting reimbursement for travel expenses should reach an understanding with the employer prior to the trip. Expenses for trips during which candidates interview with more than one employer should be prorated in accordance with those employers' policies.

First semester first-year students shall not initiate contact with prospective employers before December 1.

Candidates should notify employers and the Career Development Office of their acceptance or rejection of employment offers by the earliest possible time, and no later than the time established by rule, custom or agreement.

Candidates should expect and request offers to be confirmed in writing. Candidates should abide by the standards for student responses set out in Part V (of the principles) and should always respond in writing to offers as soon as their decision is made, even if that decision is made in advance of the prevailing deadline date.

In fairness to both employers and peers, students should act in good faith to decline promptly offers for interviews and employment which are no longer being seriously considered. In order for law schools to comply with federal and institutional reporting requirements, students should notify the Career Development Office of acceptance of an employment offer, whether or not the employment was obtained through the office.

Candidates seeking or preparing to accept fellowships, judicial clerkships, or other limited term professional employment should appraise prospective employers of their intentions and obtain a clear understanding of the employer's offer deferral policies.

Candidates should consider the acceptance of an offer a binding obligation.

Candidates should, upon acceptance of an offer of employment, immediately withdraw from consideration with all other employers. If, because of unforeseen circumstances, it becomes necessary for a candidate to request release from or modification of his or her acceptance, both the employer and the Career Development Office should be notified promptly.

Students who engage in law-related employment should adhere to the same standards of conduct as lawyers.

In matters arising out of law-related employment, students should be guided by the standards of professional conduct which are applicable in the employer's state. When acting on behalf of employers in a recruitment capacity, students should be guided by the employer principles in Part IV of the principles.

Students should exercise care to provide full and fair information when advising peers about their former employers.

Candidates should promptly report to the CDO any misrepresentation, discrimination or other abuse by employers in the employment process.

## **GENERAL CDO OFFICE POLICIES**

The following policies govern student participation in Career Development Office services and programs. They are designed to maintain a standard of equality and professionalism.

### **CDO Appointment Policy**

If a student signs up for an appointment with a Career Development Office staff member or registers to attend a workshop or any other CDO-sponsored event, s/he is expected to give the CDO appropriate notice if s/he is unable to keep the appointment or attend the event. Failure to give appropriate notice (especially if repeated) may result in suspension from further use of the Career Development Office.

### **Interview Appointment Policy**

Through CDO-organized interview programs, students are given the opportunity to select employers with whom they would like to interview. In turn, employers devote a significant amount of time and resources

to reviewing student resumes and arranging interviews. It is expected and required that students will interview with all employers that select them for interviews. Students who fail to honor their commitments compromise themselves, fellow classmates and the Law School.

The Career Development Office will excuse students from scheduling and attending an interview under the following circumstances: 1) the student has accepted a job offer; or 2) there is a conflict of interest with the interviewer or firm (deemed legitimate by CDO).

Students attempting to cancel an interview must contact the CDO prior to contacting the employer.

Students must notify the Career Development Office, via email or letter, at least three days prior to the actual interview if one of the above criteria applies to them. It is also recommended that students who cancel a scheduled interview with an employer write a letter of regret as soon as possible. If a student fails to contact the CDO at least three days prior to the actual interview, he/she will not be excused from the interview under any circumstances except for a serious illness.

Under advisement from the Dean, the Career Development Office reserves the right to suspend services and programs to a student who disregards this policy.

### **Call-Back Interview Policy**

Invitations for in-office interviews should be acknowledged as soon as possible, but no later than one week from receipt of the invitation and accepted only if the candidate has a genuine interest in the employer.

After a student has accepted an offer of employment, s/he may not accept call-back interviews from another organization (except in the case of the intent to split summer employment between more than a single employer).

### **Employment Offer Response Policy**

Students must respond to all offers in writing within the time frames set forth in the National Association for Law Placement Principles and Standards (Part V).

### **Offer Acceptance Policy**

At no time should a student accept conflicting or mutually exclusive offers of employment. Students should consider the acceptance of an employment offer a binding obligation. Students who renege on an offer potentially will lose access to the CDO and its resources and be reported to the Dean's Office.