THE GEORGE WASHINGTON UNIVERSITY LAW SCHOOL

Field Placement Program

Supervisor Handbook

This handbook is designed to provide information and answer any questions supervisors may have about the Field Placement Program. If you have additional questions after reading this handbook, please contact us.

The Field Placement Program
The George Washington University Law School
2000 H St., N.W.
Washington, DC 20052

www.law.gwu.edu/fpp
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Dear Field Placement Supervisors,

Thank you for taking the time to supervise a GW Law extern this semester. In any externship program, the quality of a student’s experience is directly related to the quality of the supervision provided. The relationship between the student and his or her placement is a dynamic one; we hope that this handbook will assist you in effectively mentoring an extern and enable you to develop a mutually beneficial working relationship.

Drawing from the manual written by the Bay Area Consortium of Externships, this handbook has been developed to reflect the ABA requirements for the conduct of externship programs. This handbook articulates Program requirements and highlights best practices in extern supervision. Per the ABA Standards, we are required to communicate with you regularly, and appreciate your flexibility in fitting these calls or emails into your schedule. We recognize and appreciate the demands of your time and understand that the supervision of a law student adds to your duties and responsibilities.

In addition, we want to emphasize that the Field Placement Program staff and faculty are here to support you. We are happy to provide guidance, assist you with giving feedback, and work with you to address any issues or concerns you may have regarding your extern or the Program. Please do not hesitate to contact us if you need assistance.

We look forward to working with you and welcome any suggestions or feedback you may have regarding the Program.

Sincerely,

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EDUCATIONAL OBJECTIVES OF THE FIELD PLACEMENT PROGRAM

The George Washington University Law School Field Placement Program (“Program”) provides students with the opportunity to work closely with judges or practicing lawyers as legal externs in governmental, judicial and non-profit organizations while earning academic credit. The Program is designed to enhance the educational experience of its students through exposure to the actual practice of law.

The primary educational objectives of the Program are to provide students with the opportunity to gain experience in different substantive areas of law and legal process; to develop legal research, writing, interviewing, counseling and investigative skills; to deal with issues of professional responsibility in a real practice setting; and to engage in reflective lawyering.

Each student is supervised by a member of the law school faculty and is enrolled in a required co-requisite course. The student's externship experience also includes regular communication and feedback from an attorney field supervisor who is assigned to that student. On-site attorney supervision, instructional guidance through the law school's faculty, and regular communication between law school faculty and the field placement attorney supervisor offer students a unique opportunity to gain practical experience and continue to build upon their law school education.
SECTION 1: GW LAW EXTERNSHIP PROGRAM REQUIREMENTS (OVERVIEW)

A. Student Eligibility
   i. J.D. students may participate in the Field Placement Program after they have successfully completed the law school's full-time first-year curriculum. Students who have not completed the entire full-time first-year curriculum (e.g. part-time J.D. students) may be eligible to participate in the Program if they can demonstrate that their placement will provide sufficient contemporaneous training to ensure the quality of the student educational experience in the Field Placement Program.
   ii. LL.M. candidates are eligible to participate in the Program with the permission of their faculty advisors.

B. Field Placement Requirements
   i. The placement must be at a judicial, government, or non-profit organization.\(^1\)
      1. Students seeking credit for an externship with a non-profit entity must provide proof that the entity has obtained tax-exempt status under 26 U.S.C. §501(c) of the Internal Revenue Code.
      2. International Non-Profits: Students seeking credit for an externship at an international non-profit organization must provide documentation demonstrating that the organization is a legitimate and government-certified non-profit entity.
   ii. During the fall and spring semesters, the placement must be located in the Washington, D.C. metropolitan area. Students may earn credit for internships outside of the D.C. metropolitan area, including international internships, during the summer session only.
   iii. Students must be engaged in substantive legal, legislative, or policy work. Credit will not be awarded for an externship comprised of administrative work.
   iv. Students may not earn academic credit for an externship in an organization that employs a student’s family member. Students must disclose to the Field Placement Program the name and title of any family members employed by the proposed organization.
   v. Students must be directly supervised by an on-site, licensed attorney.
   vi. The field placement supervisor must have demonstrated experience supervising students. A student’s direct supervisor must have at least three years of experience practicing law and demonstrated experience supervising junior attorneys and/or legal interns.
   vii. Students must complete at least 80% of their externship on-site (at their field

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\(^1\) Students are prohibited from receiving credit for externships with for-profit entities. This prohibition applies even if the student’s work at the for-profit is limited to pro bono or other projects that do not generate a profit.
vi. Students may not be compensated for their externship work. Students are prohibited from receiving credit if they will receive compensation for the work performed at the placement:
   1. Students may not receive academic credit for any externship where the student has previously received compensation.
   2. Students are permitted to receive a public interest subsidy and/or a school scholarship. Funding may not, however, be provided by the student’s placement or an organization affiliated with the placement.
   3. This prohibition does not apply to negligible transportation or meal stipends. Stipends that are greater than the amount necessary to cover meal and transportation costs will be deemed compensation and the student will not be permitted to receive credit for the externship.
   4. Students who wish to accept a negligible transportation or meal stipend directly from the placement must receive approval from Dean Tillipman, unless the funding is in the form of a SmarTrip card (or other public transportation cards).

ix. Duration/Timing of Externships
   1. Hours and work must be completed between the first day of the semester and the last day of the semester in which the student is earning credit. Work completed outside of this time frame will not be counted toward the student’s hours or work product requirements.
   2. All externships must last at least eight weeks exclusive of weeks in which no work is performed. Summer externships must begin no later than the start date of summer courses (May 22nd in 2017) and may not end before the first Friday of July (regardless of start date). Fall/Spring externships must begin no later than Monday of the third week of the semester. (Note: If the third Monday of the semester is a Federal Holiday, externships must start on the Tuesday of the third week). Externships that do not meet these requirements are not credit-eligible.

C. Externship Credit Requirements
   i. J.D. candidates may earn one (1) to four (4) credits per semester and a total of eight (8) Field Placement credits throughout their law school career.
   ii. LL.M. candidates may earn two (2) credits per semester and a total of four (4) Field Placement credits while obtaining their degree.
   iii. Credits are awarded based on the number of hours worked and the amount of original substantive writing produced:
      1. Hours. Students earn one (1) credit for every sixty (60) hours of work. Note: Non-working lunches, holidays or other events causing office closure, and time spent completing Program requirements (e.g., filling out logs or evaluations) will not be counted toward the hours requirement.
      2. Original and Substantive Writing. Students must write at least 5 pages of original and substantive work product per Field Placement credit requested.
3. **Work Product Log and Timesheet.** Students are required to maintain both a timesheet and a log describing creditworthy work product. Both logs must be hand-signed by the field placement supervisor. The student must scan and include them with their final submission at the end of the semester. Electronic signatures will not be accepted. See Appendix I for a Sample Timesheet and Appendix II for a Sample Work Product Log.

D. **Academic Requirements**

i. **Co-Requisite Course.** Each student must enroll concurrently in an independently credited co-requisite course or Tutorial. Students who have already taken a co-requisite course in conjunction with a previous placement may be eligible to participate in the Advanced Field Placement Program.

ii. **Guided Reflection.** All students are required to complete reflective assignments and exercises throughout the duration of their externships. These exercises are assigned and reviewed by the Program and the co-requisite course instructors and may include written assignments, class discussions, class exercises, and/or individual/group meetings.

E. **Registration & Evaluation Forms (available on-line)**

i. **Student Registration Form** – Completed by the student.

ii. **Supervisor Registration Form** – Completed by the supervisor prior to the start of the externship.

iii. **Student Mid-Semester Evaluation** – Completed by the student at the midpoint of the externship.

iv. **Supervisor Mid-Semester Evaluation** – A brief form completed by the supervisor at the midpoint of the externship.

v. **Student Final Evaluation** – Completed by the student at the close of the externship.

vi. **Supervisor Final Evaluation Form** – Completed by the supervisor at the close of the externship.

**SECTION II: FIELD PLACEMENT SUPERVISOR REQUIREMENTS (OVERVIEW)**

A. **Supervision**

Supervision is crucial to a successful externship experience and is the mutual responsibility of the field placement supervisor and the student. Please see Section IV (page 9) for supervisory best practices and guidance.

B. **Supervisor Registration Form**

This form must be completed prior to the start of the semester. This form is used to confirm that the field placement meets Program and ABA requirements.

C. **On-Site Work Space**

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2 LL.M. candidates are exempt from this requirement.
Students are required to work at least 80% of their externships on-site at their placements under the direct supervision of their attorney supervisor. To maintain compliance with the Extern Work Space Policy, placements must make a designated on-site work space available throughout the duration of the student’s externship. Students should have access to tools necessary for completing substantive work (e.g., computer, internet, phone, research tools).

D. Mid-Semester Meeting & Evaluation Form
The Program asks supervisors to meet with their externs at the mid-point of the externship to discuss the student’s progress and offer guidance for the remainder of the externship. Please submit the online, mid-semester evaluation for the student at this time.

E. Mid-Semester Communication
At approximately the mid-point of the academic semester, a Program faculty member may touch base with the supervisor via email or telephone to obtain additional information about the externship and the student’s performance to date. This mid-semester exchange also provides supervisors with the opportunity to ask questions and express any concerns (s)he may have about the student and/or Program. Supervisors are also encouraged to contact our office at any time during the semester if they have questions or concerns about their students or the Program.

F. Supervisor Final Evaluation Form, Work Product Log & Timesheet
Field placement supervisors are asked to submit an end-of-semester form assessing their extern’s performance and to certify the accuracy of both the work product log and the timesheet by hand-signing both documents. Students will not receive credit unless the Program receives the completed form and certifications.

G. Questions or Concerns?
The Assistant Dean for Field Placement and Program staff are always available as a resource to you. Please do not hesitate to call upon us for assistance. Sometimes, in spite of everyone’s best efforts, something goes wrong. If that happens, we would like to help. A small problem could be an indication that there is something the Law School can do to strengthen orientation or other guidance that we provide for the externs. A big problem could be an indication that the student is in need of support beyond what you should or could be expected to provide. If a student suddenly changes work habits or attendance, or the extern’s work product suddenly declines, please contact the Assistant Dean for Field Placement right away.

SECTION III: STUDENT RESPONSIBILITIES DURING THE EXTERNSHIP

A. Supervision
Students are responsible for several aspects of their supervision, including:
   i. Establishing a reasonable and realistic work schedule that aligns with the law school calendar and accounts for holidays and other dates which conflict with their work schedules.
   ii. Ensuring supervisors are aware of Field Placement Program requirements, and that they are on track to meet those requirements.
   iii. Seeking regular feedback.
   iv. Obtaining clarification on assignments.
v. Seeking assignments or other projects that further their educational and career goals.
vi. Communicating with supervisors regarding scheduling conflicts and changes to their work schedules.
vii. Speaking to supervisors regarding any concerns they may have about their workload.
viii. Seeking opportunities for professional development.
ix. Consulting with supervisors and seeking clarification about professional responsibility and ethical duties relating to their externship.

B. Professional Responsibility
All students, including those who have already taken legal ethics, must familiarize themselves with the Rules of Professional Conduct in the jurisdiction where they are externing. In particular, students need to be aware that there are rules governing the unauthorized practice of law; competence and diligence; truthfulness; confidentiality (including attorney-client and work-product privilege); and conflicts of interest.

In addition, and as indicated above, the Program requires students to consult with their supervisors at the beginning of their externships regarding professional responsibility matters pertaining to their particular externship. Included in this conversation must be a discussion about confidentiality as it pertains to potential reflective learning assignments students complete in their co-requisite courses.

C. Professionalism & Satisfying Program Requirements
In order to receive Field Placement credit, students must successfully complete the externship requirements established by their field placement supervisors and conduct themselves in a professional manner at all times. If a supervisor has any concerns about a student’s conduct, professionalism or performance, he or she should contact the Program as soon as feasible so that these issues may be addressed by the law school.

D. Termination of Externship
Students must establish their work schedules, including start date and end date, in consultation with their field placement supervisors. Students are strictly prohibited from terminating their externships prior to the established end date without the express written approval of the field placement supervisor and the Assistant Dean for Field Placement.

SECTION IV – EXTERNSHIP SUPERVISION BEST PRACTICES

Structuring the Extern’s Experience
Preparing for your student’s arrival: Before the student’s arrival, think about the projects you will assign to the student. In some cases students arrive to find that they are without an assigned desk or workspace, computer, password access, telephone access, office keys or entry codes, for a substantial period of time. Preparing these things before the student’s arrival will enable the student to hit the ground running.

Assign a primary attorney supervisor: Students must be supervised by a licensed attorney with at least three years of experience practicing law and demonstrated experience supervising junior attorneys and/or legal interns. Determine for whom the student will be completing assignments. If
the student has more than one supervisor, assign an attorney supervisor that has ultimate responsibility for coordinating the student’s work and completing law school registration and evaluation forms. This includes ensuring students do not have too much or too little work and that they have a variety of assignments. If the primary supervisor must be out of the office for an extended period of time (i.e., more than a few days), designating a back-up attorney supervisor will ensure continuity in the student’s supervision.

**Provide an orientation:** We urge supervisors to conduct an orientation to the office so the student becomes acquainted with the office and other staff members. Briefing the student about office protocols regarding attendance, punctuality, security, safety emergency procedures, filing systems, routing phone calls, dress code, computer usage, and Westlaw or Lexis/Nexis (and other research tools) will ensure the student is properly integrated into the office environment.

**Professional Responsibility:** Students are unlikely to have received formal training or instruction about professional responsibility before their third year of law school. Consequently, placements should inform students of the placement’s specific policies concerning confidentiality, ethics, and attorney-client privilege.

**Establishing the student’s goals:** Within the first week of their placement, students are encouraged to sit down with you to discuss their educational goals for the semester as well as your goals regarding the work product to be completed. To the extent possible, the work that externs receive should promote the stated goals. Students should also share any professional development goals they may have for their externship. These may include drafting a document they may use as a writing sample, discussing career strategies, and participating in networking opportunities to learn more about your organization’s practice area.

**Establish regularly-scheduled meetings:** It is important that you meet regularly with externs individually to check in, review completed work, address any problems and discuss future assignments. Meetings should cover both substantive work and professional development when applicable. Weekly meetings are ideal.

**Assign only substantive legal, legislative or law-related policy matters:** Students are required to be engaged in substantive legal, legislative or law-related policy work in order to receive academic credit for their externship. Although there are times, in an effort to meet a deadline, that everyone pitches in to assist with administrative matters, these should not be part of the students’ regularly scheduled duties. Students should not be spending full days answering phones, photocopying, updating databases, or scheduling events. They should never be assigned personal errands.

**Create opportunities to observe legal practice:** One of the most important aspects of a legal externship is the opportunity to observe attorneys in the practice of law. Students should be given opportunities to meet with attorneys and observe them in action by attending meetings, trainings, hearings and trials, witness interviews and preparation, CLE events, appellate arguments, and other activities involving the attorneys working in the office. Whenever possible, we encourage you to share with students the application of their work to the final product. We encourage you to include students on the lists of those receiving office memoranda.

**ASSIGNMENTS**
Provide Clarity in Assignments: There is a direct correlation between the quality of instruction and the quality of the student work product.

**PROVIDE FEEDBACK**

What is feedback? Students should receive feedback on a variety of professional skills throughout the semester. These include research ability, legal analysis, creativity, oral advocacy, professionalism, client relations/communication, and interoffice communication skills.

Constructive criticism is crucial: You may be reluctant to critique an extern’s work, but externs need, deserve, and want honest feedback. Without feedback, externs often assume that “no news is good news,” and will continue to repeat the same errors unless they are given specific suggestions regarding how to improve. Lead with the positive – the goal is to highlight a particular success (be it a paragraph or an aspect of a presentation) so that it can be reinforced and replicated. Recognition of something that was well done can be a powerful motivator. Provide suggestions for improvement at any given time.

Provide feedback early in the process: Externs should receive timely feedback on every completed assignment from the assigning attorney.

Establish a regular meeting schedule: While informal discussions are fine, we suggest setting up a regular meeting schedule to discuss ongoing projects, for you to provide ongoing feedback and for the students to ask questions and let you know if they feel they need additional information.

Be specific: Specificity is critical when providing feedback. Occasionally, we recommend walking the student through your editing process so they understand exactly what was changed and why. Check for understanding by posing a question or comment that allows the extern to show he/she can incorporate the suggestions going forward. At the conclusion of assignments, we encourage you to provide the student a copy of the edited and/or final product.

Listening to the student: Externs are encouraged to engage with you in a collaborative supervision mode, not a passive one. We suggest that you encourage externs to assess their own work, to identify and discuss what they found challenging, and to suggest their own ideas as to how the work could be improved.

**CLOSING OUT THE EXTERNSHIP**

Final Assignments: Eight to 12 weeks is a relatively short time. In the fall, students often try to complete their externship hours by Thanksgiving. In the spring, our students end classes in April. Consider whether new assignments can be completed in the amount of time the student has remaining so that you can both feel satisfied that your expectations were met.

Exit expectations: Let the student know how things should end. Many supervisors find it helpful if an extern drafts and submits an exit memo that outlines the completed projects. If a student is working on an ongoing project, let the student know how best to transfer information to a future extern or attorney who will continue the work.

Final Meeting: We ask that you schedule an exit meeting with the extern during the final week in your office. Share your impressions of the extern’s work. Provide examples of areas in which you
have seen improvement and areas in which the student still needs to grow and develop. We encourage you to let the extern know if you would like to serve as reference in the future, and if you would be amenable to staying in touch. Our students look up to you, and knowing that you have an interest in them and their development is very valuable.

**PITFALLS: THINGS TO AVOID**

**Lack of clarity in assignments:** This is worth repeating. One of the best ways to ensure that students provide you with the product you want is to make sure that you have given them enough information at the commencement of the project.

**Lack of constructive feedback:** Constructive criticism is vital for the student to understand errors made on a project and to avoid making them in future assignments. Constructive criticism promotes efficiency, which benefits both the students and the attorneys. See the section on Feedback, above, for more information.

**Too little variety:** We encourage you to assign diverse and varied projects. Repetitive assignments, such as “state by state compendiums” should be avoided unless they are only one part of a broader range of tasks.

**Your extern does not get to see what you do:** In addition to the traditional tasks of legal research and drafting legal documents, the experience should also include observation of court proceedings, administrative hearings, legislative proceedings, meetings, conferences, negotiations, as well as a discussion of the supervisor’s interactions when completed. Going through your calendar and highlighting meetings, proceedings, or calls that would be appropriate for your extern to observe is a valuable way to enhance your extern’s experience.

**Lack of legal supervision:** On occasion, the attorney supervisor may have to be out of the office for an extended period of time (more than one or two days). If a back-up attorney supervisor is not assigned, the student will continue work without critical attorney supervision. We encourage you to identify a back-up supervisor when you are unable to be in the office.

**Non-substantive work:** Supervisors should not assign non-substantive work, such as updating databases, scheduling meetings, event planning, updating websites, and answering phones. While any of these may have substantive elements to them, or may provide some networking opportunities, they need to be limited in scope. Students are receiving academic credit for their work and need to be engaged in substantive legal, legislative or law-related policy work.

**Unrealistic expectations based upon a law student’s time and training:** Particularly during the regular spring and fall semesters, when students are externing part-time and carrying a substantial academic load, some supervisors assign work that demands hours in excess of the weekly time that the extern has allotted for the placement. While there may be circumstances when this is necessary, the supervisor should first consult with the student and understand that the student has to balance the demands of law school and other responsibilities outside of the externship.
CONTACTING THE FIELD PLACEMENT PROGRAM

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Office: Lisner 204
# APPENDIX I

## TIMESHEET

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**Total Hours** 42

*Hand signed by supervisor*

Certified By ___________________________ Date _________________
APPENDIX II

WORK PRODUCT LOG

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<thead>
<tr>
<th>Date of Assignment</th>
<th>Description of Project</th>
<th># of pages</th>
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<th>Date Completed</th>
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<td><strong>Memo on Employer Sanctions for Failure to Complete and Submit Certain Immigration Forms</strong> – Student researched the employer sanctions provisions of several immigration reform laws. Student provided background on the issue, analysis regarding the evolution of employer sanctions, and succinct.</td>
<td>2.1</td>
<td>Bob Smith</td>
<td>17-Jan</td>
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<td>17-Jan</td>
<td><strong>Analytical Letters Regarding Copyright Law</strong> – Student wrote a letter to [REDACTED] analyzing copyright law and proposing an agreement regarding private intellectual property issues between [REDACTED] and [REDACTED] based</td>
<td>4</td>
<td>Joan Wyatt</td>
<td>25-Jan</td>
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<td><strong>Memo re FOIA Exemption</strong> – In a case involving the Freedom of Information Act (FOIA), the student conducted research and wrote a memorandum analyzing whether an existing FOIA exemption provided adequate legal basis to deny a FOIA request seeking the</td>
<td>10</td>
<td>John Doe</td>
<td>4-Feb</td>
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Hand Signed by Supervisor
Certified By
Date

10/17/16