Career Development & Opportunities Handbook

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Chapter 1

Introduction to The Office of Career Development & Opportunities
OUR MISSION STATEMENT

Our Mission is to …

- Educate students and alumni to develop necessary skills for locating and obtaining satisfying and meaningful employment
- Connect students and alumni with practicing attorneys in a variety of settings
- Facilitate employers' connections with students and alumni
- Assist alumni as they make job changes or transitions from law into alternative careers

CONTACT US

Office of Career Development & Opportunities
University of Denver Sturm College of Law
2255 East Evans Ave., Suite 223
Denver, CO 80208-0620
Phone: (303) 871-6124 (Main)
Fax: (303) 871-6080

E-mail Address: careers@law.du.edu

Website: http://www.law.du.edu/career

Job Database:
DU Law Careers Online, https://law-denver-csm.symplicity.com/students/

OFFICE HOURS: 8:30 am – 5:00 pm, MON – FRI

Our office schedules late hours (5:00-6:00 pm) some days each week during the school year for evening student appointments. Check with our office each semester to see which days these are available. Additional appointments are available with advance notice.
FACTS ABOUT THE OFFICE OF CAREER DEVELOPMENT & OPPORTUNITIES

The mission of the Office of Career Development & Opportunities (CDO) is to provide assistance to students as they conduct their job search during law school (via clerkships/externships) and following graduation as they seek permanent positions. The office also assists alumni as they make career changes or transitions from law into non-traditional fields. A broad spectrum of services and resources are provided, including but not limited to:

- **Career Consultation & Assigned Counselors** — The CDO provides one-on-one career consulting sessions during which we assist students in identifying career goals and mapping out job search strategies. Every incoming student is assigned to a Career Consultant for an initial meeting and follow up throughout their law school career. Our Career Consultant staff is also available to critique resumes and cover letters, as well as advise students and alumni regarding effective interviewing and networking techniques.

- **Jobs Database & Matching Opportunities** — Students and alumni can access DU Law Careers Online (DU Law’s unique link with Symplicity) to identify and research specific job openings, post resumes, and apply for positions. For more information, see Chapter 11 on DU Law Careers Online or contact the CDO. The CDO also works with employers on non-posted positions to identify candidates who meet their criteria through use of this database, email outreach, and personal interaction with students.

- **Employer Outreach** — The CDO Staff continually reaches out to a wide variety of employers in both private and public sector to identify job opportunities, familiarize employers with our office and Denver Law, and learn helpful information to share with our students and alumni.

- **Resource Center** — The CDO maintains a Resource Center with numerous career development materials. Students are welcome to review these materials during office hours.

- **Alumni Volunteer Network (AVN)** — The Alumni Volunteer Network (AVN) provides a unique opportunity for alumni and students to make valuable connections with alumni to learn about specific areas of practice, various locales and/or alternative career fields. The AVN is an excellent resource to establish or enhance your professional network.

- **Career & Student Development Programs** — The CDO presents many helpful programs and workshops throughout the year addressing various aspects of career and student development. Representative programs include:

  - **Resume/Cover Letter Writing Workshop** — Students learn to prepare effective legal resumes and cover letters from Career Consultants in the CDO.

  - **Interviewing/Networking Workshop** — Students are instructed on how to develop successful interviewing and networking skills.

  - **Job Search Workshops** – Offered several times a year, these workshops provide various strategies and tips for each year of law school, and often include panels made up of our CDO Staff, outside attorneys and alumni, current upper level students, and legal research firms.

  - **Mock Interviews** — In addition to the mock interviews our consultants conduct with students on an as-needed basis, our office presents Mock Interview Days in the fall and spring. This provides students with an opportunity to practice their interviewing skills with attorneys from the legal community.
Fall Recruiting/On-Campus Interviews (OCI) — During the Fall Semester each year, legal employers visit our campus to interview students for summer associate/clerkship positions and permanent positions. Additional employers request our office to collect applications from students for their consideration. Prior to the Fall Recruiting/OCI season, our Career Consultants are available to assist students who choose to submit their materials. A smaller OCI is conducted during the Spring Semester.

Government & Public Sector Employment — Programs provide students with an opportunity to hear from a variety of government and public sector attorneys about practicing law in the public sector. Past presenters have included the U.S. Department of Justice, Colorado Attorney General’s Office, local District Attorneys’ offices, Denver City Attorney’s Office, U.S. Attorney’s Office, Public Defenders Office, EPA, SEC, the Presidential Management Fellows program (PMF) and others.

Private Sector / Corporate Employment — Our office coordinates many programs, panels, and networking events to connect students to attorneys in a variety of practice areas in the private sector, including Employers’ Perspectives panel, Law Practice Specialty fair and panels, Practice Area Networking lunch/dinner, In-House Counsel panel, Employer Expo, and more.

CU / DU Public Interest Career Fair — Students are provided with opportunities to explore careers in public interest law, including an annual career fair coordinated jointly by the law schools at DU and the University of Colorado. Held solely for government and public interest employers, the fair site alternates each year between DU and CU.

Judicial Clerkship/Externship Workshops and Panels — These programs provide extensive information about the value of judicial clerkships (after law school) and externships (during law school) and the mechanics of applying and interviewing for these positions.

Corporate Apprenticeship Program — The DU Law Corporate Apprenticeship Program (CAP), offered in the spring semester, allows 12-15 law students the opportunity to work as interns in the law departments of several companies in the greater Denver area. An integral part of this program is completion of four written assignments, discussed at four mandatory seminars led by adjunct professors and participating corporate attorneys, which highlight unique issues facing in-house counsel.

Partners at Law (PALS) Dinner and Brunch — Co-sponsored with the Alumni Relations Office, these popular programs, held once in the fall and once in the spring, bring students and practicing attorneys together to enjoy informal on-campus dinners and brunches.
Chapter 2

Resumes
Resumes are an individual expression of who you are. As they usually determine whether or not you are called for an interview, it is imperative that they make a great first impression, which can often be exclusive of your GPA. The idea is to highlight qualities and experiences which set you apart from the rest of the crowd, while still maintaining the traditional professionalism required in the field of law.

Remember, the resume is not a complete autobiography! It is a prospectus for the future. Its primary task is to convince prospective employers to contact you for an interview. A good resume should:

- Be appealing on its face
- Highlight your significant accomplishments
- Be logically formatted for a 20-second (or less) review

**Identify Your Skills**

It is sometimes difficult to fully and effectively catalog and evaluate your own skills profile. Ask yourself: “What special abilities have I developed which allowed me to perform successfully in my previous activities/jobs?” Do not be concerned that you have little or no previous experience in legal jobs. **Job skills are transferable.** For example, the communications skills learned in a retail position will be useful in your future legal career for both business and client development. Categorize your skills as follows – all three categories are important and highly valued by employers!

- **Technical/Professional Skills** – skills related to performing within a job and acquired by education, training, reading, and/or hands-on experiences (i.e., internships, clerkships, volunteer opportunities). These skills are often listed in advertised job postings: e.g., legal research abilities, writing skills, working knowledge of a certain area of law (e.g., Uniform Commercial Code).

- **Functional Skills** – skills related to people, information, and things that are transferable from one field to another (e.g., organization, communication, management, multi-tasking, leadership). These abilities are easy to overlook or downplay, but are highly valued by prospective employers and crucial to successful workplace performance.

- **Personal/Adaptive Skills** – skills often referred to as personality and/or character traits (e.g., patience, decisiveness, dedicated, team player, self-starter, quick learner, detail-oriented, work well under pressure).

**Cataloging your Experiences/Resume Content**

- **Heading** (name, address, email, telephone)

- **Education/Honors/School-Related Activities** (reverse chronological order)
  - Education typically begins with college
  - List degree/year obtained or expected; names and locations of schools
  - Include your GPA if 3.0 or higher; class rank if in the top one-third
- Certificates/Licenses/Bar Admission(s)

- Professional/Work Experience
  - **Be specific!** Include title, months and years of employment, name and location of employer.
  
  - Instead of automatically listing job duties for each job, try to write “accomplishment statements” that single out and spotlight your major achievements. Accomplishment statements are far more compelling than a list of job duties and responsibilities.

  Think back on your previous positions and highlight any experiences that represent achievements. To pinpoint achievements, some people think in terms of baseball and ask, "What were my triples and homeruns in that job?" Once you identify the triples and homeruns, write out an explanation of what you did. For additional help on how to write accomplishment statements, go to www.careerlab.com/art_homeruns.htm.

  It may be helpful to describe each experience using a **P-A-R (Problem-Action-Result)** formula. Describe the Problem (or challenge/responsibility) you faced in the position, Action(s) you took to reach an objective/goal, and the Result or accomplishment.

  Contrast the effectiveness of these two statements:

<table>
<thead>
<tr>
<th>Basic/Generic Description</th>
<th>Using P-A-R Formula</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performed legal research and drafted a response to a motion for summary judgment</td>
<td>Drafted successful opposition to pivotal motion for summary judgment in personal injury case involving more than $10 million in damages</td>
</tr>
</tbody>
</table>

  List job duties where accomplishment statements are not feasible. Obviously, no one hits triples and homeruns in every job. If you don't have any significant achievements in a particular job, it is perfectly acceptable to list your job duties and responsibilities, but it need not be an exhaustive list. Stick to the more significant ones that will be meaningful to the reader. A list of sample phrases for job duties as well as accomplishment statements is included below.

  - Use **action verbs** to start each statement and omit personal pronouns (i.e., “I” or “my”). A list of action verbs is included below.

  - **Quantify** number of people, products, profits involved (e.g.,"Supervised 15-20 community volunteers").

  - **Volunteer, clinical, and/or internship experience**
    - This may be your **strong point!** Always consider how you can “put your best foot forward”, presenting yourself as an experienced, capable candidate.

  - **Professional Memberships/Activities/Publications**

  - **Special skills** (fluency in a foreign language; advanced computer skills if truly beyond those skills expected).

  - **Activities/Interests** (extracurricular activities, hobbies, interesting pursuits).
Format

- One page (unless you have significant work experience, e.g. career before law school, high level responsibility, etc.)
- Professional, clean, easy-to-read typeface
  - Standard 11 or 12 pt. font
  - Reasonable margins
- Printed on high quality paper (limit color to white, cream, pale gray)
- Use space to highlight information and make it easy to read

Tips and Traps

- Tailor your resume to the specific employer: Be sure to include skills and experience sought by the employer
- Proofread (for accuracy, grammar, punctuation, and correct telephone number)
- No personal information! (i.e. marital status, children, etc.)
- Have two other people proofread (perfection is key)
- Before including anything on your resume, ask yourself this: Does this information significantly contribute to your presentation? If not, exclude it.
- Exclude photograph
- Make sure that your voice-mail message is appropriate
- Don’t list references on your resume. Have a separate list available if requested. It is important to select people as references who are familiar with your work skills. Ask former employers or colleagues. Include their full names, job titles and addresses, along with phone numbers and email addresses.

Sample Job Duty Phrases for Law Clerk and General Legal Experience

- Researched issues pertaining to pending motion to dismiss in complex civil litigation case
- Researched and drafted memoranda on discrete issues of law including … (piercing the corporate veil, 1933 Act securities regulations, CERCLA, etc.)
- Assisted in discovery including drafting deposition questions, interrogatories and requests for production of documents
- Drafted settlement letters
- Drafted and edited articles of incorporation, by-laws and articles of merger
- Communicated with opposing counsel and clients
- Attended federal pre-trial conferences and court proceedings
- Attended depositions in commercial foreclosure proceedings
- Attended various client meetings regarding x, y, and z
- Drafted corporate resolutions and partnership agreements
- Drafted lease agreements
- Prepared due diligence for complex civil litigation case
- Researched and drafted bench memoranda, orders and opinions on various issues of criminal law, such as … (preliminary injunctions, order to produce documents, etc.)
- Reviewed motions, researched relevant case law, prepared summaries of legal arguments and assisted in preparation of court rulings
- Prepared and filed documents in (dependency and neglect proceedings, probate case)
- Conducted intake interviews of prospective clients
Sample Accomplishment Statements
for Law Clerk and General Legal Experience

- Drafted complaint in complex contract case involving dispute over multi-million dollar parcel of real estate
- Prepared settlement agreement to resolve $30,000 construction contract case between general contractor and property owner
- Drafted and edited successful motions to dismiss and motions for summary judgment defending claims for workers' compensation involving potential liability for permanent, total disability payments
- Investigated and developed factual basis for motion for restraining order for victim; adopted by assistant district attorney in presenting case, and relied upon by court in issuing order
- Successfully represented indigent, Spanish-speaking woman from Columbia in all aspects of a two-day asylum hearing before a federal immigration judge; client granted asylum as a result
- Wrote and edited a legal manual on domestic violence distributed to law enforcement officers and battered women’s shelters throughout the state
- Drafted speeches on x, y, and z delivered in committee and subcommittee meetings by members of Congress
- Argued more than a dozen sentencing and bond reduction hearings for misdemeanor defendants resulting in favorable decisions by the court in all cases
- Obtained a sentence reduction for client in criminal case from one year to ninety days in jail
- Researched and drafted successful motion to suppress evidence in criminal case resulting in dismissal of several charges
- Drafted motion for partial summary judgment that was filed in case involving the Endangered Species Act resulting in the inclusion of a species of Colorado trout on the endangered species list
- Developed factual and legal premise to support dismissal of frivolous trespassing suit, saving client potential damages exceeding $10,000

Action Verbs for Resumes

A list of action verbs to assist you in describing your experiences and accomplishments:

- accelerated
- accomplished
- achieved
- acquired
- activated
- adapted
- adjusted
- administered
- advised
- allocated
- analyzed
- annotated
- anticipated
- applied
- appraised
- arranged
- articulated
- assessed
- assigned
- authored
- balanced
- briefed
- budgeted
- built
- catalogued
- categorized
- chaired
- clarified
- cleared
- coded
- collaborated
- compared
- compiled
- completed
- composed
- computed
Providing Substance to Your Resume

During your three or four years in law school, build up your resume through the following:

- Participating in clinics and internship programs, including Student Law Office, Corporate Apprenticeship Program, Externships for Credit, other Clinical Programs

- Getting involved in student / volunteer activities, including student organizations

- Helping a professor as a Research Assistant
  - Great way to improve your research and writing skills

- Holding part- and full-time legal positions
  - Work during your summers (full-time) and possibly during the school year (part-time) after your first year if your schedule will allow

- Concentrating on your grades

- Applying to writing competitions

- Participating in moot court competitions, such as Barrister’s Cup and Negotiations

- Joining the American Bar Association (ABA), or the Colorado and Denver Bar Associations (CBA & DBA) as a student member. Attend section or committee meetings in the areas of law you are interested in practicing.

- Joining an Inn of Court: The American Inns of Court is a national organization whose members include judges, lawyers and a few law students. Inns meet once a month for dinner to hold programs and discuss matters of professionalism, ethics and skills. It is modeled after the English apprenticeship system for barristers. There are 7 Inns in Denver. Please see the CDO for more specific information and visit www.innsofcourt.org.

- Getting published
  - Write for a Law Journal
  - Interview an attorney about an interesting case or area of expertise; submit the resulting article to The Docket or Law Week Colorado
  - Write an article on a current legal issue and submit it to the newsletter of the appropriate bar committee for publication

- Joining a chapter of Toastmasters to improve public speaking abilities

- Attending bar sponsored continuing legal education (CLE) programs to meet local attorneys practicing in areas of interest
Resume Basics Workshop

As part of your resume preparation, the Office of Career Development & Opportunities encourages you to either attend in person, or view the streaming video of a previous presentation of the “Resume Building Workshop.” The streaming video of past workshops is available on the CDO Events and Videos page. Check the password protected site list or contact the CDO for the login and password to view the streaming videos.

PowerPoint slides for the workshop are included below.
Resume Basics

Writing the Autobiography of Your Accomplishments

Workshop Overview

- Nature & purpose of resume
- What do employers look for?
- How can you best showcase yourself?
- How to write effective accomplishment statements
- Questions & closing

Nature & Purpose of Resume

- Your principal marketing tool for finding employment
- Product you're marketing: You!

Nature & Purpose of Resume

- Role of the resume:
  To get you an interview

What Employers Look For

Format

- Good visual appeal
- Easy to read

What Employers Look For

Format

- Chronological
  - Offers chronology of education and work experience
  - Most often used format because... Employers prefer it!
Sample Chronological Resume

- Mary Peters Resume

What Employers Look For

Substance
- Show how you can satisfy employer’s needs
- What are those needs?
  - Identify them in job posting and through research about firm or organization

What Employers Look For

Substance
- Show your superiority in fulfilling those needs

What Are Legal Employers Buying?

YOUR SKILLS
- Directly relevant
  &
- Transferable

Skills to Showcase

- Communication, both written and oral
- Analytical
- Organization
- Research
- Interpersonal
- Negotiation
- Others, especially those expressly requested by the employer

How Can You Best Showcase Your Skills?

- Not through statements of job duties and responsibilities
- e.g., "Drafted pleadings and researched legal issues on domestic violence, family law and immigration law."
Showcasing Your Skills

- Statements of job duties and responsibilities aren’t effective on a resume because...
  - They only state what you did, not how well you did it
  - People with similar experience tend to look alike

Accomplishment Statements

- Why are they so important?
  - Because employers want to see them
  - The second highest pet peeve of more than 2,500 recruiters surveyed nationally by resumedoctor.com was resumes that are too duty oriented and read like a job description

How to Write Accomplishment Statements

- Use the PAR framework
  - P = problem or issue you dealt with
  - A = action you took
  - R = result you achieved

Sample Accomplishment Statement

- Worked extra hours to reduce backlog of consumer complaints from two months to three weeks

No Results to Include

- What if you don’t have any measurable results to include?
  - Include sufficient contextual information to show the relative importance of what you did
Using Context to Showcase Skills

**Before**
- Supervised communication and performance skills of sales staff located at remote sites.

**After**
- Reviewed and critiqued performance and administered remedial training to more than 500 telemarketers at 10 remote sites serving major consumer services companies and other organizations such as American Express, Capital One, Citicorp, and Smithsonian Institution.

Resource on How to Write Accomplishment Statements

- "Showcase Your 'Home Run' Accomplishments" by William S. Frank
- Available on CareerLab’s website: www.careerlab.com/art_homeruns.htm

Inventory Your Accomplishments

**You must inventory your accomplishments before writing your resume**

- For each school listed in your Education section
- For each employer listed in your Experience section
- For any activities listed in your Interests/Activities section that will showcase relevant skills

Finding Your Accomplishments

**"I don't have any homerun accomplishments."**

**Before**

**Waitress**

- Provided patrons with excellent customer service

Finding Your Accomplishments

**After**

**Waitress**

- Provided food and bar service in high volume, fast-paced restaurant
- Awarded preferred work shifts based on superior table sales and customer service.

Some Things NOT to Include in a Resume

- "Resume" as title
- Statement of availability
- Use of 1st or 3rd person
- Photographs
- Graphics
- Exaggerations/Lies
- Jargon (Slang)
- Abbreviations
- Acronyms not easily identified
- Salary history
- Inaccurate dates of employment
- Unprofessional e-mail address
- Spelling errors, typos and poor grammar
Daniel R. One-L
93876 S. University Blvd., Denver, CO 80222 • (303) 999-1666 • donel15@law.du.edu

EDUCATION

University of Denver Sturm College of Law, Denver, CO
J.D. Candidate, May 2015

Northeastern State University, Tahlequah, OK
B.S., Criminal Justice w/ Paralegal option, May 2012
Minor: English
  • Magna Cum Laude, GPA 3.X
  • Dean’s Honor Roll

PROFESSIONAL EXPERIENCE

Center Cinemas, Grove, OK                                  May 2009–August 2012
Theater Manager
  • Implemented a weekly cleaning and storage procedure, further reducing film scratches
  • Repaired Digital Theatre Sound System by reseating problematic sound boards, which restored audio quality
  • Motivated employees and supervised employee training in furtherance of company principles and efficiency

Applebee’s Restaurant, Muskogee, OK                        November 2008–May 2009
Dishwasher
  • Maintained outstanding restaurant appearance, while accomplishing daily food preparation goals and dishwashing duties

Center Cinemas, Grove, OK                                  January 2007–August 2008
Concessionist
  • Adapted to varying customer occupancy while streamlining customer service
  • Resolved customer complaints by mediating disputes and finding common ground
  • Recommended the implementation of written closing procedures to further increase employee productivity

SKILLS AND INTERESTS

  • General computer knowledge with minor networking experience and system implementation
  • Electronics, health and fitness, criminal law
EDUCATION

University of Denver Sturm College of Law, Denver, CO
Juris Doctor expected May 2015
- GPA: 3.XX; Class Rank: Top X%
- Robert Neil Barry Native American Scholarship
- Sturm College of Law General Scholarship
- Vice President, Public Interest Law Group

Northern Arizona University, Flagstaff, AZ
Bachelor of Science, Environmental Science - Policy and Administration, May 2009
- GPA: 3.XX; Dean’s List (6 of 8 semesters)
- Americorps Service Scholarship

EXPERIENCE

The Bertram Law Firm, Kansas City, MO March 2012 – July 2012
Legal Assistant
- Gathered and organized clients’ medical data for plaintiffs’ Vioxx consortium; drafted memoranda relied upon to select top consortium cases
- Extensively researched potential clients’ medical records and drafted internal memoranda used by attorneys to determine clients’ claims status
- Conducted potential new client intake phone interviews; prepared internal memoranda relied upon by attorneys to evaluate claims
- Worked closely with attorneys to prepare claim status letters for thousands of class action members; answered phone calls and questions on claims for class members

Coconino Rural Environmental Corps, Flagstaff, AZ August 2010 – January 2012
Supervisor
- Supervised Americorps volunteer crews conducting various environmental forest restoration projects throughout back country of Arizona
- Conducted chainsaw, fire prevention, and environmental education training for new Coconino Rural Environmental Corps volunteers
- Worked closely with project partners from numerous government agencies to achieve environmental restoration goals

Americorps, Flagstaff, AZ June 2009 – August 2010
Volunteer
- Worked with partnered fire agencies to reduce potential forest fire fuels, mitigate bark beetle outbreak, and provide heating fuel for Navajo Reservation
- Worked closely with crew members to restore thousands of acres of pronghorn habitat
- Participated in bark beetle mitigation at the Arizona Snowbowl in extreme environmental conditions
- Completed over 500 hours of community service

INTERESTS

Fishing, Hiking, Backpacking, Rock-climbing, Music, Skiing, Sports
Mary B. Intern  
3360 E. Evans Ave., Denver, CO 80208 • (303) 123-4567 • mintern13@law.du.edu

EDUCATION
University of Denver Sturm College of Law, Denver, CO  
Juris Doctor expected May 2013; GPA: 3.XX; Class Ranking: XX%
- Denver University Law Review:
  - Publication: "Financial Assistance for Medicaid’s Continued Existence: The Need for the United States Supreme Court to Adopt the Tenth Circuit’s Definition of Medical Assistance," 85 DEN. L. REV. 725 (20XX).
  - General Editor 2012-2013, Staff Editor 2011-2012
- Moot Court: DU Client Counseling, Fourth Place; DU Barristers Appellate Competitor
- Memberships: Health Law Society, Jewish Students Association
- Teaching Assistant, Professor Robert Anderson, Lawyering Process (First Year Legal Research and Writing Course)

American University, School of Public Affairs, Washington, D.C.
Bachelor of Arts, May 2009: Communication, Legal Institutions, Economics, and Government (CLEG)
- Dean’s List, GPA: 3.X
- Study Abroad: Charles University, Prague, Czech Republic, Fall 2007
- Chi Omega Fraternity, Executive Board Member

EXPERIENCE
Judge Ed Moss, 17th Judicial District of Colorado, Brighton, CO  
Legal Intern  
May - July 2012
- Reviewed motions, researched relevant case law, prepared summaries of legal arguments and assisted in preparation of court rulings regarding contract, tort and criminal issues
- Researched and drafted orders for judge’s signature on various issues of civil and criminal law, including ineffective assistance of counsel and withdrawal of guilty pleas
- Observed criminal and civil court proceedings, including voir dire, motion hearings, trials, jury instruction conferences and sentencing hearings

COPIC Companies, Denver, CO  
Legal Intern  
May - July 2011
- Developed new record retention policy for company documents, including financial, claims, human resources, legal and executive departments
- Researched and prepared memoranda regarding legal, statutory and policy implications of legislation including: minors and risk, Gardasil vaccine, Michael Skolnick Medical Transparency Act, and reporting requirements of National Practitioners Data Bank and Colorado Board of Medical Examiners

U.S. House of Representatives, Representative Tancredo, Washington, D.C.  
Legislative Assistant, December 2009 - July 2010  
Legislative Correspondent, September 2009 - December 2009  
Legal Intern, June - August 2009
- Promoted rapidly for demonstrated work ethic, initiative, analytical skills, and legislative knowledge
- Authored advisory memoranda for Congressman on health care, education and technology legislation
- Researched and prepared legislation for Congress, including HIV testing and nurse loan forgiveness bills
- Hired, trained, mentored and evaluated interns
- Efficiently managed over 20,000 constituent letters by authoring tailored correspondence, researching issues, and organizing a voluminous database
- Strategized with Congressman on issues of national importance, including U.S. involvement in Iraq, unrest in Paris suburbs, and aftermath of Hurricane Katrina, promoting dialogue leading to legislation

CIVIC / PROFESSIONAL INVOLVEMENT
- Alumni Admissions Volunteer, American University, Washington, DC, October 2009 - Present
**Justice B. Laws**

1964 Jewell Ave. | Denver, CO 80208 | 303.555.3333 | jblaws13@law.du.edu

**Education**

University of Denver Sturm College of Law, Denver, CO  
J.D., expected May 2013; G.P.A.: 3.X (Top XX%)  
- **Staff Editor**, University of Denver Transportation Law Journal  
  - 2011 Outstanding Staff Editor of the Year  
  - Publication: Comment, *Going Overboard on Overtime: Compensating Interstate Truck Drivers in Washington State*, Transportation Law Journal, Vol. 35 No. 1 Spring 20XX  
- Scholastic Excellence Award for highest grade in Lawyering Process  
- Hartje Objective Writing Award Finalist  
- Hogan & Hartson DU/CU Cup Moot Court Semi-Finalist  
- Hoffman Cup Litigant  
- International Law Jessup Cup Appellate  
- Contributor to student newspaper, *The Writ*  
- Created, initiated, organized, and presented at CLE symposium that drew attorneys from across the country

Georgia State University, Atlanta, GA  
- Awarded full tuition waiver and paid teaching assistantship based on academic achievement

Denver Seminary, Denver, CO  
M.A., Philosophy of Religion, May 2004; G.P.A.: 3.X; Honors Graduate  
- Sole recipient of McGlothan Scholarship for incoming student

Colorado State University, Fort Collins, CO  
B.S., Sport Medicine, May 2001  
- Dean’s Scholars Award recipient  
- President and Team Captain, CSU Baseball Club Team

**Work Experience**

Chief Judge Larry J. Naves, Second Judicial District of Colorado; Denver, CO  
**Intern** December 2011- April 2012  
- Drafted orders in response to motions and administrative appeals  
- Gained knowledge of court procedure through attending trials and pretrial hearings

Justice & Mercy Legal Aid Clinic; Denver, CO  
**Intern** August 2010 - December 2011  
- Learned California family law policies and procedures under strict deadline; crafted legal strategy to alleviate client from fraudulently obtained maintenance order; interviewed and encouraged indigent clients

Arckey & Reha, LLC; Littleton, CO  
**Law Clerk** March 2010 - April 2010  
- Researched and analyzed issues in over 70 cases, involving, *inter alia*, Title VII; 42 U.S.C. §§ 1981, 1983; ERISA; HIPAA; FLSA; RICO; TILA; UCC Articles 2 and 9; ADA; ADEA; UFTA; personal injury  
- Composed successful response brief for 10th Circuit Court of Appeals case defending against allegations of Computer Fraud and Abuse Act (18 U.S.C. § 1030) violations  
- Drafted numerous documents: legal memoranda, pleadings, demand and settlement letters, articles of incorporation, contracts, letters to opposing counsel, discovery requests and disclosures, pre- and post-trial motions, client correspondence, mediation position statements  
- Attended depositions, mock trials, and court proceedings; participated in numerous client interviews

Denver Seminary; Denver, CO  
**Recruitment and Admissions Associate** September 2005 - August 2006  
- Ensured successful compliance with complex U.S. Immigration & Customs Enforcement policies by analyzing legal documentation, thereby securing visas for foreign students world-wide

**Skills / Interests**

- Proficient in German, can translate Koine Greek  
- International travel, literature, theatre, outdoor recreation
EDUCATION

University of Denver Sturm College of Law, Denver, CO
Juris Doctor, Expected May 2013

GPA/Ranking: 3.XX; Top XX% (XX/YYY)

Scholarships
- University of Denver Academic Law Scholarship (merit based)
- Harold H. Widney Memorial Endowed Scholarship (merit based)
- Faerie L. Angle Educational Trust Scholarship (merit based, Franklin County, PA)

Law Review
- Editor, Denver University Law Review, Vol. 88

Moot Court
- Board Member, DU Moot Court Board
- Participant/Litigant, Moot Court Board Motions Competition, April 2011
- Participant/Litigant, Student Trial Lawyers Association Fall Trial Series 2010

Public Interest
- Alternative Spring Break Trip 2010 (provided legal services for Navajo Nation, AZ)
- Member/Annual Auction Volunteer, Public Interest Law Group

Villanova University, Villanova, PA
Bachelor of Arts in History (Minor in German), December 2009 – Magna Cum Laude

GPA
- 3.XX (Major GPA: X.X)

Certificate
- General Business Minor: Villanova School of Business Summer Institute 2008

Honors
- Dean’s List (all qualifying semesters)
- Delta Phi Alpha National German Honor Society
- Phi Alpha Theta National History Honor Society
- Paper of Distinction Award, 2009 Eastern Regional Conference of Phi Alpha Theta

Publications
- Staff Writer and Entertainment Editor, The Villanovan (campus newspaper)

Abroad
- IES European Union Program, Freiburg, Germany (EU politics; intensive language)

Activities
- Club Field Hockey, German Club, Villanovans for Peace, community service

LEGAL EXPERIENCE

Civil Litigation Clinic, University of Denver Student Law Office, Denver, CO Fall 2012

Student Attorney
- Helped low-income clients work through civil controversies, including housing discrimination, eviction defense, civil protection orders, and wage and hour claims
- Performed community outreach to better understand clients served by Clinic

The Honorable Christopher C. Cross, Arapahoe County Justice Center, Centennial, CO Summer 2012

Judicial Intern
- Enhanced writing and research skills by researching issues and drafting orders regarding summary judgment, motions to dismiss, default judgment, governmental immunity, statute of limitations, and other civil issues
- Observed trials and hearings in Judge’s courtroom and throughout courthouse
- Discussed legal issues with Judge and law clerk on current cases, gaining insight into judicial decision-making process

OTHER EXPERIENCE

Assistant Professor Paul Rosier, Villanova University History Department, Villanova, PA Spring 2011

Research Assistant
- Researched past and current German perceptions of Native Americans for use in book
- Translated relevant documents from German to English

SKILLS AND INTERESTS

German language; fitness, cooking, piano, Villanova basketball, Baltimore Ravens football
EDUCATION

University of Denver College of Law, Denver, CO U.S.A.
Masters of Law in American Comparative Law (LLM),
Specialization in International Business Law, expected May 2013

University of the United Arab Emirates College of Shari 'a and Law, Alain,U.A.E.
License of Law (LLB), June 1996

EXPERIENCE

Ministry of Education and Youth
August 1998-February 2009
Abu-Dhabi Educational Zone; Abu Dhabi, U.A.E
Assistant Manager

• Assisted in leading small groups of 20 teachers in discussions to determine critical needs related to improving student motivation and teacher effectiveness with 16-18 year old students
• Formulated implementation plan incorporating educational experts, financial resources and timeline with 4 core ministry staff personnel
• Collaborated with local computer technology business to design unique software tailored to administrative educational needs
• Served as interim manager for 75 employees during 5 month period
• Guided staff, parents and teachers through negotiations on personnel or logistical problems
• Tutored 10-15 teachers and administrative staff in computer and managerial skills
• Evaluated overall plan implementation and resulting outcome with ministry staff
• Promoted to a Manager position on February 2002

Emirates Heritage Club, Abu Dhabi, U.A.E.
March 1997-May 2001
Administrator (evenings and summers)

• Planned cultural and sports activities for boys age 10 to 18 yrs to prevent them from engaging in drugs and criminal activities
• Collaborated with graphic designers to create age-appropriate brochures for young boys that encouraged positive values and were distributed to schools and local businesses

Ministry of Education and Youth
October 1996-July 1998
Abu-Dhabi Educational Zone, Abu Dhabi, U.A.E
Educator

• Taught legal aspects of Shari 'a to students ages 13 and 16

SKILLS

• Languages: Native Arabic; Proficient (Written and Spoken) English
• Wrote legal papers during graduate program in business, intellectual property and environmental regulations

INTERESTS

• Attended two programs in "Nero Linguistic" to improve self-performance and team working
• Attended program in "The Art of Conversation and Persuasion"
EDUCATION

University of Denver Sturm College of Law, Denver, CO
Juris Doctor expected May 2013; GPA: 3.0
- Student Trial Lawyer Association, Mock trial participant
- Negotiation Competition, Placed 4th out of 30 teams
- Research Assistant, Professor Robert Hardaway, Fall 2010
  - Researched and wrote sections of two chapters in book, Crisis at the Polls

University of Colorado at Denver Graduate School of Public Affairs, Denver, CO
Masters of Public Administration, Environmental Policy, Management and Law, December 2002; GPA: 3.0

Bowling Green State University, Bowling Green, OH
Bachelor of Arts, History, December 1997

EXPERIENCE

Donelson, Ciancio, Goodwin & Juarez, PC, Westminster, CO May 2012 – August 2012
Law Clerk
- Researched and drafted legal memoranda on common law and statutory banking liability, non-party at fault, and motion to stay federal court action in favor of state court proceedings
- Drafted demand letters to opposing parties on behalf of senior partner
- Corresponded with clients via telephone and email to gather facts and clarify arguments

The Colorado Division of Housing, Denver, CO August 2006 – August 2010
Research and Policy Analyst
- Represented division on Executive Committee of Colorado Housing Investment Fund Coalition
- Researched and analyzed statewide regional housing, economic and demographic statistics
- Developed fiscal analyses of pending legislation; Advised division director on budget and policy priorities
- Board of Directors, Metro Denver Homeless Initiative; Steering Committee, Colorado Statewide Homeless Count
- Led fundraising effort and construction of playground for Father Ed Judy House homeless shelter
- Co-authored Colorado Blue Ribbon Report on Housing, a collaborative effort to explore needs and develop solutions to Colorado’s affordable housing problems

The National Conference of State Legislatures, Denver, CO February 2003 – August 2006
Policy Associate
- Advised state legislators and legislative staff via in-depth public policy research and analysis
- Specialized in labor, workforce development, workers compensation and unemployment policy
- Authored reports and articles on workforce training, overseas outsourcing in state government, paid family medical leave, and workers compensation
- Provided testimony to legislative committees on state employment issues and workers compensation
- Communicated policy developments to media organizations providing policy trends and options

Breckenridge Customer Service Generalist, Breckenridge, CO August 1999 – August 2001
Retail Sales, Bell Hop, Heavy Equipment Rental
- Strengthened communication skills through variety of service industries to support dream of living in ski town

Hertz Equipment Rental, Colorado Springs, CO August 1998 – August 1999
Senior Sales Coordinator
- Managed six million dollars in heavy equipment inventory
- Coordinated delivery and pick up of equipment; Supervised two state certified truck drivers
- Managed sales of rental equipment, maintained customer accounts, and generated new business

COMMUNITY INVOLVEMENT / INTERESTS
- Whittier Neighborhood Association, Denver, CO – President, Vice-President (2005 – 2012)
- Skiing, fly fishing, politics, mountain biking, Green Bay Packers football

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COMMUNITY INVOLVEMENT / INTERESTS
- Whittier Neighborhood Association, Denver, CO – President, Vice-President (2005 – 2012)
- Skiing, fly fishing, politics, mountain biking, Green Bay Packers football
EDUCATION
University of Denver Sturm College of Law, Denver, CO
J.D. May 2012 • Awaiting Bar Exam results • L.L.M. in Taxation expected May 2013
• Issue Editor, Preventive Law Reporter
• Publication: Comment, Avoiding Liability Under the Ellerth/Faragher Affirmative Defense", 22 Preventive Law Reporter 27 (Winter 2010)
• Student member, Colorado Bar Association

Gonzaga University, Spokane, WA
Bachelor of Business Administration • Accounting • May 2008
• Awards: Leader's Scholarship • Dean's List • President's List
• Volunteer: Assisted low-income people in completing their income tax returns

WORK EXPERIENCE
Legal Intern, George T. Carlson & Associates, Englewood, CO 12/11 - present
• Observed §341 Meetings of Creditors at United States Bankruptcy Court
• Prepared bankruptcy forms filed with United States Bankruptcy Court
• Attended attorney meetings to discuss firm management, staffing issues and client relations
• Edited February and September issues of the Colorado Bankruptcy Letter, an in-house publication circulated to 7,000+ attorneys

Law Clerk, Division of Administrative Hearings, Denver, CO 05/11 - 08/11
• Researched and drafted memoranda for motions to introduce polygraph evidence and to suppress a statement; researched criteria used to determine competence of child witness
• Researched and drafted memorandum to determine justification for retrial
• Drafted decision concerning intentional violations of federal assistance programs
• Drafted worker's compensation decision denying additional permanent partial disability benefits, but granting post maximum medical improvement benefits
• Researched and identified cases used by Administrative Law Judge to decide motion for more definite statement; edited final draft

Legal Intern, National Association of Counsel for Children, Denver, CO 10/10 - 04/11
• Referred clients to appropriate legal child advocacy services nationwide.
• Summarized 10 current national child welfare cases for publication in two issues of The Guardian.

Driver, Rainbow Ice Cream and Novelties, Spokane, WA 06/05 - 08/08
• Developed profitable sales strategy for business and residential clientele that yielded approximately $100 more in average daily sales above other drivers.

Marketing Intern, Great Northwest Athletic Conference, Spokane, WA 07/07 - 12/07
• Authored proposals to corporations recommending free advertising space in university sports facilities and stadiums in exchange for necessary services.
**EXPERIENCE:**

**Brownstein Hyatt Farber Schreck, LLP, Denver, CO, August 2010 – Present**

**Associate:** Work primarily in the firm’s Real Estate and Land Use groups. Assist five partners in the areas of commercial real estate leasing, acquisition and disposition of properties, as well as obtaining entitlements and all approvals for residential, commercial and mixed use developments from local and state governments. Licensed attorney in Colorado since October 2006.

Brownstein Hyatt Farber Schreck is a prominent, politically active national law firm with 12 offices and over 250 attorneys specializing in state and federal lobbying, litigation, real estate and corporate transactions, and natural resources.

**Major, United States Marine Corps Reserves, June 2000 – Present**

- **Commanding Officer, D Company, 4th Tank Battalion – January 2010 to Present:** Command approximately 100 Marines and 20 vehicles valued at over $50 million.

**District Attorney's Office, Appellate Division, Colorado Springs, CO, May 2004 – September 2004**

**Legal Intern:** Responsible for researching and writing opening and answer briefs for appeals of criminal cases to the Colorado Court of Appeals and District Court. Reported directly to head of division.

**Takeda Pharmaceuticals North America, Los Angeles, CA, September 2000 – July 2003**

**Professional Sales Representative:** Made direct contact with physicians and other healthcare providers to introduce, promote and educate doctors on Takeda medicines. Distributed product samples and educational literature and gathered feedback from physicians regarding their use and experience with Takeda products.

- Achieved over 100% of sales goal in 2000 through 2003
- Drafted district’s Monthly Sales Report for submission to Regional Manager
- Organized numerous educational programs featuring prominent national and regional speakers for over 100 physicians in the territory

**Officer, United States Marine Corps, May 1995 – January 2000**

- **Company Commander - April 1999 to January 2000:** Commanded unit with 460 personnel and more than 30 occupational specialties. Directed the efforts of nine independent commodities to accomplish the company’s mission of supporting the battalion's 800 personnel and approximately 320 vehicles.
  - Was selected over 10 other eligible officers to command the largest and most diverse company in the battalion, a major’s position, and was ranked by the battalion commander as the number one lieutenant in the battalion

**Company Executive Officer - November 1997 – April 1999:** Second in command of Tank Company with approximately 100 Marines and 20 vehicles valued at over $50 million.

**EDUCATION:**

**University of Denver, College of Law, Denver, CO. J.D. May, 2010**

- Order of St. Ives – awarded to top 10% of class, GPA 3.63
- American Jurisprudence Award, highest overall grade in Legal Research and Writing, fall 2003 and spring 2004, and Advanced Legal Research, spring 2006

**University of the South, Sewanee, TN. B.A. American History, 1995**


**OTHER:**

**Truman National Security Foundation**

Awarded 2010 Truman National Security Fellowship. Selected as one of approximately 75 fellows nationwide to participate in training and discussions on national security related issues and to visit various national security related projects and installations.
Charles A. Graduate

23949 South Lincoln Street, Denver, CO 80222 cgraduate08@law.du.edu 303-555-6666

WORK EXPERIENCE

Law Firm of John Early, P.C., Denver, CO, Contract Attorney

- Winter 2008-present
- Prepared large scale water and contract law litigation:
  - Conducted recruiting and strategy session with potential trial attorney
  - Established budget catering to clients needs
- Prepared documents and provided needed research for child support payment case:
  - Produced 12(b)(5) motion for failure to state a claim upon which relief may be granted
  - Produced memorandum covering jurisdictional issues and legislation protecting child support payments from garnishment
- Drafted letter to opposing attorney citing potential ethical violations and requesting clarification of attorney’s role in dispute

Environmental Law Clinic, University of Denver, Law Clerk

- Fall 2007
- Challenged Colorado Division of Wildlife regulation for non-profit organization:
  - Established the method for determining Colorado voters’ intent in passage of an amendment to the Colorado Constitution via ballot initiative and analyzed client’s case in light of allowable evidence
  - Drafted complaint examining the basis for claims and appropriateness of venue and jurisdiction
  - Crafted memorandum concerning the interplay and appropriateness of bringing a claim under Colorado administrative procedures while simultaneously requesting declaratory judgment
  - Produced memorandum examining introduction of evidence outside the record when challenging an agency’s rulemaking
- Challenged U.S. Department of Fish and Wildlife failure to list species under Endangered Species Act:
  - Analyzed client (non-profit organization and researcher) basis for standing and drafted client standing questionnaire
  - Drafted declarations of standing for clients
  - Drafted FOIA letter requesting federal administrative records

Burns, Figa and Will P.C., Greenwood Village, CO, Law Clerk

- Spring 2007
- Involved with Brownfield revitalization project for Colorado municipality:
  - Analyzed Brownfield’s applicability and identified environmental liabilities
  - Researched and produced multiple case studies of similarly situated communities for comparison and marketing purposes
  - Met with stakeholders to outline project goals and establish timeline for project progression
  - Registered Community Development Corporation to oversee redevelopment project
- Successfully drafted environmental covenant for client preparing to sell property
- Prepared memorandum outlining major provisions of Draft Policy and Implementation Guidance for Control and Disposition of Technologically Enhanced Naturally Occurring Radioactive Materials (TENORM) and analyzing its applicability to clients
- Produced memorandum analyzing liability under RCRA for an owner of a property identified as the source of a dry cleaning solvent plume
- Edited, cite checked, and performed due process and ripeness related research for water law article before submittal for publication
- Performed over one hundred and fifty CERCLA due diligence investigations and over thirty-five delineation and remediation projects for variety of contaminants
- Negotiated with state and local agencies to obtain file closures for contaminated sites, underground storage tanks and underground injection wells
- Counseled over thirty clients concerning environmental liabilities and federal, state, and local regulations; clients consisted of lenders, buyers, sellers, developers, estates, and attorneys
- Assisted potential buyer with procuring quotes for environmental insurance
- Awarded increased responsibilities and multiple performance based bonuses and consistent raises based on quality of performance

EDUCATION / AWARDS
University of Denver Sturm College of Law, Denver, CO
Juris Doctor, December 2008
- Received highest grade in Hazardous Waste and Toxic Substances Law
- President, Criminal Law Association
  - Delegated responsibilities for panel discussions by prominent members of Denver legal community, fundraising, membership drives and events such as the CU/DU Cup, and tours of Colorado correctional facilities; mediated disputes among members and other officers
- Member, Natural Resources Environmental Law Society

Washington and Lee University, Lexington, VA
Bachelor of Arts in Biology, Emphasis on Environmental Studies, June 2004

SKILLS / INTERESTS
- Proficient in spoken and written Spanish
- Adams County Connections- Youth Mentor
- Water Polo Captain: The Hill School and Washington and Lee University, Member Denver Water Polo Masters Team
THOMAS J. NEWALUM
8888 Sherman Street Denver, CO 80203 (303) 555-5678 tnewalum@acl.com

EXPERIENCE

Licensed: Colorado; Nevada (pending)

Clear Creek Consulting, Denver, CO Aug 2006–Present
Senior Associate
 Received company recognition award in January 2007 for successfully negotiating with State of New York the release of a restrictive levy imposed on client’s business account, which would have caused business to close
 Facilitated resolutions with the Internal Revenue Service and State Taxing Authorities on behalf of individuals and small businesses throughout United States
 Managed a client book of over 45 cases working to release levies, stay collection enforcement, abatement of penalties and develop and implement resolution strategies in the best interests of the clients
 Counseled clients in avoiding future accrual of tax liabilities and penalties

Student Attorney
 Conducted extensive research and analysis, and persuasively advocated for the implementation of several civil protection orders
 Effectively negotiated the mutual rescission of a lease for tenant/client.
 Successfully represented clients in court for civil protection orders and landlord tenant issues
 Drafted and submitted successful dispositive motions to dismiss and summary judgment
 Consistently resolved contentious issues on behalf of low income clients

Colorado Legal Services, Denver, CO Aug 2004-Apr 2005
Legal Intern
 Executed intensive initial client interviews and compiled detailed data regarding eligibility for legal services of indigent clients with a wide variety of legal problems ranging from bankruptcy cases to dissolution of marriage
 Researched, analyzed and drafted memoranda on legal issues including property, foreclosure, and bankruptcy relied on by lead counsel in litigation

Sales Executive
 Managed customer relationships for current accounts and acted as consultant for customers' mail processes, helping them match services and products to their specific business needs.
 Postage equipment systems corporate sales earning top recognition in territory for sales achievement, customer relations and satisfaction, and introducing new sales tracking databases which improved the overall performance and sales assessment in division

EDUCATION

University of Denver Sturm College of Law, Denver, CO
Juris Doctor, May 2006

University of Denver, Denver, CO
LL.M. in Taxation, June 2006

University of San Diego, San Diego, CA
Bachelor of Arts, Business Administration, Emphasis in Supply Chain Management, May 2002
 Sigma Chi Fraternity, Balfour Award for Outstanding Service
 Summer Abroad 2000 - Guadalajara, Mexico - Intensive courses in Spanish conversation, culture, and art

INTERESTS
 Hiking, Alpine Skiing, Biking, Traveling locally and abroad
LEGAL EXPERIENCE

Colorado Court of Appeals, Denver, Colorado 2010–2011

Judicial Law Clerk for the Honorable José D.L. Márquez
- Discuss possible resolutions to issues raised in legal briefs with Judge Márquez
- Review the record from the trial court, review the parties’ briefs for the court, research the applicable law and draft either a memorandum of law or a draft opinion for the judge
- Aid the judge with his caseload to give him the ability to concentrate on more complex cases

Jones Law Firm, Greenwood Village, Colorado Fall 2009

Law Clerk
- Researched and analyzed current trends in Public Employee Retirement Association valuation issues arising in a divorce; attorney relied upon information, resulting in a more favorable outcome for the client
- Presented topic discussions to attorneys explaining qualified domestic relations orders and their effects on present and future pension plan payments, which proved to be critical to support a claim in marital interest; as a result, the attorney changed the legal strategy to protect client from future losses

Attorney General’s Office, Denver, Colorado Spring 2009

Legal Intern - Business Section
- Researched and drafted memoranda analyzing individual and organizational state tax liabilities; research was critical for the State to enforce taxes on an organization attempting to avoid tax liabilities by changing the organization’s characterization to non-profit
- Held conferences with tax attorneys and the Tax Concierge to discuss marital property exemptions, which were crucial to the Attorney General’s office enforcement of taxes on a couple who attempted to avoid tax liabilities by re-characterizing the corporation’s income as separate; research on federal and Colorado state tax law aided the lead attorney in enforcing state taxes
- Assisted with preparation of property tax exemption hearings, saving unnecessary court time and cost

Westminster Law Library, Denver, Colorado Fall 2008–Fall 2009

Work-Study
- Assisted attorneys, paralegals and other legal staff in finding appropriate research materials
- Directed current law students on thorough research and writing projects
- Organized, classified, and updated legal reference materials
DENISE L. LAWCLERK

Baker and Hostetler, LLP, Denver, Colorado  
*Summer Associate*  
Summer 2008

- Researched and drafted legal memoranda on various issues of law, including construction negligence, which allowed partner to adequately assess whether the client was able to pursue a negligence cause of action regarding his multi-million dollar ranch.
- Researched America’s marital rights history research and its effect on palimony agreements; assisted the attorney in creating a legally enforceable contract between the client and non-spousal partner.
- Prepared corporate merger closing documents to aid in national bank buyout of a local bank.

**ADDITIONAL WORK EXPERIENCE**

**Starbucks,** Denver, Colorado  
*Barista*  
Summer 2007

- Served as a cashier for the Starbucks located at the downtown REI store.
- Prepared a variety of complex espresso drinks.

**Private Nanny,** Castle Rock, Colorado  
Fall 2006

- Provided loving and responsible care for two young children of a doctor and pilot.

**EDUCATION**

**University of Denver Sturm College of Law,** Denver, Colorado  
J.D., May 2010

- Paul D. White Scholar - *Summer Associate at Baker and Hostetler*
- President of Black Law Student Association (Fall 2009)
- Member of Rhone-Brackett Inn of Court, Christian Legal Society, Sam Cary Bar Association

**Georgia State University,** Atlanta, Georgia  
B.S., Therapeutic Recreation, May 2006

- Georgia Hope Scholar
- National Golden Key Award Recipient

**ACTIVITIES / INTERESTS**

- July 2010 Participant Slacker’s Half Marathon, Georgetown, Colorado
- NAUI Certified Scuba Diver
- Children Sponsor through international charitable organizations
Chapter 3

Cover Letters
The Importance of the Cover Letter

The cover letter is your first – and possibly, only – opportunity to engage a prospective employer. It is a key marketing tool to convince the employer to take the time to look at your resume. Think of it as “bait” you are using to “hook” the reader. Attorneys or law firm recruiting coordinators are searching for a reason to dismiss your application. Don’t give it to them by writing a cover letter that is rambling and poorly written, or that contains typos or grammatical errors.

The primary purpose of your cover letter, when combined with your resume, is to get an interview. The second purpose is to communicate “the intangibles” not readily apparent from the factual content of your resume. It should be direct, to-the-point, and should convey enthusiasm (without resorting to flowery language).

Five Rules to Keep in Mind:

1. Stay Employer-Focused: Imagine Yourself as the Employer

Never forget who your audience is and why you are writing a cover letter in response to a job posting. You need to quickly and clearly answer the employer’s unspoken questions:

“Who are you?”
“Why are you interested in this position?” [Tell me something unique ONLY to my firm so I know you’ve done a modicum of research on us]
“Why should I be interested in meeting you?” [What makes you different than the others in my resume stack?]

To answer these questions, you need to do some research on the employer. An effective cover letter will:

(a) highlight skills and abilities of most interest to the specific employer reading your letter based on your knowledge of their needs; and
(b) demonstrate you are familiar with their particular organization.

2. Don’t Re-State Your Resume

Your cover letter should not re-hash your resume. The cover letter is an opportunity to make explicit how the skills you developed previously will be beneficial to this particular employer. The second paragraph of your letter should articulate specifically how your character traits and/or experiences meet their needs. Your introductory sentence or two should encapsulate what the body of the paragraph demonstrates. “I have developed an array of management skills” or “solid analytical abilities," “in a variety of professional (or legal) settings that will illustrate my qualifications for the ___ position with your firm.” Now, you can BRIEFLY describe the specific examples from your background that demonstrate you can meet the employer’s needs.
Remember you are a law student building your legal career on a solid academic and practical foundation. Avoid phrases such as “I am the perfect candidate for this position because…” or “I am confident I will exceed your expectations in every way.” Statements like these ring hollow. Make plausible claims and be sure to support them with credible accounts from your experiences, such as awards or commendations received from employers or professors. If you cannot think of any experience or award that demonstrates this quality or attribute to support your proposition, don’t make the claim. It cannot just be your opinion (or that of your mother!).

3. **Style**

A successful cover letter is short (well under one page), concise, quickly absorbed, sounds genuine and rings sincere. Don’t write complex, convoluted sentences, or use obscure words in an effort to sound sophisticated and highly educated. Instead, you will come across as pompous and insincere, and your letter will be discarded before the reader gets to the signature line. Confidence and competence will be best conveyed through simple, straightforward language. Don’t use outrageous superlatives.

Likewise, you should limit the use of flowery language to convey enthusiasm—(e.g. “I am passionate about…”; or “this would be an unparalleled experience”, etc.). Instead, convey enthusiasm by pointing to specific examples from your background that demonstrate you are a good fit for the position.

Use active voice. Passive voice is often plodding and drags your presentation down. Active voice conveys a much stronger, more positive impression (i.e. “I initiated the project” rather than “the project was initiated by me”). Active voice also demonstrates you are the “excellent writer” you claim to be.

A well-written, professional cover letter will stand on its own merits. Don’t resort to gimmicks such as disguising your resume as a subpoena or printing your cover letter in colors other than the standard beige, gray or white paper. It should match the bond paper used for your resume and letter-size envelope. It will work against you if you deviate significantly from the traditionally conservative legal style.

Finally, the primary theme of the letter should be about what you can contribute to the employer, not what the employer can do for you.

4. **Lying – DON’T!**

Don’t manufacture a story, or embellish an experience or credential, to impress a prospective employer. Integrity is critical in this profession. You want to begin developing a reputation for being trustworthy and honest now.

5. **Avoid Typos and Grammatical Errors**

Proofread your work, and then have a friend (or the CDO) do it again! Your sentence structure, punctuation and spelling should be flawless. Don’t give the employer a reason to toss your application in the “reject” pile.

- Does the inside address match the salutation? Always address your letter to the person responsible for legal hiring, not simply “Hiring Partner.” Confirm the spelling of the
recipient’s name and his/her gender and title by calling the office receptionist, by checking Martindale-Hubbell at www.martindale.com, the employer’s website or the Colorado Legal Directory, which can be found in the Office of Career Development & Opportunities.

- Make sure the correct letter goes into the correct envelope.

These things may seem intuitive, but many qualified candidates are immediately rejected for seemingly “minor” errors. Attorneys will cut you no slack for a simple typo or, even worse, letters that are sloppy, reflect poor editing or proofing. Nor should they! If you can’t produce a final product that is flawless about yourself, why would an attorney trust you to competently handle client matters? Don’t rush to get them out, or prepare the letters when you are too tired to catch mistakes. Take the extra time to do the job well and you will receive a better response to your letters.
Recommended Cover Letter Outline

Note: Use proper business letter format and make sure your address, phone number and e-mail appear at the top of the page. Use a colon, not a comma, at the end of your salutation (e.g. "Dear Ms. Jones:"). Finally, use good quality resume paper if sending your letter by mail.

1. Introductory Paragraph

This paragraph answers the questions:

- “Who are you?”
- “Why have you contacted me?”
- “Why should I be interested in meeting you?”

In other words, this paragraph immediately establishes your employment interest and generates interest in you.

If you have a mutual acquaintance, or someone referred you to the individual you are writing, use that in your opening line:

[Name of referring party] recommended I contact you.

Follow this with an explanation of what you are seeking, for example:

As a first year law student at the University of Denver Sturm College of Law with a strong interest in natural resources law, I am very interested in pursuing a law clerk position with your office.

Or, something along these lines:

[Referring party] has described your practice in the area of intellectual property as “cutting edge.” As a first year law student at the University of Denver Sturm College of Law with a technical background and keen interest in patent law, I am very interested in clerking for your firm.

If you don’t have a mutual acquaintance or referral, try to draw on something you learned from your research to explain why you are writing to this particular employer.

2. The Body of the Letter – Paragraph Two

In the words of Kimm Walton, author of *Guerrilla Tactics for Getting the Legal Job of Your Dreams*, this section of the letter is where you “wheel in your big guns.” You are answering the employer’s unspoken question: Why should I meet you?

Highlight items of particular relevance to this employer in this paragraph. Describe specific training, achievements or experiences that highlight your strengths and abilities and demonstrate the value you can bring to this particular employer. Remember: don’t simply repeat the information in your resume. To avoid this, it is best to establish a theme for this paragraph with a strong topic sentence. For example, “My demonstrated interest in trial work...”
and my strong research and writing skills make me a good fit for the Denver District Attorney’s office.” Then you can support this theme with specific examples from your background.

3. The Final Paragraph – Paragraph Three

State your action plan! This is where you tell the employer what you will do in terms of follow up. Tell her you will follow up within a specific period of time (usually a week or so) to see if an interview or meeting can be arranged. Thank the addressee for her time and consideration. Here are a few examples:

- I would appreciate the opportunity to meet with you to discuss the possibility of summer employment with your firm. I will be in Kansas City during my holiday break, December 15-31. If I haven’t heard from you before that time, I will call you to inquire about the possibility of an appointment. Thank you for your consideration.

- I would appreciate the opportunity to discuss how my background may fit your needs. I will contact you within the next week to see if we might arrange a meeting. Thank you for your consideration.

If the employer specifically instructs that they do not want to be contacted directly, close by saying:

- If my experience and background meet your requirements for a new associate, please contact me at the address or telephone number listed above. I look forward to hearing from you and appreciate your consideration.

Sample cover letters are included in this chapter. If you are writing cover letters for judicial clerkships, refer to the section on clerkship applications in the chapter on Judicial Clerkships.

Cover Letter Building Workshop

PowerPoint slides for a past CDO workshop on cover letters are included below.
Cover Letter Basics
Writing a Compelling Intro to Employers

What a Good Cover Letter Can Do
- Creates a good first impression
- Encourages employer to read all of your resume
- Reveals your understanding of employer's needs
- Indicates you have knowledge and skills to satisfy those needs

What a Poor Cover Letter Can Do
- Tell employer it's another "form" cover letter from an applicant who's going through the motions of looking for work
- Tell employer you're more focused on yourself than the employer's needs
- Give employer reason NOT to carefully examine your resume

Writing a Good Cover Letter
- It's not an easy task
- But, considering the role it plays in your marketing campaign, it's essential for you to take the time and effort to write it well

Three Keys to Effective Cover Letters
- Communicate value
- Sell, not tell
- Reveal a glimpse of how well you'll fit in the firm or organization

Key #1: Communicate Value
- What is value?
- It's what you offer to satisfy the employer's needs
What Are the Employer’s Needs?

- Put yourself in the shoes of the employer and ask, “What problems does the employer need solved?”

Learn Needs through Research

- Research the employer’s needs through:
  - The employer’s website
  - Articles in recent periodicals and other up-to-date resources
  - Information available in commercial databases such as Westlaw and Lexis-Nexis
  - Discussions with current or former employees

Learn Needs through Research

- If employment opportunity comes from job posting, carefully review the posting
  - Some needs may be expressly identified, others may be implied

Sample Job Posting for First-Year Associate Attorney Position in Small, Plaintiff Personal Injury Practice

Qualifications: Strong writing and oral communication skills are a must. Ability to work independently in a high volume, high stress office environment. Litigation experience helpful. Interest in courtroom work preferred.

Responsibilities: Draft complaints and other pleadings, conduct discovery, draft and argue pre-trial motions, prepare cases for trial and participate in jury trials. Also execute on judgments.

Focus on Employer’s Perspective

- Telltale sign of losing employer’s perspective in letter is too many “I’s,” "my’s," and “me’s” and too few "your's."

Don’t Focus on Your Perspective

Dear Mr. Jones:
I am interested in applying for the law clerk position at your firm. I am looking for an opportunity that will challenge me and provide me with solid experience in the area of civil litigation.

My legal and related experience is noted on the enclosed copy of my resume. I believe that with my experience and abilities, I can make immediate and valuable contributions to your firm.

I would appreciate an opportunity to speak with you at a personal interview to discuss my qualifications for the position.

Thank you for your time and consideration.

Sincerely,
Key #2: Sell, Not Tell

- Telling involves just stating the facts or making demands:

  "I am interested in applying for the law clerk position your firm posted in yesterday's Daily News."

Key #2: Sell, Not Tell

- Selling yourself creates a picture that "appeals" to an employer:

  "My interest in family and juvenile justice is the reason for contacting you. I spent the last five years dedicating myself to these issues. They are the reason I attended law school, and they underscore my interest in becoming a law clerk in your office."

Key #3: Reveal a Glimpse of Your Fit with the Employer

- In addition to buying skill sets, employers want to hire a candidate who will "fit" well in the organization's culture:

  "As a waitress and bartender at a local restaurant, I was promoted to manager after only six months on the job. The promotion was awarded on my demonstrated ability to work under pressure, satisfy competing demands, and remember my sense of humor."

Three Segments of a Cover Letter

- Author Susan Britton Whitcomb refers to them in her book, Resume Magic, as:

  - "The Carrot – An introduction that is fresh, interesting, and relevant"

  - "The Corroboration – Content that shows an intelligent understanding of the employer's needs and confirms your ability to fill those needs"

  - "The Close – A confident finish that may suggest a meeting or invite the reader to take further action"

Sample Cover Letter Illustrating the Carrot, Corroboration, and Close

...I would very much appreciate having the opportunity to meet with you at a personal interview to discuss how I could marshal my experience, skills, and profound interest in this area of law to serve your office and its clients and make vital contributions to the work your office does for women and children in Kansas City.

Thank you for your consideration. I look forward to hearing from you soon.

Sincerely,

Alternative Closing
Tips for the Carrot

- You can use name dropping to begin the cover letter:

  "I spoke the other day with John Jones, a partner in your Intellectual Property Department, and he suggested that I contact you about my interest in this practice area."

Tips for the Corroboration

- Don't restate your resume in the cover letter
  - Illustrate with an example or two how your experience and skills can meet the employer's needs
  - The examples should be verifiable accomplishments

Tips for the Carrot

- Demonstrate you're familiar with the employer's organization:

  "I have learned from recent articles that your firm has substantially grown its environmental law practice and recently won two significant cases before the Colorado Supreme Court."

Tip for the Closing

- Be confident, not pushy:

  "I would appreciate having the opportunity to discuss with you at a personal interview how my background and experience may fit your needs. I will contact you within the next two weeks to see if we might arrange a meeting."

General Tips for Cover Letters

- Be concise – use short sentences, avoid long paragraphs, and generally keep it to one page
- Make it warm and personal, not cold and analytical
- Tailor it to your audience
- Show excitement and enthusiasm
- Express yourself in a genuine and sincere way – Avoid statements like, "I'm the perfect candidate for this position."

General Tips for Cover Letters

- Don't copy someone else's letter – It must reflect your style and not appear to be canned
- Test your letter on someone
- Use a good quality paper that is conservative and distinctive – eggshell, white, and even pale gray work well
- Mail in a full page envelope – it's more likely to reach the desk of the recruiter in better appearance
- Don't forget to enclose resume and affix proper postage
June 3, 2011

Ken Hanson, Esq.
The Hanson Law Firm
13441 Downing Street
Denver, Colorado 80203

Re: Natural Resources and Environmental Law Internship Program

Dear Mr. Hanson:

Professor Rock Pring recommended that I contact you regarding my interest in securing an internship with The Hanson Law Firm. My interest in your firm began in 2010 when I worked for Environment Colorado. At the time, I worked on a surface owner’s bill of rights, a law that would require mineral rights owners in Colorado to negotiate with surface rights owners before extracting anything from the land. It was during that time that I first learned about the Escamilla case and the field of toxic torts.

Toxic torts law interests me because I believe it to be a sensible approach to many environmental problems. I like the idea of toxic tort law both for its role as a deterrent to polluters and as an avenue of justice for injured parties. As a public speaker and a former environmental advocate, I believe I am well suited for litigation-based practice. As an environmentalist and geology major, I also have the technical understanding to be successful in the field of toxic torts. Finally, my research and writing skills, as demonstrated by the favorable feedback I received in my legal writing course, would make me an excellent summer intern.

I would like the opportunity to meet with you so that I can learn more about your firm, and so that we can discuss my credentials for the position. If I do not hear from you by [DATE], I will certainly call to follow up. Thank you very much for your time consideration of my qualifications.

Sincerely,

Jason J. Intern

Enclosure
John Smith  
Clerkship Program  
Native American Rights Fund  
1506 Broadway  
Boulder, CO 80302  

Re: Fall 2011 Internship Position  

Dear Mr. Smith:  

Jerilyn DeCoteau highly recommended that I contact you regarding my substantial interest in Indian Law. My experiences and observations of the systematic injustices suffered by Native Americans have fueled my desire to work for an organization that shares and embodies my commitment. The circumstances faced by Native Americans prompted me to attend law school, and they underscore my interest in ultimately becoming a lawyer in your organization.  

My research on the Native American Rights Fund revealed your mission and values to mirror my goals in law and life. The laudable progress your organization has made on behalf of your Native American clients is preeminent in the legal profession. I would be honored to serve NARF’s mission. Throughout my life, I have been commended for my strong work ethic, insightfulness and dedication. For example, my leadership in our local Native American Law Students Association has contributed to the production of novel programs aimed at educating the public about Indian rights, laws and issues.  

I would welcome the opportunity to prove my sincere commitment to contributing to and enhancing the important work performed by the Native American Rights Fund. I will contact you next week to discuss the status of my application.  

Thank you for your consideration.  

Sincerely,  

Lauren H. Taylor  

Enclosure
October 1, 2011

Ms. Nardos Lemma
Center for Constitutional Rights
Assistant to the Legal Director
666 Broadway, 7th Floor
New York, NY 10012

RE: Ella Baker Internship Application

Dear Ms. Lemma:

I have worked with U.S. permanent residents from Iran who are detained because of their national origin and with day laborers who are not paid because their employers can get away with it. I have also worked with women who have been raped, but are nonetheless arrested when the police arrive. These experiences prompted me to attend law school and they are the reasons I want to work for social change at the Center for Constitutional Rights.

During my first semester of law school, I wrote a paper on the revival of the Alien Tort Claims Act. This paper was my introduction to CCR. I was captivated by the work CCR has done in the past and equally so with the checks CCR provides on the government and multi-national corporations today.

Since August I have been working with a group of law students to bring accountability to employers who exploit day laborers. The problem is huge. Employers, from small cleaning companies to large construction firms building expensive lofts, hire undocumented workers and take advantage of their vulnerable status by not paying them. We found a criminal statute in Colorado that addresses these actions; however, the statute has never been enforced. At this time, we have formed a community coalition that is working toward the enforcement of this statute.

Last summer I initiated a pro bono immigration project at a domestic violence shelter. I recruited over twenty-five immigration lawyers to donate a case to the shelter, and law students work to put the cases together. With this project, a population that likely would not otherwise have legal representation now does.

My interest is focused on the ability to positively effect social change through litigation, whether it is corporate accountability, international human rights or social and economic justice. CCR would allow me to use my skills and experiences to make contributions in these areas. I look forward to having an opportunity to discuss my interest in CCR and the internship in an interview. I will contact you in a week to follow up on the status of my application.

Sincerely,

Mindy Walker

Enclosures
Dear Mr./Ms.[Last Name]:

I am contacting you regarding the position of Assistant Program Officer-Africa. My interest and desire have led me to obtain a B.A. in Japanese, spend a semester abroad studying European politics in France, and pursue a legal education at the University of Denver Sturm College of Law. I recently graduated with a J.D. and have been admitted to the Colorado Bar.

During my semester abroad in France, I had the opportunity to visit the United Nations' headquarters and became painfully aware of the seriousness of the hardships facing many people, particularly children, in other countries. The plight of these children had such a profound impact on me that I decided to study law to equip myself with the skills necessary to make a contribution in assisting them.

In law school, I found a way to assist people by becoming involved in asylum law. In the fall of 2010, my partner and I successfully handled our client's claim for asylum as a part of the Civil Law Clinic's Refugee Project. Upon the completion of our case, I interned at the Rocky Mountain Survivor Center, where I assisted asylum seekers with their legal needs, including helping pro bono attorneys with research. In addition, I conducted client interviews in order to assess the needs of each client. My experience with asylum law has reaffirmed my desire to help people, and my legal background has equipped me with the necessary skills to do so.

Through various experiences in law school, particularly my internships, I have gained skills that would be beneficial to me in the position of Assistant Program Officer. These include the ability to analyze and evaluate different situations. In addition, as my supervisors can attest, I am highly motivated, detail-oriented and interact well with people from a wide array of backgrounds. I believe that these skills would allow me to excel as an Assistant Program Officer.

I look forward to meeting with you to discuss my qualifications. Thank you for your consideration.

Sincerely,

John Doe
August 15, 2011

[Employer name and address]

Re: Second-Year Summer Associate Position for 2012

Dear Mr. Clark:

My extensive background in securities and corporate governance, combined with my proven ability to perform at the highest levels, would allow me to make a significant contribution as a summer associate in XYZ law firm next summer.

On September 3, 2008, the New York Attorney General filed a complaint alleging four prominent mutual fund companies allowed market timing of mutual fund shares. As a Senior Compliance Analyst at one of those companies, the ensuing case served as a catalyst for my decision to pursue a career in law. Needless to say, the scandal that ensued had significant regulatory implications for the entire industry. On a personal level, that fateful day in September changed the direction of my professional life. Previously, my career was aimed largely at mitigating any financial implications occurring as a result of compliance violations. After the complaint was filed, my focus shifted to the legal and ethical ramifications of my business decisions.

This new perspective, combined with my new role in the organization, challenged my abilities as a critical thinker. I was selected by top executives to draft and implement more effective policies and procedures designed to prevent market timing from occurring in the future. I was also given the responsibility of coordinating the dissemination of documents to various administrative agencies, including the SEC and the New York Attorney General. These experiences sharpened my analytical skills and trained me to examine issues beyond the surface level.

I performed well in these new roles because of my dedication and ability to perform. While at the company, I was consistently recognized as a top performer in my group and received several promotions demonstrating my strong work ethic and desire to succeed.

My past experience should prove valuable to XYZ law firm, given the firm’s prominence in securities and corporate governance practice in the Denver legal market. I hope to have an opportunity to meet with you regarding a position as a summer associate next year.

Best Regards,

Kristen Sandoval

Kristen Sandoval
Chapter 4

Thank You Letters
When to Write a Thank You Letter:

One of the first questions students and alumni ask is whether it is imperative to write a thank you note following an interview with an attorney. Will it really be the deciding factor in whether they hire you or someone else? The answer is: Possibly.

The same standards apply to a thank you note as they do to the cover letter. If it contains grammatical or typographical errors, is poorly composed, or reflects poor judgment (sending a funny email card for example!) it may well immediately eliminate you from the race.

Conversely, even if it is perfect, it will not ensure you get the job. Your objective is to reinforce an affirmative decision made during the interview to offer you the job.

Thank you notes should be sent immediately after meeting with an attorney for any reason: an informational interview, a job interview, lunch or even coffee. It is important to acknowledge the information, as well as the gift of time, the person has given you.

As reflected in the samples attached, a thank you note need only be 3 short paragraphs. It should convey the following sentiments:

- Your gratitude for the time they set aside for you to discuss X.
- Summarize a few key points discussed and what you gained from hearing their perspective if it was an informational interview;
- If it was a job/clerk interview, reiterate in 1-2 lines why you maintain a strong interest in joining their law firm/organization and what you bring to the position;
- Conclude by reiterating your appreciation and state a plan-of-action if there is one discussed during the meeting, such as:
  
  [I look forward to hearing from you when a decision has been reached on my candidacy; or I will keep in touch with you during law school as we discussed; or I will follow-up with XYZ as you suggested.]

How should I send my thank you note? Is email acceptable or should it be hand-written or typed? Again, everyone (literally: every person you ask) will have a different opinion.

Handwritten notes, (used only if you have attractive penmanship), are perceived by some as more personable, but due to space limitations, they do not allow you to reiterate much from the interview or your qualifications for the position. Use small note stationery for hand-written notes and bond printing paper for typed ones.

Emailing thank you notes depends on your impression of the attorney and the time-frame involved. Short of asking their secretary or the attorneys themselves how they prefer to be contacted if you have any questions after the interview, the decision must be based on your impression of the attorney and time frame involved.

If you learn that the decision will be made within days of the interview, for example, an emailed thank you would be perfectly acceptable. If it is a person you know well, a hand-written note works well, assuming your penmanship is attractive.

If you email your thank you, it should be in a traditional business letter format written in the body of the email. Do not attach it as a Word document.
March 22, 2012

Linda Tompkins
Hiring Partner
A-Z Law Firm
444 Water Street
Denver, CO 80219

Dear Ms. Tompkins:

It was a pleasure to meet you yesterday to discuss a [summer clerkship/externship position/associate position] at the A-Z Law Firm. My interest in your firm was significantly strengthened after visiting with you and learning more about the firm.

I also enjoyed meeting and talking with Mr. Thompson, Ms. Shear and Ms. Whitcomb about their respective practices in employment, commercial and real estate law with refreshing candidness. I appreciated their honesty about the rigors of practicing law in a small firm. Working under pressure and juggling different projects will not be new to me! As my resume reflects and we discussed in my interview, I held a full-time job while in college and maintained a strong B-average. Moreover, my commentaries on current political issues were frequently featured in the campus newspaper, The Bull Ship. Currently, I am a staff editor for the Transportation Law Journal, participate in Moot Court, and am a member of the Doyle Inn of Court.

A-Z Law Firm is exactly the type of organization I have envisioned myself joining: a small, general practice law firm where I will have hands-on experience early in my career. I understand that you are still interviewing other candidates and that a decision will not be made until the end of the month. Thank you for considering me for the associate position and I look forward to hearing from you soon.

Sincerely,

Gillian Filmore

Gillian Filmore
October 26, 2012

Jennifer Beam, Esq.
1278 Havana Street
Aurora, CO 80202

Dear Ms. Beam:

Thank you very much for the time you spent with me last Friday describing your family law practice. I genuinely appreciate the opportunity to gain advice from experienced attorneys such as you and am eager to contact the other family law practitioners whose names you shared with me.

Learning about the course of your career path as a law student was very instructive, especially your emphasis on thinking of the first day of law school as the first day of my legal career. Additionally, I see how the internships you chose and your subsequent clerkships enabled you to improve your research and legal writing abilities, as well as your knowledge about the issues inherent in domestic law matters.

Thank you, as well, for affirming my “career electives” as you so aptly called them. I have thoroughly enjoyed being a student member of the Rhone–Brackett Inn of Court, interning for the Honorable Michael Martinez in the Family Court Division of the 2nd Judicial District, and currently, my participation in the Child Advocacy Law Clinic of the Rocky Mountain Children’s Law Center. I hope they will illustrate my sincere commitment to the practice of family law after graduation (and passing the bar exam)!

As I mentioned, I would be honored to help you with some spot research if the need arises in the future. Again, thank you for your helpful advice and words of encouragement. I will keep you apprised of my law school career and will check in with you periodically. I have enclosed another copy of my resume for your convenience.

Sincerely,

Sam Student

Sam Student

Enclosure
October 16, 2012

Gayle Joyce  
First Assistant Attorney General  
Colorado Attorney General’s Office  
1525 Sherman Street; Floor 5  
Denver, CO 80203

Dear Ms. Joyce:

I enjoyed meeting you yesterday and wish to thank you for talking with me about your career in criminal law. As I mentioned, I am meeting with attorneys who are practicing in areas of law that interest me. Your perspectives on the national and regional trends in criminal prosecution, as well as qualities you look for in a potential employee, were extremely informative.

I appreciated your candidness about the importance of gaining as much practical experience as I can during law school, e.g. participating in moot court, writing competitions, or one of the many clinics here at the law school. Your advice to me to give serious thought to the type of work environment that I would enjoy, as well as setting long-term goals (to be modified as I gain experience and clearer preferences), was most helpful. After hearing about how you “built” your resume, I understand the importance of thinking about these issues as I begin my career.

Additionally, I enjoyed hearing about your own experience as a student intern in the Attorney General’s Office and how that helped lead you to your current position. I was unaware of the fact that the Attorney General’s Office rarely hires recent graduates. That alone is a strong argument in favor of interning in the office during law school in order to get to know the attorneys in the legal department.

I know how busy you must be, and I am sincerely grateful for the time you gave to me. I will keep you posted on developments in my law school career and subsequent job search.

Sincerely,

Jane Student

Jane Student
September 6, 2012

Arthur Quinn
Attorney General’s Office
620 Sherman Street
Denver, CO 80222

Dear Mr. Quinn:

I wanted to drop you a note of thanks for coming to the University of Denver Sturm College of Law last week to speak to us about your area of practice. I thoroughly enjoyed having the opportunity to hear you, along with the other panelists, talk about the opportunities available in state government. As I begin my career, I am cognizant of the importance of building my resume with experience that will ultimately lead me to a position such as yours. To that end, I would appreciate the opportunity to come and meet with you in your office to discuss the particulars of your career path. I have enclosed my resume for your information.

Your career in the Natural Resources and Environmental Section of the Attorney General’s Office sounds fascinating and is exactly the type of career that I’m interested in pursuing. My undergraduate degree in Environmental Sciences, coupled with my recent intern experience at the EarthJustice Environmental Law Clinic, has strengthened my interest in pursuing a career in environmental law.

Again, thank you for your participation in the Office of Career Development & Opportunities program last week. I will follow-up with your office next week to see if we can arrange a convenient time to meet.

Yours truly,

Sally Smith

Sally Smith

Enclosure
March 30, 2012

Constance C. Talmage, Esq.
Colorado Lawyers Committee
1875 Lawrence Street, Suite 200
Denver, Colorado 80202

Dear Ms. Talmage:

I enjoyed speaking with you last week at the University of Denver Sturm College of Law Career Fair. I sincerely appreciated your special consideration of my application for the Hill & Robbins Fellowship despite my being a first year law student. I am confident that my background and experience in public interest law would be useful to the Colorado Lawyers Committee.

Your comments gave me a good understanding of the mission of the Colorado Lawyers Committee, as well as your expectations for the fellowship position you are seeking to fill. As we discussed, my experience as an intern at the ACLU of Pittsburgh taught me the enormous impact that public interest groups can have. Because I am interested in working toward beneficial systemic changes in my new community, I know that interning with the Colorado Lawyers Committee would certainly assist me in achieving this goal.

Thank you for your consideration of my application and I will plan to contact you in a week to ten days to determine your interest. I look forward to speaking with you further about my candidacy in the near future.

Sincerely,

Maura Wiggins

Maura Wiggins
Chapter 5

Networking and Informational Interviewing
Networking

What Is Networking?

- A commonly used job technique
- Connecting and interacting with others through informal meetings or informational interviews for the purpose of:
  - exchanging information
  - acquiring advice and referrals
  - assistance in achieving ultimate job search goals - interviewing and offers

Why Bother To Network?

- Job market is Decentralized and Chaotic
- Networking is a proven and acceptable method of finding a position in all professional fields
  - It is an essential component of any job search due to the decentralized nature of the job market (both the advertised and hidden markets)
- The advertised job market has limitations
  - It probably represents no more than 10-15% of actual job openings
  - It tends to represent positions at the extreme ends of the job spectrum
    - Low paid, unskilled or highly paid, highly skilled jobs
  - Many positions are filled prior to being advertised
- The hidden job market is enormous
  - 85-90% or more of the job opportunities are found here, despite the fact this market lacks a formal structure.
  - Networking provides an organized system or structure to penetrate the hidden market place
- Networking is a multi-purpose skill you will use throughout your career
  - Initial job search - to get that first internship or paid position
  - Lateral job search - to make a lateral move as an experienced attorney, or to explore another field to pursue an alternative career path
- Client development -to procure and retain clients
- Community service, politics, and other extracurricular activities
  - To obtain a seat as a member of a Board of Directors; judicial or political appointments, and community leadership positions

How to Start Developing A Network

- Identify the Members of Your Current Network
  - Make a “contact list,” identifying the people with whom you feel comfortable talking
    - Friends
• Neighbors (past and present)
• Social acquaintances (including group and club members)
• Classmates (college and graduate school)
• Career Development & Opportunities staff
• DU Law School faculty
• Local alumni
• Relatives
• Clergy
• Politicians (local, state and national)
• Trade and bar association members
• People you have met at conferences or conventions
• Speakers you’ve admired at meetings, conferences and law school programs
• Professionals from various fields with whom you have an on-going relationship (e.g. doctor, dentist, therapist, lawyer, real estate agent, stock broker, travel agent, hairdresser)
• Previous employers and co-workers
• Your contacts on social networking websites (e.g., Facebook, LinkedIn, Twitter, etc.)

• Rank your contact list
  o Those individuals who are in influential positions or have hiring authority
  o Those likely to have job leads
  o Those most likely to refer you to others

• Establish a system for keeping track of your contacts
  o Consider setting up a file, notebook, or Excel spreadsheet to record the following information for each contact:
    ▪ Name, address, fax, e-mail and phone numbers
    ▪ How and when you met this contact
    ▪ The individuals to whom this contact referred you
    ▪ Correspondence you’ve had with this contact
    ▪ The contact’s specialty, unique interests, etc.
    ▪ Topics discussed during the meeting (ranging from professional topics to informal conversations)

• Select no more individuals to contact from your list than you can reasonably manage properly; e.g. researching their areas, meeting with them, writing thank-you notes. Consider arranging them into groups of five, so you aren’t stretched too thin.

**Make New Networking Contacts in the Legal World**

• Take advantage of the different forums available to you:
  o Join the Colorado Bar Association (CBA) at [www.cobar.org](http://www.cobar.org) and the local bar association (e.g., the Denver Bar Association) as a student member. Membership is free for current students.
  o Attend meetings and conferences sponsored by the bar associations. The CBA has sections in many areas of practice such as business law, environmental, criminal, construction, etc. There is no better way to meet
and interact with prominent attorneys in specific practice area than joining their respective section.
  
- Additionally, students interested in the specialty bars (e.g. Asian Pacific American, Hispanic, Sam Cary, Indian, Lesbian and Gay, Women's) can join and participate in the mentoring programs offered by these groups.
- Join one of the many inns of court

- Attend networking events sponsored by the Office of Career Development & Opportunities:
  
  - PALS (Partners at Law) - this hugely popular event is held in the fall and spring at the law school in conjunction with the Alumni Office. The dinner and/or brunch forum provides an informal setting for students to talk with attorneys from a diverse range of practice areas and to hear stories about the trials and tribulations of their career development.
  - Career Information Fair - held in the early spring, the Career Information Fair brings more than fifty employers from all sectors (firms, government, public interest, corporations) to the law school to meet with students on an informal basis. This is a great way for students to make initial contacts with a wide variety of people in the legal community.
  - Speaker Meetings - the CDO and various student groups co-sponsor lunchtime programs featuring practitioners speaking on a wide variety of topics. Students are encouraged to take the initiative to contact the speakers following the workshop for additional information.
  - Join community organizations where you will meet professionals, even if they are not lawyers.
  - Volunteer! There are many opportunities to volunteer within the legal community where you can perform meaningful legal work and meet attorneys who are also volunteering their time. One example is the Colorado Lawyers Committee, which has members from all of the major law firms in Denver.
  - Take advantage of the Alumni Volunteer Network. This must be done after an appointment with a Career Consultant who will then submit a request to obtain names of alumni in the city and/or practice area of your choice.

Building and Expanding Your Network

How to Initiate Contact:

- Call or write letters to the people you consider the most likely to help launch your job search in your immediate network. (Start with the list of contacts you identified in the section described above on creating your network.)
- Let them know you are contacting attorneys in their area of law in order to expand your existing knowledge of the area of law and the local climate. In order to demonstrate having conducted sufficient due diligence on these topics, you'll need to have completed your own preliminary research. Be clear that you are only seeking information and advice at this time -- not a job. Ask them for a few minutes of their time to discuss your information needs. See the sample networking letters below.
- The laws of probability apply: the more people you contact, the more information and advice you'll acquire, and the more potential job leads you will receive. But don't be
overly ambitious; following through properly with each letter you send is critical in establishing yourself as a professional in the legal community.

- The process will yield a series of small networks emanating from your original contact. Write thank you notes to everyone you meet with, and continue to stay in touch with those people with whom you genuinely felt a rapport. People truly appreciate being told what happened as a result of their help. (See the chapter on Thank You Letters.)
- Don’t ask for a job directly – always ask for information, advice and referrals. Be sure you are prepared with at least 10–15 questions before you meet with the attorney. Consider questions relevant to learning more about the attorneys’ practice areas, the local legal market from their perspective, how they conducted a job search at the start of their careers, and what characteristics they look for in a new attorney. (See the sample informational interview questions listed below.) It is certainly acceptable to take notes.
- Telephone vs. Letter/email Approaches
  - Use the telephone as the initial form of contact only to reach people in your network whom you already know.
  - For people you do not know, write a letter or email and follow up with a telephone call.
  - Key Elements of the Approach Letter (see following sample letters):

  **An appropriate opener**
  **For referrals:**
  Say you are considering a career in his or her area of expertise (be specific). His/her name was given to you by _____, who suggested he/she might be in a good position to talk to you more fully about the practice of ______.

  **For “cold calling” (no referral) approaches:**
  Try subtle, yet honest flattery; e.g., state you are aware he/she has been a leader or expert in the field of _____, or whatever is both truthful and appropriate for the situation.

  **Make the request**
  Demonstrate thoughtfulness and courtesy by acknowledging the attorney’s busy schedule. Reassure him/her you would like no 20 minutes to discuss specific questions relating to their area of practice.

  **Body of letter**
  Provide a brief “infomercial” or summary of your professional or academic career, emphasizing key strengths/functional skills that will be relevant to the reader. Describe your career objectives or areas of interest as determined thus far.

  Reiterate in your letter that, while the purpose of your meeting is to gather information and advice, you are enclosing your resume solely to provide him/her with knowledge of your background.

  **Closing the letter:**
  Mention that you will call the person at a stated date/time to determine whether an appointment can be arranged. You must take the initiative and follow up the letter with a telephone call; this is your responsibility, not the attorney’s.
March 25, 2012

Mr. John Smith
Good, Better & Best, LLP
1700 17th Street
Suite 2400
Denver, CO 80202

Dear Mr. Smith:

Peter Jones, a former associate with your firm, suggested I contact you regarding my experience and interest in litigation. As a recent graduate of the University of Denver Sturm College of Law, I am greatly interested in a career as a prosecutor, and would like to meet with you to seek your advice and to talk with you more fully about the practice of law and litigation.

While working at the Denver City Attorney’s Office in the employment law division, I gained extensive experience in litigation. Through drafting various motions and interviewing clients, my legal skills improved dramatically. Xavier Duran, my supervising attorney, was very pleased with my performance and encouraged me to pursue a litigation career. I am confident the skills I gained while working under his direction will provide a solid foundation as a new associate.

As a student attorney for the Student Law Office, I have represented five clients in criminal-related matters. This experience allowed me to excel in all aspects of client representation, including: interviewing and counseling clients, developing and maintaining client relationships, and researching and writing both pre-trial and post-trial motions and briefs. Consequently, I have successfully argued three motions before Denver District Court Judges. Trial advocacy is my passion and I am excited to begin my career in this area.

I have enclosed my resume for your review and information. I would like the opportunity to speak with you about breaking into the Denver legal community, and ways I might gain experience as a litigator. I will call you next Wednesday afternoon to request a time to meet. I know you are very busy; therefore, I will make sure to be completely flexible with your schedule.

Meanwhile, please feel free to call me if you have any questions. Thank you for your consideration of my request, and I look forward to talking to you next week.

Sincerely,

Audrey Alum

Enclosure
Conducting Informational Interviews

- Keep focused on your agenda to do the following:
- Advice and information about what practitioners do on a daily basis in their area of practice; what skills are required and how best to develop expertise in the area.
- To expand your network by obtaining one or more names of additional contacts who may provide further information (or job leads!).
- To make a favorable impression so that you will be remembered in the future, should they become aware of a potential opportunity.

Interview Format:
- Plan to cover your questions in 30 minutes or less.
- Do research on the firm/attorney. Sources of information include Google searches, www.martindale.com, the library, firm brochure, and annual reports.

Begin the interview by emphasizing your appreciation, e.g.:

Thank you for taking time to see me today. I appreciate your willingness to take time out of your busy schedule to speak with me about my career plans.

Ask probing questions to elicit information about the nature of the area of law, e.g.:

I am extremely interested in ________ law and am talking with attorneys, like yourself, who have a great deal of experience in _________. I am particularly interested in learning about how to break into this market and the future outlook for this area of law. I’m also interested in hearing candidly from someone in your position what types of skills and backgrounds are necessary to successfully practice in this area. I’d greatly appreciate any advice you may have.

Be able to discuss each item on your resume – thoroughly! If you choose to put it on your resume, it is fair game for the reader to ask questions about it. Anticipate questions that may be asked and have one or two examples readily available in your mind that illustrate your different skills and strengths.

Focus on “how” and “what” questions concerning specific jobs or careers:

- What special skills or expertise does one need to work in this area of law?
- What are some of the advantages and disadvantages of this practice area?
- In your opinion, what is the future outlook in this area of law?

Solicit advice for developing a successful job search strategy. You may want to know their ideas on how to:

- Acquire the required skills for the position you seek
- Market yourself in the particular practice area
- Identify both advertised and unadvertised job vacancies
- Develop new job leads
- Identify/resolve prospective employers’ possible objections to hiring you
Sample Informational Interview Questions

- What is a typical day on the job like for you?
- What percent of your time do you spend each day in various activities of your work? (this can be tailored to the individual attorney’s practice)
- What types of pressures or problems do you contend with?
- What do you consider to be the most satisfying and most frustrating aspects of your work?
- What types of promotions/professional development opportunities are available to you?
- What courses or internships should I be doing to prepare myself for this type of work?
- If you could start all over again in launching your career, what steps would you take?
- Have you ever practiced or considered practicing in another field/area of law? Why?
- Do you have an opinion/information about the job market for attorneys in your field?
- Do you have any suggestions as to other attorneys I could contact to talk about what it is like to practice _______________ law?
- My research has turned up the following firms as leaders in the field: x, y, and z. Can you refer me to anyone in these offices? Can you suggest additional firms in the Denver area that have a reputation for quality legal work in this area of law?

Concluding Your Meeting

Finally, end the interview with requests to be referred and remembered. For example:

*Thanks so much for all of your help. I have learned a great deal today. I would like to ask one more favor. I am trying to talk with several attorneys in this area. Do you know a few other attorneys who might be willing to meet with me, as you have today?*

Don’t make your networking prospects uncomfortable by asking them directly for a job or job lead. Remember they agreed to meet with you because your stated purpose was to discuss career information, gain their advice and possibly some referrals. If they know of any open positions, they will tell you. Don’t ask directly.

*I would appreciate it if you could keep me in mind if you learn of any openings. Please feel free to pass my name or resume on to anyone you feel might be interested in my background. With your permission, I will check in with you periodically to keep in touch. (Don’t expect they will call you – you should calendar to email them or call them monthly).*
Follow Up After the Meeting

Always write a thank you letter within two days of the informational interview. Express your gratitude for the person’s time and advice, referring specifically to a point of your conversation you found particularly helpful, and reiterating your wish to be remembered and referred.

The letter/email should be typed and sent out within a day or two of your meeting. You may send a thank you letter via email. (See the chapter on Thank You Letters).

Informational Interviewing Workshop

The PowerPoint slides for a previous informational interviewing workshop are included below.
Informational Interviewing:

The Quintessential Networking Technique

Overview of Workshop
- What informational interviewing is
- What it is not
- What it can offer you
- Keys to success
- Five basic steps
  - Preparing a strategy
  - Setting up the interview
  - Preparing for the interview
  - The interview
  - Follow-up

What Informational Interviewing Is
- It's a highly focused conversation designed to produce information that can help you:
  - Choose or refine a career path
  - Learn how to break into a career
  - Find out what it takes to succeed

What Informational Interviewing Is
- Term "informational interviewing" invented by Richard N. Bolles, author of *What Color Is Your Parachute*
- "Trying on jobs to see if they fit you"

What It Is Not
- It's not a job interview
- Nor is it an opportunity to ask for a job

What It Can Offer You
- Help in exploring careers and clarifying career goals
- Information about a career, job, or employer that's not available from print or other media resources — "insider information"
What It Can Offer You

- Greater access to the hidden job market by expanding your professional network, especially within the occupational community you want to join
- A clearer picture of your professional strengths and weaknesses, and the kinds of skills and knowledge needed for a job

What It Can Offer You

- Better awareness of employers’ needs
- Opportunities to gain confidence for job interviews because:
  - It’s generally a less threatening, lower stress situation; and
  - You’re usually in control since you are asking the questions

Why It’s So Important

- According to Quintcareers.com:
  - One out of 200 (and perhaps as many as 1,500) resumes may result in a job offer
  - But, a job offer may result from only one out of 12 informational interviews

Keys to Success

- You need POP:
  - Preparation
  - Optimism
  - Persistence

Preparing a Strategy

- Identify people to interview:
  - Ask yourself what you want to know, then consider who has an investment in knowing that kind of information
  - Seek out a wide number of resources, not just one or two individuals
Preparing a Strategy

- Identify people to interview:
  - People you know
  - Professional organizations – the communities where your potential resources come together
  - Career center resources

Setting Up the Interview

- Contact resource by introductory letter similar to cover letter, but without pitch for job:
  - Brief introduction
  - Explain why you’re writing to this person
  - Include brief statement of your interests or experiences in the person’s field or organization
  - Request opportunity to personally speak with this person for 20-30 minutes
  - Close – how and when you’ll contact this person again

Setting Up the Interview

- Contact resource through intermediary who knows both of you and may facilitate arranging meeting on your behalf

- Contact resource in person at events where community of such individuals comes together (e.g., at conventions, continuing education programs, etc.)

Setting Up the Interview

- Contact resource by phone:

  "Hello, my name is [ ] . I’m a first-year student at the University of Denver College of Law. I’m interested in family law and have been doing some research about that practice area. I’ve learned that a substantial part of your firm’s practice is devoted to family law, and I’d like to know if you would be available to meet with me for about 30 minutes to answer some questions I have so that I can learn more about this practice area."

Setting Up the Interview

- If at all possible, arrange the meeting to be conducted in person – it creates an opportunity to make a stronger connection with that individual

- It can be held at the individual’s place of work or at a neutral location (e.g., an early morning meeting at a coffee shop)
Preparing for the Interview

- Do thorough research before the interview, just as you would for a job interview.

- If you're doing an informational interview to learn more about a legal practice area, consider reviewing the relevant chapter of The Official Guide to Legal Specialties by Lisa L. Abrams, J.D.

- Also evaluate labor conditions and trends (e.g., NALP Salary Survey and America's Career InfoNet at www.acinet.org)

Preparing for the Interview

- Consider the same practical issues you would for a job interview:
  - Dress as you would for a job interview
  - You don't get a second chance to make a great first impression

Preparing for the Interview

- Perform as much research about the firm or organization as you can before the interview.

Preparing for the Interview

- Consider the same practical issues you would for a job interview:
  - Know where you're going, the time it takes to get there, and where you'll park
  - Arrive 10 minutes early
  - Bring a portfolio that includes a notepad and place for your papers

Preparing for the Interview

- Develop a list of questions for the kinds of information you want to get

- Examples:
  - How did you get interested in this type of work and how did you get started?
  - How would you describe the working atmosphere at your firm?
### Preparing for the Interview

- **Examples**
  - What are the most important personal satisfactions and dissatisfactions connected with your practice?
  - What kinds of experience, paid or unpaid, would you encourage for anybody pursuing a career in this practice area?
  - What work-related values are most important in this type of practice?

### Preparing for the Interview

- **Examples:**
  - What background and skills are most important for this practice area?
  - What can you tell me about the firm's culture?
  - What advice do you have for me on how best to break into this practice area?

### Preparing for the Interview

- **Examples:**
  - Many more examples of informational interview questions can be found at:
    - [http://www.quintcareers.com/information_interview.html](http://www.quintcareers.com/information_interview.html)
  - Be selective about the questions you ask. Don’t make it sound like a job interview — focus on individual’s practice area or firm

### The Interview

- **When first greeting the person, express your thanks for the meeting and re-emphasize you’re there to learn and get his/her advice**
- **Be enthusiastic**
- **Keep good eye contact and posture**
- **Be concise with your questions and answers — don’t ramble**

### The Interview

- **Refer to your prepared list of questions, but allow for spontaneous discussion**
- **Be positive in your remarks**
- **Share information about yourself, but don’t make this the dominant theme of the interview**
- **Be a good listener — listen carefully to what you’re told and show that it’s important to you**

### The Interview

- **Bring your resume — if you feel comfortable about doing so, ask for a critique of it**
- **Ask for other contacts who might also be helpful to you and ask permission to use the individual’s name when contacting them**
Follow-Up

- Debrief yourself as soon as you can after the interview by asking:
  - What did I learn, both positive and negative?
  - How does what I learned fit with my own interests, abilities, values, etc.?
  - What do I still need to know?
  - Where do I go from here?

Follow-Up

- Send a thank you note within one day after your meeting
  - Let the person know how he/she was particularly helpful to you – include an illustration
  - Also ask that person to keep you in mind if he/she comes across other information that may be helpful to you

Follow-Up

- Think of ways you can reciprocate with helpful information for your contacts
  - Use this as a means for keeping in touch with your contacts
Other Considerations

**Business Cards**
Business cards for students are a practical and easy way to provide your contact information to people you meet. You will often find yourself in a situation where you meet someone who says, "How can I get in touch with you if I hear about a job?" Instead of tearing off a piece of paper and writing down your name and number, it would be impressive if you could say, "Let me give you one of my cards!" Include your complete contact information, including your email address. Be sure your cell phone and/or voice-mail messages are professional if you include your telephone numbers.

**Business Card Styles:** Make sure your business cards are simple, formal and conservative. DU offers student business cards at [http://www.law.du.edu/index.php/studentorgs/s-z/sba/sba-services](http://www.law.du.edu/index.php/studentorgs/s-z/sba/sba-services). Cards should not have graphics, excessive color, or slogans. This is a time to be formal and conservative.

**General Rules for Networking Success**

Look for a job that is a fit for you, rather than try to fit yourself into an available position.

Target your job search toward specific positions, organizations and individuals; most "shot-gun" approaches tend to be ineffective.

Conduct a prospecting campaign to continually expand your network and replenish contacts that lead to more contacts and informational interviews. If you hit a plateau, you need to substantially increase your prospecting activities, as well as the number of informational interviews you are conducting.

Always send a thank you letter to those who take the time to talk to you. Thoughtful people are remembered.

Find and actively participate in activities and organizations that are easily accessible to you and provide ample networking opportunities, for example:

- Publish an article on the area of law that interests you.
- Write a “fan letter” to the author of an article in the local bar journal.
- Work as a research assistant for a professor.
- Join local bar associations, such as the Colorado and Denver Bar Association(s) as a student member and attend programs and activities.
- Attend Career Development & Opportunities programs and conferences at which outside practitioners will be speaking. Introduce yourself following the program and follow up with a note of appreciation and request to come to their office to talk further.
- Attend alumni receptions and programs and introduce yourself to alumni!
- Take a non-paying job or internship doing whatever your dream job is.
- Participate in mock interviews sponsored by the Office of Career Development & Opportunities.
- Join lawyers’ sports teams (e.g., football, basketball, softball).
Look for opportunities to do favors for other people (e.g., share job leads, make introductions, and give useful information back to your networking contacts). Networking involves give and take! Don’t just think short-term! If you help others, they will be more willing to help you – now and in the future.

Keep track of everyone you meet on a “Networking Worksheet,” as follows either on Excel or hard-copy:

**NETWORKING WORKSHEET**

<table>
<thead>
<tr>
<th>Contact Name and Address</th>
<th>Phone</th>
<th>Referred By</th>
<th>Date of Approach Letter</th>
<th>Follow-Up Date</th>
<th>Meeting Date</th>
<th>Thank You Sent Date</th>
<th>Comments/Referred To</th>
</tr>
</thead>
</table>

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Lawyers and Networking –
An Often Uneasy Match

Richard DelliVeneri

A Theoretical Explanation

Many career development professionals consider networking as the single most effective job search strategy. It’s the subject of numerous articles, lectures, workshops, and career counseling sessions. However, despite the emphasis given to networking, many job seekers prefer to steer clear of it. Those of us who work with lawyers and law students often comment on how frequently we meet with feelings of discomfort or outright resistance when the topic of networking is broached. Interestingly, this anecdotal observation may be supported by a theoretical premise based on lawyers’ personality types.

An article by Larry Richard in the July 1993 edition of the ABA Journal featured an interesting glimpse into the personality types of American lawyers. Entitled “How Your Personality Affects Your Practice-The Lawyer Types”, it explored the personality characteristics of lawyers within the framework of the Myers-Briggs Personality Type Indicator®, also known as the MBTI®. It’s a widely used assessment tool developed over more than fifty years and designed to identify an individual’s personality as one of sixteen types.

The MBTI personality type results from identifying a person’s preferences on four separate dichotomies, each consisting of two opposite poles. Preference in this context refers to a way of doing something that is more natural and takes less effort.

According to the theory, while we can use both of the functions in each dichotomy, we have a natural preference for one over the other. Those who administer and interpret the MBTI often illustrate this point by having clients sign their name with both hands. Depending on whether the client is left- or right-handed, one signature will feel natural and easy, the other awkward and difficult.

For this discussion, the MBTI dichotomy of interest is the extraversion – introversion, or E-I dichotomy. It deals with the way we prefer to focus our attention and get energy. Those who prefer extraversion direct their attention and get energy from interacting with people and taking action. They typically are sociable and expressive and prefer to communicate by talking. People who prefer introversion direct their attention and get energy differently. They focus on the inner world of their thoughts, memories, and feelings, typically being private and contained and preferring to communicate by writing.

Based on this typology, one would expect people who prefer extraversion to feel more comfortable with networking than those who prefer introversion. Interestingly, the distribution of lawyers on the E-I dichotomy seems to support anecdotal observations that a greater percentage of lawyers and law students tends to find networking uncomfortable. The Atlas of Type Tables published by the Center for Applications of Psychological Type (CAPT) includes a table for lawyers. It shows that about 59% of lawyers represented in CAPT’s database prefer introversion.

These numbers are consistent with those developed by Larry Richard and featured in his ABA Journal article. He conducted a national survey of 3,014 practicing attorneys who were
asked to complete the MBTI. The results of that survey showed that about 57% of the attorneys expressed a preference for introversion.

Some Solutions

If many lawyers and law students dislike networking because of an inherent personality preference, what can they do to overcome their natural aversion to it? The answer to this question lies in part on the MBTI theory. Remember that according to the theory, while we have a preference for one dichotomous function over the other, we can and do use both. It just takes more effort and energy to use the one that doesn’t feel natural. This means that if personality preferences lead us to view networking as awkward and uncomfortable, we need to focus on mustering the extra effort and energy that will be expended. Justifying this extra effort should be easy, considering that by many accounts 70% or more of all available jobs are never advertised. They are part of the “hidden job market” that is best accessed by networking.

Many times, a reluctance to do something is motivated by fear. It can be a fear of failure or rejection, or some other result that brings with it a tangible sense of discomfort. Networking is an activity that can provoke fear and anxiety in some. Overcoming that fear is essential, and a first step in that direction is developing a better understanding of what networking is, and what it is not. A popular image of networking depicts a glib and cunning person cruising a party or other gathering with a fistful of business cards, ready to pounce on an unwitting victim with a hard sell message of shameless self-promotion. This is not networking. The true picture of networking paints a scene where people create mutually beneficial relationships with each other, focused on exchanging useful information. Notice that mutual help lies at the heart of this process. It is vitally important to keep in mind that when you seek advice and information in the context of a networking opportunity, you should be thinking of ways to return the favor by providing advice and information the other person would find useful.

A second step in the direction of overcoming networking fear is to learn and practice the technique in non-threatening situations. Bookstores and libraries abound with resources devoted to this subject. Websites represent another rich source of information on the “how-to” of networking. Learning the basics from these resources and practicing with family and friends can lead to greater confidence in approaching real networking opportunities. Workshops on networking also offer valuable experiences in a non-threatening environment. The workshops are generally designed to address the learning styles of adults, and include a variety of training methods that are fun and instructive.

Here are some more tips to help in developing networking skills:

1. **Always be prepared.** You never know when a networking opportunity will arise. Seizing the opportunity means you will need to deliver your personal “infomercial” when you’re telling a new acquaintance about yourself. The brief infomercial must be tailored to explain in no more than a couple of minutes who you are, what you’re good at, and what you’re looking for.

2. **Ask for advice and information.** When you’re networking as part of a job search campaign, you should never directly ask for a job. Instead, ask for advice and information. People are likely to feel uncomfortable and put off by someone who asks for a job. But they’re generally receptive and forthcoming when someone expresses the confidence and trust to ask for their advice and treat them as a source of valuable information.

3. **Be patient.** In our fast-paced, almost frenetic culture, we’ve been conditioned to expect results right away. Networking is a process that takes effort and
time. If you don’t get the results you want immediately, don’t despair. Your networking is building important relationships that over time can and will help you achieve your goal.

4. **Reach out.** Don’t limit your networking activities to people you already know. Be adventurous and creative in identifying those communities you want to be a part of and find ways to meet new people in them.

5. **Offer your help.** Networking is a two-way street. You should be looking for ways to offer helpful information to those who give their time and advice to you.

6. **Whenever possible, network face-to-face.** There’s no substitute for getting to know people, and having them get to know you face-to-face. Sometimes, phone conversations are the only practical means for meeting with a networking contact. But, if at all possible, try to arrange your networking opportunities so you can begin building relationships in person.

7. **Always say thank you.** It’s so important to express your sincere thanks to a person who has given his or her time, information, and advice to you. The best way to do that is by taking the time to write and send a thank you note through the mail. It shows a level of personal attention that just doesn’t come through in an e-mail message.

8. **Commit to networking for the long term.** Building your network is not a task that ends with finding a job. Instead, it’s a process that requires your ongoing attention and effort. The relationships you’ve developed through networking should not be neglected or abandoned. Look for ways to keep in touch and let the people in your network know you’re available to offer information and advice when they’re in need.

If many lawyers and law students do have a reticence for networking that stems from a personality preference, it will be essential for them to make a special effort to overcome that reluctance. Networking as a tool to develop one’s career is too important to ignore or fear. As a skill, it must be learned, practiced, and refined. Anyone can do it. It just takes time and a commitment to working with people in mutually beneficial ways.

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Chapter 6

Interviewing
**Mock Interviews**

Interviewing is like anything else you have learned to do well; it is a skill you improve with practice. Schedule a mock interview with one of our Career Consultants and participate in our fall or spring Mock Interview Days. Solicit the mock interviewer’s candid feedback and discuss ways to improve your performance.

To prepare for the mock interview and help alleviate those pre-interview jitters, read *The Essential Book of Interviewing* by Arnold Kanter. By knowing what to expect in the interview setting, you will feel more comfortable and confident. Also, keep in mind that the interviewer expects a little nervousness early on in the interview. The key is to control your anxiety so that it does not prevent you from doing what you need to do in the interview: communicate who you are and why you are the best candidate for this employer.

**Research the Employer**

Research the company, law firm or agency you are interviewing with and the interviewer or interviewers you will meet. You can call your contact a few days before the interview to learn the names of the attorneys you will meet. Skimming the firm brochure five minutes before the interview is NOT sufficient. If the interviewer concludes that you know little about the firm/company, s/he is likely to dismiss you because of your apparent lack of interest.

The Resource Center in the Office of Career Development & Opportunities has many reference materials that will be helpful to you, including reference files on many local law firms and corporations, the NALP Employer Directory (also available at [http://www.nalpdirectory.com/](http://www.nalpdirectory.com/)) and public interest and government agency directories. The Internet is also an ideal place to research prospective employers. Every federal agency has a home page, as do many law firms and corporations. Seek out recent newspaper and magazine articles about the employers as well. Ask the Career Consultants in the Office of Career Development & Opportunities, other students, faculty and alumni what they know about the firm. Consider calling the firm to get their marketing brochure in advance of the interview. Also, research the employer on Lexis and Westlaw. Other websites with useful information include [www.martindale.com](http://www.martindale.com), [www.vault.com](http://www.vault.com), and [www.findlaw.com](http://www.findlaw.com).

The advance research you do will better prepare you to converse comfortably with your interviewer and to articulate intelligent, thoughtful questions about the firm and the practice opportunities it offers. Do *not* feel compelled, however, to work into your interview every bit of information you have uncovered. You may come across as a know-it-all, a show-off or obsequious to the point of annoyance. Use your research, but use it judiciously.
Key Elements to Prepare for the Interview

1. **List of Accomplishments:** After carefully reviewing the employer's information, make a list of accomplishments and job skills that make you attractive to this particular employer.

   a. You must be able to articulate your qualifications thoroughly. Evaluate your strengths and make a list of specific examples from your resume that substantiate them. (See the chapter on Resumes for a list of skills.) Don't limit yourself to past legal job experiences. Most skills developed in non-legal jobs, as well as volunteer work, are transferable to the legal profession. It is not sufficient to say you are a hard worker; give a specific example - i.e., when you put in extra hours to complete a project by a deadline. If you are a team player, emphasize the time you pitched in and completed a co-worker's project when she was hospitalized unexpectedly.

   b. One area frequently overlooked by law students is an employer's need to generate new business. If you haven't done so already, create a notebook for networking contacts (see the Networking Worksheet in the Networking chapter). It will support your efforts to expand your connections in the legal world, a key step in developing future business. Some of the most successful rainmakers in private law firms keep notebooks listing every contact they have ever made. Mention your ability and willingness to develop this critical part of practicing law in a private firm during your interview.

2. **Plan Your Agenda:** Develop an agenda and practice your points.

   a. Prepare a five-point agenda before you go to the interview, highlighting key points about yourself that you want the interviewer to remember. Your agenda might include:
      - Your writing skills; (give specifics, i.e. your high grade in Lawyering Process, the writing award you won, the winning brief you authored last summer, the article you wrote that was published),
      - A foreign language skill (if relevant to the employer)
      - The marathon you ran last year (which demonstrates drive and discipline)
      - Your ability to work with little supervision (give a specific example from past work experience), and
      - The fact that you are committed to living in the city being discussed (family ties, previous work experiences in that city, etc.).

3. **Your Resume:** Know your resume *cold* and be prepared to answer questions about anything included on it.

   a. Be prepared to talk in depth on legal issues you researched in previous positions.
b. Evaluate your resume for weaknesses and gaps. Be prepared to deal with these issues.
   - Avoid lengthy conversations about any weaknesses or negative job experiences. Acknowledge the issue but try to put a positive spin on any situation (what it taught you, for example) and never badmouth a previous employer.
   - Be ready for questions like "Why didn't you get an offer from the firm you worked for last summer?" or "Why didn't you work last summer?"
   - If your grades are not the best, be prepared to deal with this issue in the interview. You can explain by saying, "My grades aren't as high as I expected given my high achievement in college, but my GPA has gone up each semester."

4. Prepare Answers to Common Questions Before the Interview: Consider how you would respond to the following frequently asked questions by writing down answers to each one:

   a. Personal (Attitudes, Attributes)
   - How would you describe yourself?
   - Why should we select you for this position over the other applicants?
   - What do you consider your greatest strengths?
   - What are your weaknesses? (Be candid and acknowledge a weakness but "spin" it into a positive by demonstrating how you are working on that weakness).
   - Use three words to describe yourself.
   - Why do you think you will succeed as a lawyer?
   - What quality or attribute will most contribute to your career success?
   - What motivates you to put forth your best effort?
   - What are you looking for in a firm/corporation/nonprofit?
   - Do you prefer to work independently or with supervision?
   - Do you work well under pressure?
   - What has been your most rewarding accomplishment?
   - Describe a situation that required a number of things to be done at the same time. How did you handle it? What was the result?
   - How do you determine priorities in scheduling your time? Give examples.
   - What is the greatest obstacle you've faced in your life?
   - What did you learn from dealing with this obstacle?
   - How would you describe yourself in terms of your ability to work as a member of a team?
   - Describe a time when you were faced with problems that tested your coping skills.
   - Describe a situation when you had to think on your feet.
   - Describe a time when you had to use your written communication skills to get an important point across to someone.
   - Give me an example of one of your successful accomplishments.
   - Give me an example of a time when you creatively and successfully solved a difficult problem.
• Describe a situation where you were able to use persuasion to successfully convince someone to see things your way.
• Describe how you feel and how you react when others pressure you for deadlines.
• Describe how you feel about taking direction from others and having them monitor your work.
• Describe the ideal way to change a situation not to your liking.
• What community or extra-curricular activities have you found rewarding?
• What do you like to do for fun?
• How do you maintain a well-rounded life?

b. Law School
• Why do you want to be a lawyer?
• What influenced you to choose this career?
• Why did you choose the University of Denver?
• What was your favorite class? Least favorite?
• Who is your favorite professor? Why?
• Should we be concerned about your grades/class rank?
• Why didn't you pursue Law Review/Moot Court?
• What activities did you participate in?
• Are you involved in any activities outside of law school?
• How have you managed your time between law school and work?
• Have your ideas about being a lawyer changed since you started law school?

c. Previous Jobs
• How would a previous employer describe you?
• How did you get your last job?
• What did you gain from that experience?
• How do you function in a fast-paced work environment?
• Describe the ideal supervisor/characteristics of a successful manager.
• Describe the least effective supervisor.
• What problems have you encountered in previous jobs?
• Describe a time when you were not very satisfied or pleased with your performance. What did you do about it?
• Tell me about a major problem you recently handled. Were you successful in resolving it?
• What is the most interesting job you've ever had?
• What do you consider to be a positive work environment?
• Have you ever worked with a difficult person? How did you handle the situation?

d. Commitment
• Have you decided which city you would ultimately like to settle in?
• Why did you sign up for an interview with us?
• What do you know about our firm?
• Who else are you interviewing with?
• Why do you want to live in ____________?
• To what extent would you be willing to travel?
• What practice area do you see yourself in?
• Are you interested in doing pro bono work?
• What are your salary expectations?
• What is more important to you, the job itself or the salary?
• Why do you want to work at this firm?

e. Leadership
• What do you think makes a good leader? A good lawyer?
• Describe a situation where you assumed a leadership role.
• Tell me about someone you consider a good leader and why.
• Have you ever been in a situation where a good/bad leader caused success/failure?
• Describe your leadership attributes.

f. Goals
• Where do you see yourself in 5, 10 or 20 years?
• What personal goals are you seeking through a legal career?
• What steps have you taken toward attaining your career goals?
• What do you think it takes to be successful as a lawyer?
• How do you determine or evaluate success for yourself?
• What are your standards of success in school? What have you done to meet these standards?
• If you weren't in law school, what would you be doing right now?
• What long-term satisfaction do you expect to obtain from a legal career?
• How do you expect to balance work and personal life?

g. Ethics
• How do you feel about lawyers advertising or soliciting clients?
• Is there any type of work you would not feel comfortable doing at our firm?
• How do you think your ethical standards compare with others in your law school class?
• What do you consider to be the most difficult ethical challenge lawyers face?
• What would you do if an employer made a decision with which you strongly disagreed?

h. Public Interest/Government Jobs
• How do you expect to manage your loan burden?
• Can you commit X years to this organization?
• Are you interviewing in the private sector?
• How committed are you to serving the poor?
• Are you fluent in X language?
• What hours do you expect to work here?
• What are your long term plans?
5. **Prepare Questions to Ask the Interviewer:** Come into the interview with questions that are appropriate for this stage in the interview process. (Your questions at an initial screening interview should be more general than from those asked at a second, “call-back” round of interviews.) Your questions should reflect your knowledge about the firm, although they should not be phrased in such a manner that you come across as a know-it-all or “show off.”

You should also communicate sincere interest in the interviewer’s response to your questions. Remember, the interview is also your opportunity to screen employers. While they size up your credentials, personality and potential, try to learn as much as you can about their work environments, management style and business goals. You want to know whether this employer is a good fit for you. Will it offer you what you need to achieve your career goals at this point? Remember, enthusiasm is a characteristic you want to convey about yourself. Consider asking the following:

- What characteristics does it take to succeed in this firm?
- Tell me why you decided to work at firm XYZ?
- What is the culture like at this firm?
- What was the most satisfying project you worked on this year?
- What do you like best about this firm?
- How will my performance be evaluated?
- Who will supervise my work?
- Does the summer program have a mentor program?
- How are assignments distributed during the summer?
- Do summer associates/new associates rotate among departments?
- What percentage of summer clerks is typically offered positions with the firm/organization/corporation?
- How fast are you growing?
- How are new associates assigned to practice groups? Is there a rotation system?
- How is work allocated to new associates?
- How does each department develop new work?
- What kind of projects will I typically be working on?
- At what point in an associate’s career do you expected them to bring in clients?
- Does the firm provide training in how to develop new clients for new associates?
- What training opportunities are offered to new associates? Is there a formalized training program for new attorneys?
- Is there a mentor program?
- How are associates integrated into the firm?
- How soon does a new attorney have direct client contact?
- How soon does a new attorney get experience taking depositions/appearing in court?
- Are some areas of your practice growing more than others?
- What are the criteria for bonuses/advancement?
- How many years, on average, does it take to become a partner?
- Are attorneys involved in outside activities (bar committees, pro bono work, charities)?
- Does the firm have a pro bono policy? What is it?
- How would you describe the firm/organization/ and the people who work here?
- How is the firm/organization/company structured? Is there a management committee? Who is on that committee?
- Do new associates participate in committees within the firm?
6. **Dress to Get the Job:** Your appearance is extremely important. You want to convince the employer you will be a good representative of the firm/organization/company. You'll never go wrong if you dress conservatively. If you dress unprofessionally, the interviewer will assume you will not look professional when you meet with clients or appear in court. No pierced jewelry except small earrings for women.

   Guidelines for Men: Good quality suit (dark colors are preferable), white shirt, conservative tie, polished shoes, neat hairstyle, no strong cologne and no jewelry other than a watch.

   Guidelines for Women: Good quality suit (dark colors are preferable), medium to low-heeled shoes (no sandals or open-toe shoes), neat hairstyle, toned-down make-up, no strong perfume, low key jewelry.

**Tips for the Interview**

Keep in mind the interview begins the moment the employer calls you to set up a time for the interview. Be polite and enthusiastic on the phone. Also, don't forget you are still interviewing if you go to lunch with the employer. The employer will be observing your behavior under all circumstances.

- **Tips for Interview Day**
  - Be early.
  - Be nice to everyone, including support staff.
  - Be a courteous driver in parking lots, etc. You never know who you might see.
  - Bring extra copies of your resume, references, transcript, and writing samples.
  - Walk into the office with confidence and a friendly demeanor.
  - Use a firm handshake.
  - Be sure to turn your cell phone off when you enter the law firm.

- **Tone**
  - Let the interviewer set the tone.
  - Make the most of the first few minutes of small talk. Strive to make a connection with the interviewer.
  - Be professional. Remember: even though the interviewer may be close in age to you, this is not the time to let your guard down. Keep your comments professional. An answer to questions like “Tell me what you did for the year in between college and law school” should not be “Had a lot of fun!”
  - Be a good listener.
  - Never respond with only a “yes” or a “no.” Your replies should lead to a dialogue.
  - Answer the question being asked directly. Don’t hedge.
  - Show enthusiasm.
  - Show respect.
  - Thank him/her at the end, shake hands and ask, “Where do we go from here?”

- **Thank You Notes**
  - It is always a good idea to write a thank you after an interview; it sets you apart from the pack in a positive light.
  - Spell the names correctly: look them up or check with the firm receptionist.
  - Use the thank you to send some follow-up information such as a writing sample or letter of recommendation.
How to Use Nonverbal Communication to Impress

When interviewing for employment you could be thinking that if you are the candidate with the best answers to interview questions, you'll get the job. In fact, that isn't typically the case.

*CollegeJournal* reports that, according to some studies, "Body language comprises 55% of the force of any response, whereas the verbal content only provides 7%, and paralanguage, or the intonation -- pauses and sighs given when answering -- represents 38% of the emphasis."

As you can see, nonverbal communication is as important, or even more important, than verbal communication. The evaluation of your nonverbal communication will start as soon as you walk into the company's lobby, and will continue until the interview is finished.

If your nonverbal communication skills aren't up to par, it won't matter how well you answer the questions.

**Nonverbal Communication Matters**

If you come to an interview reeking of cigarette smoke or chewing gum, you will already have one strike against you. Talking on your cell phone or listening to an IPod while waiting to be called for the interview may be your final strike. Before you leave your home for the interview, make sure you are dressed professionally (understated dress is always better than flamboyant fashions), neatly groomed, and your shoes are polished. You should not wear any perfume or aftershave. Many people have allergies to perfumes/cologne and you wouldn't want to cause an attorney to have an asthma attack! What is important, when interviewing, is to appear professional and attentive throughout the full interview process.

**What to Bring to an Interview**

Bring a portfolio or pad holder with extra copies of your resume, transcript, writing sample and a list of references on good quality paper.

**What Not to Bring to an Interview**

- Cell phone
- iPod
- Gum
- Cigarettes
- Candy
- Soda or coffee
- Scuffed shoes, messy and/or not-so-clean clothes

**While You Wait**

The way you greet the receptionist, the posture you assume as you sit in the lobby, and the way you greet the interviewer will all have an impact on whether you are going to be considered for the job. Be friendly and pleasant, but not overbearing. If you need to wait, sit (don't slouch) quietly (no phone calls) and patiently. Shake hands with the interviewer. Your handshake should be firm - not sticky or wimpy. To avoid sweaty palms, visit the rest room, wash your hands, and run them under cool water prior to the interview. Keep your palms open rather than clenched in a fist and keep a tissue in your pocket to (surreptitiously) wipe them.
Nonverbal Communication during the Interview

- Make eye contact with the interviewer for a few seconds at a time.
- Smile and nod (at appropriate times) when the interviewer is talking, but don't overdo it. Don't laugh unless the interviewer does first.
- Be polite and keep an even tone to your speech. Don't be too loud or too quiet.
- Don't slouch.
- Do relax and lean forward a little toward the interviewer so you appear interested and engaged.
- Don't lean back. You will look too casual and relaxed.
- Keep your feet on the floor and your back against the lower back of the chair.
- Pay attention, be attentive and interested.
- Listen - don't interrupt!
- Stay calm. Even if you had a bad experience at a previous position or were fired, keep your emotions to yourself and do not show anger or frown.
- Not sure what to do with your hands? Hold a pen and your notepad or rest an arm on the chair or on your lap, so you look comfortable. Don't gesture wildly when you're making a point.

Your verbal communication is important too. Thank the interviewer for taking the time to meet with you. Don't use slang. Speak clearly and definitely.

Most importantly, remember the image the interviewer has of you when he or she first meets you is the one that is going to last. If you're slouchy, too informal in your demeanor or not professionally dressed, it won't matter how well you answer the interview questions. You are not going to get the job. When practicing for an interview, work on your nonverbal communications as well as your other interviewing skills. It could be what clinches the job offer for you.

Interested in how interviewers evaluate candidates based on nonverbal communication? Take a look at How Employers Use Nonverbal Communication in Hiring. "Awareness of nonverbal communication and the messages job searchers send does influence your evaluation of job candidates – and it should."

http://jobsearch.about.com/od/interviewsnetworking/a/nonverbalcomm.htm
Handling Improper / Illegal Interview Questions

According to a survey by FindLaw, one in five people have been asked improper or inappropriate job interview questions. Although there are no federal or state laws either prohibiting or requiring certain questions during an interview, an applicant may have a legal claim against the employer if the information gleaned from an improper question is used to make the hiring decision.

Improper interview questions are those that do not pertain to the nature of the job or to the applicant’s ability to perform that job. In other words, questions during an interview should be based solely on information needed to judge the applicant’s qualifications, level of skills and overall competence for the job. Questions also may be improper if they are not asked of every candidate. For example, the question “are you able to work nights or weekends?” may demonstrate a bias against caregivers if asked only of female applicants.

Due to affirmative action and equal employment opportunity legislation, most interviewers know what they can and cannot ask applicants. However, if you are confronted with a question you think improper, keep in mind that most interviewers have good intentions, but may not be aware of how they sound or even realize the question is one they should not be asking.

With this in mind, there are a several ways you can respond to an improper question. Your response may depend a great deal on how interested you are in the job, and when and how the question is asked.

First, although you may consider the question offensive, you may answer it and proceed with the interview, especially if you are particularly interested in the position and/or the firm or company. Answering directly may be appropriate when the applicant has “opened the door” to the question. For instance, if the applicant apologizes for the stain on his shirt, explaining he just left his son who accidentally spilled his juice, the interviewer might ask, “Oh, how old is your son?” In a case like this, the applicant should simply answer and move on with the interview.

Second, you may wish to ascertain the intent of the question by asking something to the effect of, “Could you elaborate on why you ask that?” or “I wasn’t expecting that question; could you please tell me how it relates to the job?” It truly may be a lack of thought, rather than evil intent, which motivated the question in the first place.

Finally, the most recommended method for handling improper questions is to respond to the underlying issue directly. For example, if asked “are you a U.S. citizen?,” you may respond by saying, “If you’re wondering whether I can prove my eligibility to work in the U.S., I assure you that I can, and that I will work very hard for your firm/company.” Turning around the improper question allows you to present your credentials and make your case without divulging irrelevant information.

The Equal Employment Opportunity Commission (“EEOC”) issued its Pre-Employment Inquiry Guidelines in 1981 and its Enforcement Guidance: Pre-Employment Disability-Related Questions and Medical Examinations in 1995. These documents provide guidance as to which questions may be improper if used to procure information about prohibited criteria for making hiring decisions.
Subject: Name

Improper Inquiries: Any inquiries about name which would divulge marital status, lineage, ancestry, national origin or descent. “If your name has been legally changed, what was your former name?”

Proper Inquiries: Whether an applicant has worked for the company or a competitor under another name, and if so, what name.

Subject: Residence

Improper Inquiries: Names or relationship of persons with whom the applicant resides, and whether the applicant owns or rents a home. “Do you live in town?”

Proper Inquiries: Questions about address for purposes of contacting applicant. Also, questions related to ability to arrive by job start time. “Will you have problems getting to work by 9:00 a.m.?”

Subject: Relatives/Marital Status

Improper Inquiries: Whether the applicant is married, divorced, separated, engaged, widowed, etc. “With whom do you reside?” “Do you live with your parents?” “How old are your children?”

Proper Inquiries: Whether a relative works for the company or a competitor.

Subject: Family

Improper Inquiries: Questions concerning spouse or spouse’s employment, spouse’s salary, child care arrangements, or dependants. “How will your husband feel about the amount of travel time in this position?” “What kind of childcare arrangements have you made?”

Proper Inquiries: Whether the applicant can meet specified work schedules or has activities or commitments that may prevent him or her from meeting attendance requirements. “Can you work overtime?” “Is there any reason why you cannot be on the job at 7:30 a.m.?” Remember, these questions must be asked of both male and female employees.

Subject: Sex

Improper Inquiries: ANY question related to sex such as, “Do you have the capacity to reproduce?” “What are your plans to have children in the future?” “Do you wish to be addressed as Mr., Mrs., Ms., or Miss?”

Proper Inquiries: None.

Subject: Pregnancy

Improper Inquiries: All questions related to pregnancy and medical history concerning pregnancy. “Do you plan on having (more) children?”
Proper Inquiries: Questions regarding duration of stay in a job or anticipated absences which are made to both males and females. “Do you foresee any long term absences in the future?”

Subject: Physical Health

Improper Inquiries: Any general questions that would tend to divulge disabilities or health conditions which do not reasonably relate to fitness to perform the job. “Do you have any disabilities?” “Have you ever had any serious illness?” “What is the prognosis of your illness/disability?”

Proper Inquiries: Questions that relate to the job at issue. “Do you need any special accommodations to perform the job?” “Can you lift 40 pounds?” “How many days did you miss from work (school) in the past year?”

Subject: Age

Improper Inquiries: Any questions that tend to identify applicants over the age of 40. “When do you plan to retire?”

Proper Inquiries: “Are you at least 18 years old?” “If hired, can you furnish proof of your age?”

Subject: Citizenship

Improper Inquiries: Whether an applicant is a U.S. citizen. Any question requiring a birth certificate, naturalization documents or baptismal certificate. Any question into citizenship which would tend to divulge applicant’s or applicant’s family’s lineage, descent, national origin, etc. “Are you, your parents, or your spouse naturalized or native-born U.S. citizens?”

Proper Inquiries: Whether the applicant is prevented from being lawfully employed in the U.S. because of visa or immigration requirements, and whether the applicant can provide proof of citizenship after hiring. “If you are not a U.S. citizen, do you have the legal right to remain permanently in the U.S.?”

Subject: National Origin/Ancestry

Improper Inquiries: Most any question related to national origin or ancestry. “How did you acquire the ability to speak, read or write in a foreign language?” “What language is spoken in your home?” “What is your mother tongue?”

Proper Inquiries: If based on a job requirement, the interviewer may ask which languages the applicant speaks, reads or writes fluently.

Subject: Race or Color

Improper Inquiries: Any question that relates directly or indirectly to a race or color.

Proper Inquiries: None.
Subject: Religion

Improper Inquiries: Any question that relates directly or indirectly to a religion. “What religious holidays do you observe?”

Proper Inquiries: If based on a job requirement, the interviewer may ask whether the applicant can work on Saturdays or Sundays.

Subject: Education

Improper Inquiries: Any question asking specifically the nationality, racial or religious affiliation of a school.

Proper Inquiries: Questions related to academic, vocational or professional education of an applicant, including the names of the schools attended, degrees/diplomas received, dates of graduation and courses of study.

Subject: Organizations

Improper Inquiries: “To which organizations, clubs, societies and/or lodges do you belong?”

Proper Inquiries: Questions which relate only to the applicant’s professional qualifications. “To which professional organizations do you belong?” (Exclude those whose names or character indicate the race, religious creed, color, national origin, or ancestry of its members.)

Subject: Military

Improper Inquiries: Type or condition of military discharge, or request for discharge papers. Applicant’s experience in military forces other than the U.S.

Proper Inquiries: Questions concerning education, training or work experience in the armed forces of the U.S.

Subject: Height & Weight

Improper Inquiries: Any questions about height and weight that are not related to job requirements.

Proper Inquiries: Questions about the ability to perform a certain job. A certain height and weight will not be considered a job requirement unless the employer can show that no employee with the ineligible height and weight can do the work.

Subject: Arrests & Convictions

Improper Inquiries: All questions related to arrests. “Have you ever been arrested?” (Remember: arrests are not the same as convictions – an innocent person can be arrested.)
Proper Inquiries: None related to arrests. Proper questions about convictions include “Have you ever been convicted of a crime? If so, when, where and what was the disposition of the case?” It is permissible to ask about convictions for acts of dishonesty or breach of trust, since they relate to fitness to perform the job at issue.

Interview Strategies Workshop

As part of your preparation for an Interview, the CDO encourages you either to attend in person, or to view the streaming video of a previous presentation of the workshop on “Interview Strategies”. If you cannot attend, watch the streaming video available on the CDO Events and Videos page. Check the password protected site list or contact the CDO for the login and password to view the streaming videos.

The PowerPoint slides for a previous workshop are included on the next page.
Interview Strategies
Selling Yourself
Face-to-Face

What Are Employers Looking For?
- Three key issues:
  - Can you do the job?
  - Will you fit in our workplace?
  - Are you enthusiastic about working for us?

Can You Do the Job?
- Do you have the necessary skills, knowledge, and experience to perform the job?
- Answer this question based on concrete examples of accomplishments showing:
  - Suitable training for the job
  - Appropriate job skills, either directly relevant or transferable from other contexts, or both

Will You Fit in Our Workplace?
- Are your values and interests consistent with the employer’s culture? For example:
  - Are you reliable?
  - Do you have a strong work ethic?
  - Do you adapt well to changing circumstances and unexpected challenges?
  - Do you project self-confidence and a professional demeanor?

Are You Enthusiastic About Working for Us?
- Are you expressing a sincere interest in working for this employer to satisfy the employer’s needs?
  - or
- Are you presenting yourself as just wanting a job?

Interview Preparation
- Learn about the employer:
  - Size of the firm
  - National, regional, or local
  - Practice areas
  - Attorney bios
  - Representative clients
  - Recent cases of importance
  - General news articles
Sources for Research
- Martindale Hubbell: www.martindale.com
- Westlaw: www.lawschool.westlaw.com/career
- LexisNexis: www.lexisnexis.com/lawschool/resource/career
- Internet (e.g., www.google.com)
- National Association for Law Placement (NALP): www.nalpdirectory.com/

Sources for Research
- Inside scoop on FindLaw: www.information.com/bboard
- People you know
- Informational interviews

Interview Preparation
- Know yourself
  - Understand you own values and consider whether they're consistent with those of the firms and organizations where you are seeking employment

Interview Preparation
- Often begins with the question, "Tell me about yourself.
  - It's another way of asking, "Why are you here?" or "Why do you want to work here?"
  - It's your cue to give a brief infomercial about you
  - Answer to this question can set the interview's tone.
  - Keys to successfully answering are to FOCUS, prepare a SCRIPT, and PRACTICE
    - Cut to the chase and answer in no more than 2 minutes

Anatomy of Your 2 Minute Infomercial
- 4 Steps
  - Explain who you are and what you're interested in
  - Illustrate past experiences with important accomplishments
  - Say something about your strengths and abilities
  - Conclude by describing your interests and their connection to the employer

Who You Are & What You're Interested In
- Example #1: "I'm a second-year student at the DU law school, and I'm interested in pursuing a career in employment law."

- Example #2: "I was a human resources specialist for 5 years in a large corporation. My exposure to employment law interested me so much that I finally decided to go to the DU law school, where I'm now a first-year student, so that I could pursue a career in employment law."
Illustrate Past Experiences with Important Accomplishments that Showcase Relevant Skills

- Writing ability
- Analytical skills
- Research skills
- Effective oral presentation skills
- Strong organizational and time management skills
- Quick learner
- Self-starter with demonstrated initiative
- Negotiating skills
- Strong Interpersonal skills
- Team player
- Detail oriented and thorough
- Use good judgment
- Work well under pressure
- Strong work ethic

Say Something About Your Strengths & Abilities

Example #1: “I have a proven record of demonstrating a strong work ethic and managing my time well. I worked 20 hours a week during my undergrad education, and throughout that time I maintained an exceptional academic record that allowed me to graduate with honors.”

Example #2: “Some of my greatest strengths are my attention to detail and reputation for following through and meeting deadlines. As an editor for the Campus Life section of my university’s daily campus newspaper, I was acknowledged by the editor-in-chief for consistently outstanding editorial review and timeliness in meeting the short deadlines we faced each day.”

Conclude by Describing Your Interests and Their Connection to the Employer

Example: “I would like to take my interest in employment law to a firm like yours, which I’ve learned has created a practice group with a highly-regarded reputation for serving the needs of small and medium-sized businesses. I think my human resources background working for companies like that would let me hit the ground running in terms of adding value to the work you do for such clients.”

Key to Infomercial Success

SCRIPT IT OUT

&

PRACTICE, PRACTICE, PRACTICE

Interview Preparation

- Anticipate commonly asked questions and prepare for them BEFORE the interview
- Review sample questions found in Chapter 6 of the Career Services Handbook and other resources such as The Unofficial Guide to Acing the Interview
- Know everything on your resume and be prepared to talk about it
Interview Preparation

- Prepare questions to ask the interviewer
  - Review sample questions found in Chapter 6 of the Career Services Handbook, BUT only use these as a guide
  - BE CREATIVE AND DEVELOP QUESTIONS RELEVANT TO THE CIRCUMSTANCES
  - Distinguish yourself by asking questions that show you to be analytical and insightful – use information from research you've done on the firm
  - Most importantly, find out what it's like to practice law there

- Anticipate and PREPARE FOR difficult questions
  - "Tell me about your weaknesses."
  - "What mistakes have you made in the past?"
  - "Why should we hire you?"

Interview Preparation

- Anticipate and PREPARE FOR difficult behavioral questions
  - "Tell me about a time when you had a disagreement with your supervisor (or a co-worker)?"
  - These questions are more difficult to answer than hypothetical questions
  - "How would you handle a situation where you...?"

Answering Difficult Questions

- Strategy depends on nature of the question
- Don't be defensive
- If appropriate, acknowledge the concern, then dissolve it

- Time gap in resume:
  - Q: "I noticed you were out of the job market for 4 years. Is there any reason I should be worried about your commitment to the firm?"
  - A: "I see why you might be concerned. Actually, I took a few years off to raise a family, but now I'm fully focused on my career and committed to working full-time."

Answering Difficult Questions

- Ordinary grades:
  - Q: "I notice you received a C in property."
  - A: "This isn't indicative of my ability to perform well. When I received that grade, I was still adjusting to law school. But I believe my analytical, research, and writing skills are very good. In fact, I received the best grade in my Lawyering Process class for the appellate brief I wrote."
Answering Difficult Questions

- Identify your weak points
- Develop a strategy for dealing with them BEFORE the interview
- Practice your answers enough so that you will be comfortable talking about them

Interviewing Tips

- Dress professionally and conservatively
- Know in advance how you’re going to get to the interview AND how long it will take to get there
- Identify alternative route in case of unexpected traffic
- Arrive no more than 10 minutes early
- If necessary, find a place to wait so you can appropriately time your arrival

Interviewing Tips

- Before entering the employer's office, check your appearance in a mirror
- Always be pleasant to the support staff at the employer's office
- Courteously decline beverages when you arrive and are waiting to be led to the interview room

Interviewing Tips

- Be a good listener
- Follow the tone of the interviewer
- Maintain good eye contact with the interviewer
- Look for opportunities to develop rapport with the interviewer
- Be yourself – you’re more likely to come through as sincere
- Show enthusiasm and respect for the interviewer

Interviewing Tips

- When you discuss your relevant skills, support them with accomplishments
- Don’t ramble
- Be confident, not arrogant
- Don’t lie
- Look for clues about the office culture
  - Does the support staff seem to be happy?
  - Do you see evidence of a collegial atmosphere?

After the Interview

- Remember to send thank you cards to everyone who interviewed you
- It’s a good idea to get business cards from each of the interviewers for the correct spelling of names
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<th>Reasons Why People Don’t Get Hired</th>
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<tr>
<td>- Poor personal appearance</td>
<td>- Lack of maturity</td>
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<td>- Overly aggressive</td>
<td>- Negative attitude about past employers</td>
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<td>- Inability to express information clearly</td>
<td>- No genuine interest in the employer or job</td>
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<td>- Lack of interest and enthusiasm</td>
<td>- Fails to express appreciation for interviewer's time</td>
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<td>- Lack of planning for career – no purpose or goals</td>
<td>- Fails to ask questions about job</td>
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<td>- Application is incomplete or sloppy</td>
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<td>- No sense of humor</td>
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<td>- Arrives late for interview</td>
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<td></td>
<td>- Fails to express</td>
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<td>- Gives vague responses to questions</td>
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Chapter 7
Career Strategies

Tips and Advice for Every Year of Law School
Career Tips for 1L / 1LE / 2LE Students

The National Association of Law Placement (NALP) has developed guidelines regarding your job search. To allow first year students to focus on their classes, law school career services centers begin offering individual job search services to 1L students after November 1. In addition, first year students should wait until December 1 or after to contact any legal employers for summer employment; and legal employers may not approach you until December 15. These guidelines are in place so you may concentrate on your studies during this crucial time.

You can best spend your time studying as hard as you can and getting involved in law school activities to “position” yourself within the law school community. Good grades are always important, especially for certain legal employment markets.

In addition to assigning Career Consultants to each new student in the fall semester, our office offers a 4-part series of important first year orientation sessions in the fall and spring semesters for all first year students regarding:

**FALL:**
1) Your Summer / Legal Job Search: Tips & Resources for Success
2) Resumes & Cover Letters: Preparing Your Application Materials

**SPRING:**
3) Interviewing & Networking: Preparation and Strategies
4) How to Be Successful in Your Summer Position and Beyond.

Please check the Office of Career Development & Opportunities (CDO) website calendar for exact dates and locations. At the same time, you will be instructed on how to access our student database / job bank on-line (see the chapter on DU Law Careers Online). These sessions discuss how to start laying the critical networking foundation during spring semester to maximize the probability you will secure employment following graduation.

You are welcome to attend CDO programs at any time and should make it a priority to attend as many as possible. Because many of the CDO programs spotlight attorneys from a wide variety of practice areas, they can help you determine which practice areas may be of interest to you. Moreover, the attorneys are happy to talk with students after the program or in their offices at a later time. Both opportunities provide you the chance to distinguish yourself and make a contact with another member of the legal community.

Other avenues available to help introduce you to local attorneys include participating in PALS (our networking brunch and dinner) and various sections of the Colorado Bar Association (CBA), including the Young Lawyers Division at www.cobar.org. Student membership in the CBA is free! Join any clubs, student organizations, or other activities that interest you but choose wisely: indicating membership in five to six organizations on your resume is not as effective as listing two to three in which you assume a leadership role.

You should also try to get a legal job during the summer after your first year -- an internship for credit, volunteer position, or a paid position -- to gain practical experience. The summer between your first and second year should be spent working as a law clerk on a voluntary or paid basis and/or working as a research assistant for a professor. A few Denver law firms...
recruit first year law students during the months of January through February. They will contact our office, and we will let you know how and when to apply.

Although it can be difficult to get a paid position this early in the game, working as an intern for credit (or unpaid and not for credit) is also an excellent way to gain valuable experience. The experience will help you determine if you would be interested in working for the organization, and it can open the door to a permanent position later in your career. As an extern/intern, an attorney may take you under his/her wing and let you experience pieces of the job that you would not be exposed to as a paid clerk. For example, as a paid clerk, your supervisor may not take you to court to watch a hearing or let you sit in on client meetings, because you are not adding value to the bottom line. However, as an extern/intern, you would often be invited to participate in these types of activities. (See the Externship chapter for more details.)

SUMMARY:

- Study hard!
- Attend our 4-Part 1L/1LE Series and other career orientation sessions.
- Complete your Symplicity (DU Law Careers Online) profile.
- Make an appointment with your assigned CDO Career Consultant after November 1 for help with resumes, cover letters, job search strategies and more.
- Participate in PALS, join the CBA, and get involved!
- Attend CDO programs to learn about the law and meet lawyers.
- Get a paid, volunteer or for-credit legal externship or clerkship for next summer.
- Watch for law firms interviewing 1L students during spring OCI.

Career Tips for 2L / 3L Students

During the fall semester, the CDO administers the On-Campus Interview program, a.k.a. “OCI.” (Please see the chapter about on-campus interviewing for more details.) Participating law firms screen (select) the candidates they wish to interview. You are welcome to participate in this event, but remember these firms/organizations are often very grade-driven. Do not despair. This is not the way most people get their jobs after graduation. Most people find permanent employment through networking and interning. (Read the chapter on Networking). Attend CDO programs to meet and follow-up with local practicing attorneys and to learn more about different practice areas and environments.

Some judges begin accepting applications in the summer after your second year for judicial clerkships that begin the year after you graduate. Attend the judicial clerkship workshops in the winter and spring of your second year, read the Judicial Clerkship chapter, and make an appointment with one of our Judicial Clerkship Team Consultants to discuss your application materials and the application process.

SUMMARY:

- Update your Symplicity (DU Law Careers Online) profile
- Consider whether OCI is right for you.
✓ Attend CDO programs to meet practicing attorneys.
✓ Obtain a legal position for the summer after your second year, either paid or an unpaid externship.
✓ Consider applying during the summer before your third year of law school for a judicial clerkship after graduation.
✓ Make an appointment to see your CDO Career Consultant for additional help with resumes, job search strategies, cover letters, etc.

Career Tips for 3L / 4LE Students

As a third year student, you should continue to work as a law clerk or intern in an area of practice that interests you. Do not wait until your third year to begin your search for permanent employment; rather you should be continuing to utilize and expand your network. You should have a substantial list of contacts through your networking efforts by now. Keep up the good work. Remember, networking never ends!

Some employers will be coming on campus to interview again through the fall OCI program, but the opportunities are more limited for third year students. Keep checking the online job postings, and keep in touch with your networking contacts. Let everyone you know, lawyer or not, that you are looking for permanent employment after graduation.

Sign up for a mock interview to strengthen your interviewing skills. Get involved with clinical programs to gain more practical experience. Attend CLEs and other events to continue to network. Make sure you follow up with everyone you meet.

Keep your eye on the DU Law Careers Online job postings. These change daily. Make sure your resume and cover letter are in perfect condition so you are ready at a moment’s notice to apply for a position. Take a look at your networking efforts and refine them as needed. For instance, you may need to redefine the target group you have identified. Keep writing and meeting with attorneys for advice and information. Follow up with people with whom you have not spoken in a while, and draft a new letter for more informational interviews. (See chapter on Networking for more specific details.) Most people get their permanent jobs through someone they know, so get out there and start “knowing” more people! Attend career fairs and other CDO programs, and apply for jobs that interest you.

SUMMARY:

✓ Update your Symplicity (DU Law Careers Online) profile
✓ Now is the time to reap the benefits of a strong network foundation!
✓ Participate in mock interview programs.
✓ Check DU Law Careers Online religiously for job postings that appeal to you.
✓ Attend CDO career fairs.
✓ Make an appointment with your CDO Career Consultant for additional help with resumes, job search strategies, cover letters, etc.
Special Advice for Evening Students

The CDO is sensitive to the unique needs of our evening students. We offer extended hours for appointments during the academic year. Please check with us for an updated listing of our office hours. Also, we are available to help you with counseling needs via e-mail, fax and phone. Check our calendar in advance so you can make the appropriate arrangements with your employer to attend CDO programs. Alternatively, most of our programs are available to view on streaming video on our website.

As an evening student, you must think about how you will seek legal experience while you are in law school. Because a number of evening students are employed full-time in responsible, well-paying positions, this can pose a challenge. However, it is important to recognize that acquiring legal experience while you are in law school definitely increases your marketability. Legal experience demonstrates you are serious about pursuing a legal career, you have acquired the necessary skills to practice, and you will have references who can speak to your ability as an attorney. Please understand, a clerking position will be lower paying, may exclude benefits such as health insurance, etc., and will offer little responsibility compared to your present position. If this is not an option for you, please consider other options:

- Explore the possibility of working on law-related projects in your present position.
- Get to know your professors and perform research for them if possible. These positions are often very independent and would allow you to perform the work in your spare time.
- Participate in moot court, write for a law journal, apply to writing competitions and join legal organizations so you can meet contacts.
- Whenever possible, participate in clinics on campus such as: Student Law Office, Rocky Mountain Children’s Law Center, or EarthJustice.
- Try to get legal work on a project basis where you can work at home in the evenings and on weekends for a solo practitioner or small firm.
- Meet with your assigned Career Consultant to strategize about other ways to build your resume while in law school.
Chapter 8

Applying for Jobs Out of State
Advice for Students Seeking Employment in Another City and State

- **Contact the bar admission agency in the state**
  The ABA website [http://wwwabanet.org/legaled/baradmissions/bar.html](http://wwwabanet.org/legaled/baradmissions/bar.html) contains a nationwide directory of bar admission offices. Information about the bar exam, MPRE and other admission requirements are available from this site.

- **Join the state bar association** and the local bar association in the city where you want to practice as a student member. Student memberships are frequently free or discounted. Sign up to receive the monthly local bar publication and/or section newsletter and peruse the scholarly journal for articles of interest. Send an email with your attached resume to the attorneys involved in activities or writing articles on areas of interest and request getting together at their convenience to discuss your career-related questions. Be sure you have a list of them prepared before you meet!

- **Join substantive law sections of the local and state bar associations.** Certainly join the Young Lawyers Division or a subcommittee in your practice area and attend meetings to connect with the leaders of these committees. If you have not moved yet, send them an email or snail mail letter with your resume. Your approach should always be in the traditional professional form: a cover letter and resume describing your interest in learning about the legal community.

- **Attend Continuing Legal Education classes** at the Colorado Bar Association ([www.cobar.org/cle](http://www.cobar.org/cle)) in Denver in practice areas in which you are interested and network with as many people attending as possible. Why is this useful even if you plan to leave Denver? Because people have connections all around the country and could possibly know practitioners in other states. Find out if student discounts are available for the CLE by contacting the CBA or the CDO office a week prior to the event with the exact CLE title, date and time.

- **Contact DU law alumni through the Office of Career Development & Opportunities**
  The CDO can provide you with the names of alumni through the Alumni Volunteer Network (AVN) following a meeting with a career consultant. Guidelines for contacting DU Alumni are provided in the chapters entitled *Networking and Informational Interviews*. Once you make some contacts, try to schedule a visit to the city/state where you plan to move and make appointments to meet these people face-to-face for a more in-depth “informational interviews."

- **Establish reciprocity with a local law school so** you can access their local job listings as if you were a student attending that school. First look on their website to determine their reciprocity policy. If you wish to establish reciprocity with them, contact our CDO office manager with the name and fax number of the staff person responsible at your chosen school and we will make the request on your behalf. There is generally a three-month limit from the time you are granted reciprocity privileges, so time your request for access to that school’s resources carefully. You don’t want to apply for it before you will physically be on site to use it (unless they allow you access to their password-protected job database).
USEFUL WEBSITES FOR FINDING OUT ABOUT JOBS IN OTHER CITIES/STATES INCLUDE:

- **Region specific information**
  http://www.statelocalgov.net/state-co.cfm
  This site provides national information on statewide offices, the legislative, judicial, and executive branches, boards, as well as regional, county, city and municipalities.

- **Subscribe to the local newspaper or legal bulletin**
  Subscribe to local legal publications (e.g. Law Week Colorado, *Chicago Law Bulletin*) and refer to the Lexis NEWS directory to research business and legal trends in the area, salaries and even changes in local laws and procedures. Local law libraries will also have them available to read.

- Recent graduates should identify the local chapters of the **American Inns of Court** in their new home city. Through their monthly dinner meetings, you will increase exponentially your access to experienced attorneys as well as recent graduates in all areas of practice. Log on to http://www.innsofcourt.org to learn about membership applications for local Inns around the country.

- **www.findlaw.com**
  Search for legal positions in other cities/states.

- **www.wetfeet.com** – legal job listings

- **www.nalpdirectory.com**
  Search employers across the country

**Westlaw Jobs Online** -

- If you are a currently enrolled law student with an active Westlaw password, you may access the Law Student Jobs Online resource at www.lawschool.westlaw.com. This service allows you to search for summer associate positions, internships, clerkships, honors programs and other employment opportunities geared toward law students and attorneys with less than 1 year of experience. Click on "Career Resources" at the top of the page to access these materials. For other job search websites, click on “On-Line Career Resources” on the CDO’s home page.

**The Bureau of Labor Statistics (BLS)**

- **www.bls.gov/home.htm**. The Bureau of Labor Statistics (BLS) is the principal fact-finding agency for the Federal Government in the broad field of labor economics and statistics for national, state, local governments, business, and labor. The BLS also serves as a statistical resource to the Department of Labor.
Chapter 9
Judicial Clerkships
Judicial Clerkships: Questions and Answers

1. **What is a judicial clerkship?**

   A judicial clerkship is a one to two year assignment where you are the clerk (essentially research assistant) for a particular judge. Some judges are now hiring law clerks on a permanent basis ("career" clerks) instead of a one or two year term.

   A judicial law clerk’s work varies depending upon the judge with whom s/he is working. Typically, judicial law clerks review motions and briefs, research the law, and draft opinions.

   At the appellate level, a law clerk’s duties involve a great deal of research and writing. Appellate law clerks commonly draft memoranda explaining issues in cases before oral argument and assist judges in drafting opinions afterwards. Clerks also attend oral arguments in cases on which they have assisted their judges. Clerking at the United States Court of Appeals often involves some travel since cases are only heard in select cities.

   In general, judicial law clerks working at the trial court level, especially in the federal courts, manage cases, draft opinions, and perform extensive legal research to resolve written pre-trial motions (e.g., motions to dismiss, summary judgment). This position often involves considerable exposure to federal pre-trial and trial practice and to members of the local bar. At the state level, in addition to performing legal research, law clerks for trial judges sometimes act as deputy clerks or bailiffs, assisting in scheduling hearings and trials as well as managing jury panels.

   Other types of clerking experiences that are often overlooked by students are Staff Attorneys and Pro Se Law Clerks. Various courts at both the federal and state levels hire attorneys who serve as law clerks for the entire court. Staff attorneys often review appeals and correspondence, assist in case management, and draft opinions. Pro se law clerks are common in the federal courts. Generally, they handle pro se matters such as prisoner habeas corpus petitions, civil rights complaints, employment discrimination complaints, and social security disability appeals.

2. **Why should I clerk?**

   - **Prestige:** Clerking at a state or federal court is universally viewed as a valuable and prestigious position and an excellent credential.
   - **Perspective:** You will have the opportunity to view the system of justice from the other side of the bench. Unless you become a judge, you will never again have this opportunity.
   - **Intellectually Stimulating:** For many new graduates, clerk positions are often more intellectually stimulating than associate positions at firms.
   - **Experience:** This is an intensive period of post-graduate learning. By observing how the judicial decision-making process works, you will learn practical information about how to draft briefs and present cases effectively. Legal employers know that as a judicial clerk, you will have honed your research and writing skills.
   - **Enhance job prospects:** Most law clerks meet many prospective employers during their clerkship. Legal employers value a judicial clerkship greatly. Additionally, a judicial clerkship will overcome less than stellar grades. Of course, with poor grades,
it will be very difficult to get a judicial clerkship, but it can be done. A judicial clerkship will make mediocre grades seem invisible!

- **Reference and contact:** You will have an extremely useful recommendation and contact. When your letter says, “Judge so-and-so suggested I contact you,” you’ll grab their attention!
- **Mentorship:** Judges often become life-long mentors to their law clerks. This kind of relationship can be very valuable - both personally and professionally.
- **Self-Assessment:** A clerkship allows you to take additional time to decide what practice area(s) you are interested in pursuing. Judicial law clerks are exposed to a wide variety of legal practice areas and often rethink long-term goals during their clerkships.
- **Great Job:** In a recent survey of law clerks conducted by the National Association for Law Placement (NALP), 97% stated they would gladly clerk again. The bottom line is that clerking is a GREAT job and a wonderful way to spend a year or two (or more) after law school.

3. **I want to practice in Colorado. Should I look for a clerkship in this state only?**

Geography is an important consideration. Generally, a clerkship in the state where you plan to practice is advantageous because of the contacts you make while clerking. You should not, however, limit your search based on this factor alone. Clerking is prestigious regardless of where you do it. This is especially true of federal clerkships. You should have no problem returning to the Denver area, for example, after clerking for a federal judge anywhere in the country.

4. **Do I have to be in the top 10% and on law review?**

No. If you have these credentials, it will be an easier road for you. However, if you are not in the top 10% and/or did not make the law review, you can still find a position -- you just need to go for another angle. Let your personality shine through in your cover letter. Sometimes a judge will choose you just because you have something in common with him/her or you have something unusual in your background. For example, if you are from a small town, you will want to apply to judges who sit in small towns, and emphasize your small town values in your cover letter.

Make sure you have all the "good stuff" on your resume. Include things like overseas travel, Outward-Bound experiences, volunteer commitments, raft guide experience, etc. Also, in order to get over the law review issue (i.e., you’re not on it), you need to submit a great writing sample.

Other ways to stand out in the crowd: work as an unpaid intern for the judge during the school year; take a seminar course where you do a lot of writing and really edit the sample until it is perfect; work for a law professor as a research assistant; compete in writing competitions and moot court competitions; take advantage of every opportunity to meet judges (e.g., join an Inn of Court (www.innsofcourt.org), attend “Judges Week” events in the spring, join the Colorado Bar Association and the Judiciary Committee, and attend their meetings and events).
Consult with the faculty on the Judicial Clerkship Committee or the CDO Office for help with creating a great cover letter for your judicial clerkship applications. It is recommended that you develop a theme for your cover letter that will “sell” you to the judge.

Keep in mind that grades and law review are less important at the state court level, especially among the trial courts.

5. To what kind of court should I apply?

Any kind of clerkship is generally a great experience but you may want to give some thought to whether you would prefer working for a trial court or an appellate court. There are significant differences between the two. If you want to be a litigator, it would be ideal to obtain a clerkship with a trial court.

Next, consider the level of the court. If you are interested in an area of law that is practiced exclusively in the federal courts, you should actively pursue clerkships in the federal court system. Similarly, if you are planning to practice family law, for example, a federal clerkship might not be as useful as a clerkship with a state court judge.

You should also take into consideration the level of competition involved. Judicial clerkships with the federal appellate courts are the most difficult to obtain and those courts located in popular cities, such as San Francisco and New York, are even more competitive.

If you are interested in clerking at the federal court level, there are many courts besides the Supreme Court, Circuit and District Courts, as follows:
Federal Courts

Most state judges at the appellate and highest trial court level offer clerkships. For the most comprehensive information on state court clerkships, visit the University of Vermont Law School’s website (see the Resources page).

Colorado

- Colorado Supreme Court
- Colorado Court of Appeals
- District Courts

There are other opportunities to keep in mind when applying for a clerkship:

- Judges in foreign courts often hire law clerks. International courts that may offer clerkships include the International Court of Justice in The Hague, the International
War Crimes Tribunal, the Court of Justice of the European Communities, and The European Court of Human Rights.

- Don't forget the U.S. Court of International Trade, the Military Courts, and the Tribal Courts.
- There are clerkship positions available in entities outside of the judicial branch. Over thirty U.S. governmental departments and agencies utilize Administrative Law Judges (ALJs) and some of the judges hire law clerks.
- The Judicial Fellows Program is a one-year fellowship following a federal clerkship. Fellows work at the U.S. Supreme Court, the Federal Judicial Center, the Administrative Office of the U.S. Courts, or the U.S. Sentencing Commission on projects pertaining to the administration of law.

6. How do I choose a judge?

You should select the judges to whom you apply carefully. It is generally best to apply to judges you research in advance. Ideally, you want to decide if you would definitely work for a particular judge before you send him/her an application, because judges do not look favorably on those who turn down a job offer.

There are a variety of resources for discovering additional information about judges. (See the attached list of resources.)

a. Read some of the judges' opinions - recent cases, noteworthy opinions, or opinions in areas of law that you have a particular interest.

b. Read the judges' biographies. Almanac of the Federal Judiciary and The American Bench: Judges of the Nation are both great resources for information about judges that may not be widely known (on Westlaw).

c. Talk to the judges' former law clerks. (Lists of DU alumni who have clerked for judges the past few years are available on the DU Law Judicial Clerkship web page).

d. Find recent news stories about the judges by searching on Lexis, Westlaw, or performing a Google search.

e. Articles written by a judge may give you far more insight into the judge’s thought process than his/her opinions. Search Lexis and Westlaw for articles.

Learning more about a judge before you apply will also give you an advantage over other applicants because you can be more specific in your cover letter, you can tailor your resume, and you might be able to select a writing sample that may have more appeal to a particular judge for some reason. Having detailed knowledge about a judge is also critical if you are selected for an interview.

The reputation of the judge or the court should not be given undue weight. All clerkships are prestigious. The reputation of the judge or the court is only significant if you are interested in pursuing an academic career, a Supreme Court clerkship, or joining a large law firm.

7. When is the deadline for applying?

There is no “one” deadline for every judge. Check the judge’s website on the court website, or, as a last resort, calling the judge’s chambers to find out the deadline for application and the required application materials. You should also check OSCAR for federal judges. This information has been collected for many of the judges located in Colorado (see the DU Judicial Clerkship website).
If you are applying to any of the federal courts, you should be aware that the majority of federal judges begin the hiring process on the day after Labor Day during students' third year in law school if they are following the OSCAR guidelines. If you apply to a judge adhering to this policy, you should not submit any materials to the judge before Labor Day of your third year. Additionally, your law professors who may be writing letters of reference on your behalf may not send them to these judges until after Labor Day. For more information about the federal law clerk hiring policy, go to www.cadc.uscourts.gov/Lawclerk/lawclerk.asp. PLEASE NOTE: A number of federal judges accept applications and hire much earlier than the OSCAR deadlines, and do not use OSCAR for their applications process.

In the fall of 2005, the federal judiciary approved an online application process called OSCAR (Online System for Clerkship Application and Review). OSCAR is an internet-based application that allows applicants for federal clerkships to file application materials online and designate the OSCAR-participating judges to whom they wish to apply. It allows judges and chambers staff to sort, screen, and review applications on-screen, downloading and printing only the materials they wish to see in paper form. Many but not all of the federal judges participate in OSCAR. For more information on OSCAR, go to http://oscar.dcd.uscourts.gov.

Do not forget to apply to newly appointed judges, who hire their law clerks even before they are sworn in. This can happen at any time of year. Check with OSCAR on a regular basis to find out about recent openings. Also, be aware that emergencies happen, and sometimes law clerks have to leave a clerkship before their term ends, leaving an unadvertised vacancy. You could still obtain a clerkship this way, although it is unusual. Finally, it is possible to get a clerkship after you have been practicing. Some judges actually prefer experienced attorneys, particularly for the career law clerk and staff counsel positions.

8. What are the procedures for applying for a judicial law clerk position?

In general, your application should include a cover letter, resume, writing sample, a copy of your unofficial transcript, and 2 - 3 letters of reference. Please note, however, some judges have different requirements. For federal judges participating in OSCAR, this information is included in that database. You can also consult the DU Judicial Law Clerk web page where this information has been collected for the appellate judges in Colorado. Otherwise, check on the judge’s website or with the CDO. Only as a last resort, call the judge’s chambers to get this information.

Plan to spend some time drafting and refining your cover letter and resume. The Office of Career Development & Opportunities can assist you with this process. You can make an appointment to meet with one of us by calling the CDO at 303-871-6124. The faculty on the Judicial Clerkship Committee will also be available to assist with cover letters as well as strategies for applying for clerkships.
Judicial Clerkships:
Checklist of Tasks

_____ 1. During your 1L and 2L year, meet as many judges as possible by participating in the following events or activities:
   - Attend the Judges Panel held in the fall semester
   - Intern or volunteer with a judge
   - Join one of the 7 Inns of Court (www.innsofcourt.org) in Denver to meet judges and practicing attorneys
   - Join the CBA as a student member. It’s FREE for students (www.cobar.org). Sign up for the Judiciary Section, which is open to judges and lawyers; attend meetings and luncheons
   - Organize a speaker event or competition involving judges and invite judges to attend and participate
   - Visit courtrooms and observe proceedings
   - Network your way to personal introductions to judges by
     - contacting alumni through the Alumni Volunteer Network who previously worked for judges in judicial clerkships
     - consulting with your professors, previous or current employers and colleagues, fellow students, and other attorneys that you meet
     - attending Law Stars and PALS brunches and dinners and meeting practicing attorneys who know judges

_____ 2. During the first semester of your 2L year, pick up a packet of information from our office regarding applying for Judicial Clerkships. Review these materials, talk with one of the CDO Career Consultants about Judicial Clerkships, and contact a faculty member from the Judicial Clerkship Committee.

_____ 3. During your 2L year, attend the workshops offered by the CDO and faculty members regarding Judicial Clerkships. Workshops feature a panel of judges (state and federal, trial and appellate) in the fall, a panel of current judicial law clerks who speak about what it is like to be a judicial law clerk in April, and the mechanics of applying for judicial clerkships in April. You will receive emails about these events but you can also access the “Events Calendar” on the Career Development web page to check for scheduled events. If you miss any of these presentations, watch them on streaming video, available on the Career Development website under “Events and Videos.”

_____ 4. During your 2L year, meet with a CDO Career Consultant and a faculty member on the Judicial Clerkship Committee to work on your application materials and discuss strategies in applying for clerkships. The faculty
members usually want to meet with you after you have met with our office and when your resume and cover letter have been reviewed.

5. During your 2L year, begin researching courts and judges and identifying those judges with whom you are interested in clerking. Use the resources listed in the Chapter on Judicial Clerkships to perform research. For federal judges, always start with OSCAR. For more information go to http://oscar.dcd.uscourts.gov. For state court judges, use the Vermont Guide available online at www.vermontlaw.edu/career/carcar.cfm (get passwords from CDO). For Colorado, use the Colorado State Judicial Branch website.

6. During your 1L and 2L years, develop relationships with your professors so they will be able to write detailed letters of recommendation for you.

7. During your 2L year, find an opportunity to create a great writing sample. Try not to be in a position where all you have is your first year LP paper. Thus, you should take an upper-level writing class that has a writing requirement (that analyzes legal cases and shows your ability to analyze legal issues and write about them). Also consider working for one of the law professors as a research assistant. This is beneficial because you will develop a more in-depth relationship with a professor who can then write a great recommendation for you. Alternatively, seek out employment opportunities where you can develop a good writing sample during the course of your employment.

8. In the spring and early summer of your 2L year, finalize your application materials and the list of judges to whom you plan to apply. Once you receive your grades from your second year, begin sending applications to judges depending on their application deadlines.

9. Notify the CDO, as well as the law professor you have been working with in the application process, when you receive a request for an interview with any judge. Work with the law professor and/or the CDO to prepare for the interview.

10. Notify the CDO and the professor you have been working with as soon as you accept any judicial clerkship.

A. Cover Letter

Your best starting point for writing a good cover letter is to review the chapter on cover letters in the Career Development Handbook. This chapter provides a good overview and some sample cover letters. Other cover letter samples geared specifically to judicial clerkship applications are included in the Resources section of this chapter of the Handbook. DO NOT COPY THESE LETTERS! They are provided as examples only. All DU grads will recognize them and know they were copied. Other tips to keep in mind:
1. Make certain the letter is well written and no longer than one page.
2. Do not write a terse, formal letter. Tell something about yourself. Judges often like to hire people who have something interesting in their backgrounds.
3. Highlight your strengths in the cover letter. First and foremost, emphasize your writing skills. This is particularly crucial if you are not on the Law Review or another journal. If you are applying to a court that does specialized work, emphasize your skills in that area. For example, when applying for a clerkship with the Court of Appeals for the Federal Circuit, you want to emphasize technical or engineering experience or a background in patent work.
4. To the extent you have a particular reason for applying to the judge, state it.
5. Letters sent to other geographic areas should state a reason, if you have one, for wanting to live in that region.
6. Also, indicate you will be in the area on a certain date for an interview, should an interview be necessary. You should communicate you will be willing to absorb the expenses associated with travel. Judges do not have funds to cover travel expenses.
7. Indicate in the cover letter who will be writing letters of reference on your behalf. Also indicate that these letters of reference will arrive under separate cover if you haven’t included them with your packet of materials. Federal judges prefer that all application materials arrive in one envelope, so you will need to collect all of your letters of reference and include them in the envelope with your resume, cover letter, writing sample and transcript.
8. Do not use platitudes, hyperbole or cliché in your cover letter. Judges see hundreds of cover letters and are turned off immediately by anything remotely resembling exaggeration, boastfulness, insincere flattery, etc. Highlight your strengths but do not be tempted to oversell yourself!
9. The cover letter must be perfect. It is, essentially, your first writing sample and if it is not well written or contains typos, your application will be rejected immediately. Be sure to address the letter properly (see the Resources section for a list of proper ways to address letters and envelopes).

B. The Writing Sample

SOME TIPS ON SELECTING AND PREPARING WRITING SAMPLES FOR JUDICIAL CLERKSHIP APPLICATIONS

Prepared by the University of Denver Sturm College of Law
Faculty Judicial Clerkship Advisory Committee

Writing is a critical element of a judicial clerkship. Thus, judges generally place great emphasis on the writing sample. Your writing sample should be chosen carefully. It should be well written and well organized. Judges will evaluate the writing sample to determine not only how well you write, but also how well you can analyze and organize the issues.
HOW SHOULD I SELECT A WRITING SAMPLE?

Writing and Editing

- **Choose your very best written legal work.** By the end of your second year of law school, you will have a few different works from which to select a strong writing sample. Often, this may mean a legal memorandum you have prepared for a class or for an employer or part of a brief from a moot court competition. Your writing sample should be approximately 5-10 pages long. It is better if your memo addresses one issue in depth, rather than several issues superficially.

- **Edit and proofread it:** You may edit your sample for the purpose of submitting it to judges and you may also seek a faculty member’s advice about whether it is a good sample to use. You should not, however, submit work that has been heavily edited by another person.

- **It is always a good idea to produce multiple drafts of your work:** Rewriting and reworking drafts is a key to becoming a successful writer of any kind. Do not be afraid to edit and reedit your draft until you are satisfied it represents your best work.

- You are strongly discouraged from using memos or briefs prepared for your Lawyering Process class because they were written in an early phase of your development as a legal writer and do not necessarily represent your capabilities after your second year of law school. Additionally, judges from across the country have indicated they view first year briefs as a red flag that the student has not done any meaningful writing since their first year.

Legal Analysis

- **Must include substantial case analysis:** Your writing sample should discuss case law and its application to a legal problem. This does not mean simply listing a few cases and stating their holdings. It should involve a more developed analysis of how the cases are similar to or different from the case at hand, and why.

- **Choose more complex issues over simple ones:** If you are trying to decide which part of a larger memo to excerpt for your writing sample, it is probably better to choose a section that discusses a relatively complex issue. This gives you the opportunity to demonstrate your ability to work with precedents, distinguish or harmonize them, and apply them to the facts in your case.

Miscellaneous

- **If you are using a sample from work, get permission from your employer:** Before using a writing sample that originated as a project for an employer, first obtain the employer’s permission. Concerns about confidentiality or litigation strategy may make it inappropriate to submit some work products as writing samples. If the employer gives you permission, you should block out all identifying names and case numbers. Be sure to give the employer advance notice you would like to use something as a writing sample in case it takes some time to secure approval. Sometimes it is better to insert fictional names for parties instead of blocking them all out; the reader will have an easier task of reading the brief.
• **Cover sheet:** Prepare a cover sheet for your writing sample that includes any necessary explanations or clarifications. For example, you might explain that your writing sample consists of just one of three issues that were covered in a brief or memorandum. This may help provide a context in which the judge can view your excerpt. You may also wish to include a short description of the facts underlying the legal problem or problems analyzed in your sample. Finally, explain any redactions and clarify that the writing sample is your unedited (or at least not substantially edited) work.

**HOW SHOULD A WRITING SAMPLE LOOK?**

While it is true that nobody’s perfect, it is not true that a writing sample cannot be perfect. Pay attention to the following suggestions (incidentally, most of these suggestions apply equally to your cover letter and resume).

- **Must be well organized and flow logically:** Your argument should proceed in a logical fashion and the reader should be able to follow your analysis easily. Each paragraph should begin with a topic sentence that clearly sets out the focus of that paragraph.

- **Use language concisely:** Do not use longer, obtuse sentences where shorter, more direct phrases will do.

- **Write mostly in the active voice** (i.e., say, “The batter hit the ball,” not “The ball was hit by the batter.”).

- **Pay attention to details!** Your writing sample must be **flawless.** This requires meticulous proofreading. There should be no typographical errors, no grammatical errors, no language usage errors, and no blue book citation errors. Remember, judges are looking for clerks whom they can trust to produce a professional work product. Any type of error, whether in your cover letter, resume, or writing sample, may be enough to disqualify you immediately.

- **Do not make glaring, common writing mistakes!** Similarly, poor usage and grammar will often be sufficient to land your writing sample and your application in the reject pile.

  It’s = it is; Its = the possessive of it
  Be sure your subject and verb tenses agree
  Know the difference between there, their, and they’re

- **It is best to use gender neutral language:** You may accomplish this either by using “he or she” or “his or her,” or by using the plural. For example, this sentence: “In some states, a landowner must exercise reasonable care to keep his premises safe for all lawful visitors” can be rewritten as either “In some states, a landowner must exercise reasonable care to keep his or her premises safe for all lawful visitors” or “In some states, landowners must exercise reasonable care to keep their premises safe for all lawful visitors.”
OTHER GOOD SOURCES ABOUT LEGAL WRITING:

C. Letters of Recommendation

1. Number of letters of reference: Three is typical but check the application requirements for each judge carefully. For federal judges, start with OSCAR and/or the court’s website to find this information. Only as a last resort, call the judge’s administrative assistant to find out exactly how many letters of reference are required.

2. Who should you ask to write a letter of reference? In general, you should select people who know you and are well acquainted with your writing and analytical abilities.
   a. Typically, you should ask law school professors who know you well and in whose classes you performed well. You need to schedule a meeting to get to know any professor who really doesn’t know you.
   b. Consider asking individuals who know the judge. This is very helpful because judges take these letters more seriously.
   c. Ask lawyers for whom you have worked.

3. PLEASE NOTE: We have coordinated with the Faculty Support Team on the process for obtaining recommendation letters from faculty and administrators at the law school. Please contact our office to obtain a copy of the procedures.

4. Prepare a packet of materials to give to the people who have agreed to write a letter of reference. The packet should include copies of your resume, transcript, and writing samples. Even people who are well acquainted with you and your abilities will appreciate being able to refer to specifics contained in these materials.

5. Also provide these individuals with the correct spelling of the judge’s name and his/her complete address. Make sure the letter of reference will be addressed to the specific judge, not “To Whom It May Concern.” Sometimes it is helpful to provide the people who are writing letters of reference for you an Excel spreadsheet with the judges’ names and addresses so that they can perform a “mail merge” when writing the letters. If you need help creating this database, contact the Office of Career Development & Opportunities for help.

6. Recommendation letters can be sent directly to the judge or you can include them in the packet of materials that you submit to the judge. If confidentiality is an issue, the people writing letters of reference can place them in a sealed envelope that you then include in the packet. Please note that the federal judges have expressed a strong preference for receiving all application materials in one envelope. You will need to collect your letters of reference and include them in one envelope along with your resume, cover letter, writing sample, and transcript for the federal judges.

D. Resume

Please refer to the Career Development Handbook for information on resume writing. You should utilize the CDO for individual consultations to discuss your resume in more detail.
1. Include distinctive experiences (anything, within reason, that distinguishes your resume from all the rest on the judge’s desk). Consider including community service, career achievements before law school, foreign languages spoken, unusual travel experiences, music or other unusual abilities or interests. If you find out in your research of a particular judge that you share a common interest, include it in the resume. You might be selected for an interview solely because you share this interest with the judge.

2. Your resume should be on one page, but you may go to two pages if you have extensive work experiences and your resume is too abbreviated or cramped on one page. If you go to two pages, fill most of the second page. Leaving a large section of “white space” on the second page is not appropriate.

3. If your resume does not include “accomplishment statements,” you should make an appointment with the CDO for assistance.

E. Transcript

Request college transcripts early. An unofficial copy of your law school transcript should be included with your application materials. Official transcripts might be needed at interview. Copies can be obtained through the main DU Registrar Office.

F. Interview

Above all, keep in mind that judges are people. They want a law clerk with whom they will enjoy working. Sheer ability in terms of job skills is not enough. Personality and interpersonal communication skills are important in the interview.

1. Realize your interview begins when the judge’s secretary calls you to make an appointment for the interview. EVERYONE with whom you come in contact, such as secretaries, court bailiffs, and court reporters will have an opinion about you. Treat these people with respect. Any person on the judge’s staff who has a less than ideal interaction with you can cause your application to be rejected.

2. Be prepared to speak intelligently about the law, your classes and why you selected them, the topic of your seminar classes, the substance of your past work experiences, your writing sample, and your plans for the future.

3. Read a representative sampling of the judge’s opinions. Be familiar with recent opinions as well as noteworthy opinions. Pay attention to dissents and concurring opinions. These are opinions the judge felt strongly about and will be more likely to remember and discuss. Awareness of opinions:
   a. Will impress the judge and give you an opportunity to interject into the conversation.
   b. May indicate substantive areas the judge will want to discuss.

4. Research other aspects of the judge. There are a variety of resources for finding out additional information about judges. (See the attached list of resources.)
   a. Read the judge’s biography. Almanac of the Federal Judiciary and The American Bench: Judges of the Nation are both great resources for information about judges that may not be widely known (access these resources on Westlaw).
   b. Talk to the judge’s former law clerks. (Lists of DU alumni who have clerked for judges the past few years are available on the DU Law Judicial Clerkship web
Talk to them to determine what the judge is looking for and find out more about his/her interview style.

c. Find recent news stories about the judge by searching on Lexis or Westlaw, or performing a Google search.

5. After an interview, judges often have candidates speak to their current clerks. Take it seriously. Judges are often influenced by their current clerks’ comments.

7. Prepare questions! Demonstrate you know something about the judge and the court. (See the list of sample interview questions beginning on page 147 of Behind the Bench: The Guide to Judicial Clerkships – available in the Office of Career Development & Opportunities).

8. Read the Interview Chapter in the Career Development Handbook. There are dozens of interview questions you should carefully consider and answer before you interview with any legal employer. Spending time answering these questions beforehand will greatly enhance your interview performance.

9. Schedule a mock interview with the Office of Career Development & Opportunities or participate in one of the Mock Interview events scheduled in the fall and spring. Do what it takes to prepare for the interview process. A mock interview will help you practice your “articulate responses” and ease those pre-interview jitters.

G. Follow Up with a Letter of Thanks

It is always a good idea to write a formal letter of thanks to the judge after an interview. You can use the thank you letter to send some follow up information such as an additional writing sample or an official transcript, if requested by the judge. Also write a thank you letter to the judge’s current law clerks if they interviewed you as well. Sample thank you letters are included in the handbook.

H. Former Judicial Law Clerks at DU Law School

Consult with faculty and staff who have had judicial clerkships for their advice and assistance.
Judicial Clerkship Resources

To make an informed decision about which judges to apply to for clerkships, you must do your research. The following resources will help you find out what you need to know about the judges to whom you are interested in applying.

**Almanac of the Federal Judiciary**
Lawletters, Inc.
Volume 1: Profiles of U.S. District Court Judges
Volume 2: Profiles of U.S. Court of Appeals Judges
Contains detailed biographical information on all federal judges, including publications, noteworthy rulings, affiliations, associations, and lawyers’ evaluations.
Also available on Westlaw.

**The American Bench: Judges of the Nation**
Reginald Bishop, Forster & Assoc. (available in the Westminster Library Level 3 Ref: KF 8700.A19 A47)
Contains biographies of federal and state judges. Covers judicial structure of each state and contains judicial boundary maps.

Debra M. Strauss, The BarBri Group, Inc.
Comprehensive book covers everything you need to know - the value of a clerkship, the keys to success in finding one, a description of the various types and overview of the different courts, how to choose the best for you (court and judge), nuts and bolts on completing applications, and interviewing tips.

**Chambers Handbook for Judges' Law Clerks and Secretaries**
Federal Judicial Center, West Publishing (1994)

**Colorado State Courts**
Information about the state courts and judges in Colorado is available at [http://www.courts.state.co.us/Courts/Index.cfm](http://www.courts.state.co.us/Courts/Index.cfm). This website includes online brochures, educational resources, court facts, research links, and programs.
State court job postings are available at [http://www.courts.state.co.us/Careers/Opportunities.cfm](http://www.courts.state.co.us/Careers/Opportunities.cfm)
Information regarding the Colorado Supreme Court clerkships is at [http://www.courts.state.co.us/Courts/Supreme_Court/Applicants.cfm](http://www.courts.state.co.us/Courts/Supreme_Court/Applicants.cfm)
Information regarding the Colorado Court of Appeals clerkships is at [http://www.courts.state.co.us/Courts/Court_of_Appeals/Applicants.cfm](http://www.courts.state.co.us/Courts/Court_of_Appeals/Applicants.cfm)

**DU Judicial Clerkship Web Page**
Available at: [http://law.du.edu/forms/career-development/restricted/login-jc.cfm](http://law.du.edu/forms/career-development/restricted/login-jc.cfm).
For the username and password for the Judicial Clerkship page, please contact the CDO office (303-871-6124 or careers@law.du.edu). This page includes a mail merge for appellate court judges in Colorado, a mail merge for all federal judges, a powerpoint on how to conduct a mail merge, a list of alumni who have clerked for judges, a list of alumni on the bench and resources, and detailed information about the mechanics of applying for clerkships.

**Directory of Minority Judges of the United States**
American Bar Association, Judicial Division (available in Westminster Library Level 3 Ref Desk KF 8700.A19 D573 2001)
Provides names and addresses of more than 2000 minority judges.

**Federal Judges Biographical Database**
Federal Judicial Center

**Judging: A Book for Student Clerks** (Available in the CDO)
Louis J. Sirico, Jr., LexisNexis
This book is written for judicial law clerks, and contains articles written by judges and others about various aspects of clerking in a judge’s chambers.

**Judicial Clerkship Web Site**
Available at [www.judicialclerkships.com](http://www.judicialclerkships.com), this database provides comprehensive information on judicial clerkships. It lists all of the names and addresses of all state and federal courts in the United States. It has biographical information on judges. It also lists available clerkships.

**Judicial Yellow Book: Who's Who in Federal and State Courts**
Leadership Directories, Inc.
Lists biographical profiles of federal and state judges. Includes judges’ addresses, telephone numbers, and staff information (names of current law clerks and the schools they attended). Daily updates of this printed directory are available on-line at [www.leadershipdirectories.com](http://www.leadershipdirectories.com).


**Law Clerk Handbook: A Handbook for Law Clerks to Federal Judges**
By Alvin Rubin and Laura Bartell. (Available in the Westminster Library Level 3 KF 8771.D54)

**Legal Trac**
Internet database indexing over 800 law reviews, legal periodicals and legal newspapers form 1980 to date.

**NALP Federal and State Judicial Clerkship Directory**
National Association for Law Placement (NALP)
The NALP Clerkship Directory contains information regarding the hiring practices of state judges. It is available in the Career Development Office. It is also available on LexisNexis.
In 2000, NALP conducted an extensive survey of judicial law clerks. The results of the study can be found at [http://www.nalp.org/specialtopics](http://www.nalp.org/specialtopics).
NALP has recently published three articles on judicial clerkships:
“Fellowships and Clerkships? Planning Issues in the New Regime” –
“Preparing for Judicial Clerkships: Tips for Students Spending Their Summers in the Private Sector”
“The New Face of Fall Hiring: The Effects of the New Judicial Clerkship Hiring Plan on other Hiring Practices”
All articles can be found at http://www.nalp.org/judicialclerkships

National Center for State Courts
Available at www.ncsconline.org. Includes links to federal, international and state court websites as well as a number of local and municipal court websites.

Online System for Clerkship Application and Review (OSCAR)
Available at http://oscar.dcd.uscourts.gov. Allows students to upload all application materials for federal judges to review.

The Third Branch

Vermont Law School's Guide to State Judicial Clerkship Procedures
Vermont Law School
Only printed source that contains an overview of all state court clerkships. Provides basic information about the procedures each state uses for hiring law clerks for its courts. Available online at http://www.vermontlaw.edu/Resources/Judicial_Clerkship_and_Internship_Resources.htm. This site is password protected (updated annually mid-summer). Contact the CDO for the current username and password.

Want's Directory of State Court Clerks & County Courthouses
Want Publishing Company
Contains names, addresses and telephone numbers of state courts. Also includes a listing of State attorneys general and their staffs.

Want's Federal-State Court Directory
Contains names, addresses and telephone numbers of federal judges, Canadian Court clerks and courthouses, and addresses of highest courts around the world. Also contains state court directory listings and helpful organizational charts. Note that this information is also available online, at www.courts.com. It is updated with new appointments.

Westlaw
Featured on Westlaw are the West's Legal Directory of Judicial Clerkships (WLD-CLERK) and the Almanac of the Federal Judiciary (AFJ). The following overview demonstrates the databases and searches most useful for discovering information about judges and judicial clerkships on Westlaw:

    Database: WLD-CLERK    Contains West's Legal Directory of Judicial Clerkships, which is a database derived from judges’ responses to questionnaires. To find a listing for a particular judge, type his/her name in the Hiring Judge text box. You can also utilize as
searchable the test boxes for Selection Criteria (e.g., type in "law review") or Past and Present Clerks (e.g., type in "Denver").

**Database: WLD-JUDGE**  West's Legal Directory of Judges. Includes contact information as well as information on the judge's education, work history, published works, and significant decisions. Enter the particular judge's name in the Judge's Name blank.

**Database: WLD-COURT**  Contains West's Legal Directory of Courts, which provides information about state courts as well (enter the word "state" in the Court blank).

**Database: AFJ**  Carries the Almanac of the Federal Judiciary described above.

**Database: WLD**  To find the names of attorneys who have clerked for a particular judge, click "Terms & Connectors" in the Search type box, and enter the search, e.g., stephen /3 breyer /s clerk.

**Database: ALLNEWS**  Search to find recent stories about noteworthy cases in which a particular judge has been involved, e.g., judge /s barrington /s parker.

**Database Search - Judicial Opinions**  To find opinions the judge has written, run a segment search in the database of the court in which the judge is located. For example, ju(parker).

Another valuable resource available on Westlaw is AttorneyJobsOnline, which allows students to search for clerkships as well as other legal jobs across the country. To access AttorneyJobsOnline, go to Westlaw first. Do not sign in. Rather, click on the CAREERS/AJO button. Then, click on AJO/Law Student Jobs Online. Then click on LawStudentJobsOnline and enter your Westlaw password.

**Blogs or Forums discussing Judges:**

The forums on judicialclerkships.com:
http://underneaththeirrobes.blogs.com/main/

Clerkship Notification Blog:  http://lawschoolclerkship.blogspot.com Updated each year with information and postings on Judge hiring as it happens
# Addressing Cover Letters to Judges

## Federal Courts

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<th>Addressee</th>
<th>Address on cover letter and envelope</th>
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<td><strong>U.S. Supreme Court</strong></td>
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| The Chief Justice | The Honorable (full name)   
Chief Justice of the United States  
The Supreme Court  
1 First Street, N.E.  
Washington, D.C. 20543 | Dear Chief Justice (last name):                                                                       |
| Associate Justice | The Honorable (full name)   
Associate Justice  
The Supreme Court  
1 First Street, N.E.  
Washington, D.C. 20543 | Dear Justice (last name):                                                                            |
| **U.S. Court of Appeals**                                |                                                                                                      |                                       |
| Chief Judge      | Honorable (full name)  
Chief Judge  
United States Court of Appeals  
for the (X) Circuit  
Address | Dear Judge (last name):                                                                               |
| Senior Judge     | Honorable (full name)  
Senior Judge  
United States Court of Appeals  
for the (X) Circuit  
Address | Dear Judge (last name):                                                                               |
| Judge            | Honorable (full name)  
United States Court of Appeals  
for the (X) Circuit  
Address | Dear Judge (last name):                                                                               |
| **U.S. District Court**                                  |                                                                                                      |                                       |
| Chief Judge      | Honorable (full name)  
Chief Judge  
United States District Court  
for the District of (X)  
Address | Dear Judge (last name):                                                                               |
| Senior Judge     | Honorable (full name)  
Senior Judge  
United States District Court  
for the District of (X)  
Address | Dear Judge (last name):                                                                               |
Judge   Honorable (full name)   United States District Court for the District of (X)   Address
Dear Judge (last name):

U.S. Magistrate Judge:

Judge   Honorable (full name)   United States Magistrate Judge   United States District Court for the District of (X)   Address
Dear Judge (last name):

U.S. Bankruptcy Judge:

Chief Judge   Honorable (full name)   United States Bankruptcy Court for the District of (X)   Address
Dear Judge (last name):

Judge   Honorable (full name)   United States Bankruptcy Court for the District of (X)   Address
Dear Judge (last name):

Other Federal Courts

Chief Judge   Honorable (full name)   United States Bankruptcy Court for the District of (X)   Address
Dear Judge (last name):

Judge   Honorable (full name)   United States Bankruptcy Court for the District of (X)   Address
Dear Judge (last name):
# State Courts

## State Supreme Court:

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Address</th>
<th>Letter To</th>
</tr>
</thead>
</table>
| Chief Justice | Honorable (full name) | Chief Justice  
Supreme Court for the State  
(or Commonwealth) of (State)  
Address | Dear Chief Justice (last name): |
| Justice    | Honorable (full name) | Justice  
Supreme Court for the State  
(or Commonwealth) of (State)  
Address | Dear Justice (last name): |

## State Court of Appeals:

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Address</th>
<th>Letter To</th>
</tr>
</thead>
</table>
| Chief Judge | Honorable (full name) | Chief Judge  
Court of Appeals for the State  
(or Commonwealth) of (State)  
Address | Dear Judge (last name): |
| Judge      | Honorable (full name) | Judge  
Court of Appeals for the State  
(or Commonwealth) of (State)  
Address | Dear Judge (last name): |

## District Courts:

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Address</th>
<th>Letter To</th>
</tr>
</thead>
</table>
| Chief Judge | Honorable (full name) | Chief Judge  
District Court for the State  
(or Commonwealth) of (State)  
(X) Judicial District  
Address | Dear Judge (last name): |
| Judge      | Honorable (full name) | Judge  
District Court for the State  
(or Commonwealth) of (State)  
(X) Judicial District  
Address | Dear Judge (last name): |
Judicial Clerkship Sample Cover Letters:

Emily P. Jones
1234 Any Street  ♦  Denver, Colorado  80000  ♦  303-555-1234  ♦  ejones15@yahoo.com

September 7, 2008

Honorable John D. Doe
United States District Court
for the District of Colorado
901 19th Avenue
Denver, Colorado 80294

Re: Judicial Clerkship Application for Fall 2009

Dear Judge Doe:

We met recently at the Business Law Society meeting at the law school when you came to speak about commercial litigation. I am interested in becoming a litigator and learned a great deal from your remarks. I never realized that juries view commercial cases from a tort perspective while the clients think only in terms of contract. This insight is one I will remember throughout my career. I am sure that your remarks about commercial litigation represent just a small fraction of the practical and valuable information I could learn while clerking for you.

A good lawyer communicates well in writing. I have sought out many opportunities to improve my research and writing skills. As a first year law student, I received the highest grade in my legal writing class and was selected as a finalist for the Hartje Writing Award. During my second year, I worked as a research assistant for two professors at the law school, researching and drafting chapters for their respective casebooks. This past summer, I clerked for the Denver firm of Able & Able. There, I wrote twelve memos and three briefs concerning a wide variety of issues. These experiences should provide me with the tools to succeed as a judicial law clerk in your chambers.

I have enclosed a resume, transcript, and writing sample consisting of one of the briefs I wrote this summer. Also enclosed are letters of recommendation from Professors Johnson and Smith, as well as from Mr. Mike Able, my previous employer.

It would be an honor and a privilege to clerk for you. Thank you for your consideration of my application. I look forward to hearing from you.

Sincerely,

Emily P. Jones

Emily P. Jones
Enclosures
May 6, 2008

Honorable John P. Doe  
District Court Judge  
United States District Court  
for the District of Colorado  
901 19th Avenue, 6th Floor  
Denver, CO 80294

Re: Application for Judicial Clerkship Beginning in Fall 2009

Dear Judge Doe:

Having served as a judicial intern in Colorado for United States Magistrate Judge William T. Smith, I understand the value of a judicial clerkship in building a solid foundation for a successful legal career. An opportunity to serve as a judicial clerk in your chambers is my reason for contacting you.

I learned from my work with Magistrate Judge Smith that keen legal analysis, thorough legal research, and excellent writing skills are essential to the judicial clerk’s role. I believe I possess those skills and could provide the kind of analysis, research and writing necessary to serve as your law clerk. I excelled as an English Literature major at the University of Kansas, and my academic success has continued at the University of Denver Sturm College of Law. I am especially proud of my success at moot court competitions and of my research and writing for Magistrate Judge Smith, who relied on much of my work in issuing orders selected for publication.

Beyond my legal analysis and writing skills, I make a point of conducting myself with integrity and graciousness toward others, which are important in creating positive working relationships. These are qualities I learned from my family and community while growing up in Salina, Kansas. I have further developed these qualities as a student in Europe, an English teacher in China, a missionary in Bolivia, and now as a law student in Denver. Positive working relationships are important to me, and I would be delighted to build those relationships with you and your staff.

I would appreciate the opportunity to meet with you at a personal interview to discuss how I could serve you and make vital contributions to the important work you do.

Thank you very much for your consideration. My resume, unofficial transcript, two letters of recommendation, and writing sample are enclosed. Feel free to contact Magistrate Judge Smith at 303-844-1111 for his views on my work in his chambers. Should you require additional information, please contact me at the phone number or e-mail address listed above. I look forward to hearing from you soon.

Sincerely,

[Signature]

John P. Jones

Enclosures
September 3, 2009

Honorable Percy Anderson
United States District Court for the Central District of California
163 United States Courthouse
312 North Spring Street
Los Angeles, CA 90012

Re: Application for Judicial Clerkship beginning Fall 2010

Dear Judge Anderson:

In law and life there is no substitute for good writing. I learned this fact early on and have availed myself of many opportunities to hone my writing abilities.

I developed my writing skills pursuing a major in English literature as an undergraduate at Cornell University. At the University of Denver Sturm College of Law, the Law Review has been the main outlet for my legal writing. During the summers, I have capitalized on my employment opportunities, gaining substantial practical writing experience. While interning for Denver District Court Judge Gloria Rivera, I worked on numerous orders of the court and interacted directly with Judge Rivera, fine-tuning my writing with a special focus on the brevity and clarity required when composing judicial orders. This past summer, I applied my writing skills to various research projects that I completed while working at the Denver law firm of Hill & Robbins as well as the Colorado Attorney General's Office.

As my resume details, I was a member of a volunteer fire department during my final three years of college. The leadership and teamwork skills that I gained at the fire department translate well to situations in which interpersonal communication is required. Working for Judge Rivera, I realized that one needs to be a responsive colleague in order to operate successfully in the close-knit atmosphere of a judge’s chambers.

Recently, I was elected to a position on the College of Law Honor Board. Integrity and professionalism are qualities that I strive to achieve. I am committed to maintaining a high ethical standard among the student body at my school, as well as in all of the work that I do. I will carry this high level of professionalism into each situation that I encounter in your courtroom, irrespective of whether I am speaking with victims, litigants, jurors or attorneys.

Thank you for considering my application. I have enclosed my resume, transcript, letters of recommendation, and writing sample. I would greatly appreciate an opportunity to meet with you to discuss the skills that I would bring to your chambers and to answer any questions you might have.

Respectfully,

Neal M. Fletcher

Neal M. Fletcher

Enclosures
Dear Judge Smith:

Having interned for Judge Carparelli on the Colorado Court of Appeals last fall, I am familiar with the skills necessary to be an effective clerk. In fact, I discovered my passion for crafting order out of messy law and messy facts. With my nose deep in the record and my fingers tapping away at Westlaw, I experienced deep satisfaction with the mental challenge each case presented.

Of course, I have always enjoyed stringing words together. For my senior seminar writing workshop in college, I wrote an eighty-five page cycle of short stories. Each character memorialized an element of myself, and, at times, posed questions for which I had no answers. Now, I prefer the story-telling that occurs in the legal profession, since it is less self-indulgent and driven more toward resolution of complex issues. Working with Judge Carparelli, I gained a sincere appreciation for the way judges provide answers to difficult disputes.

I will bring to your clerkship position a passion for finding answers to difficult questions, and for communicating those answers effectively. Through practical experience in the legal field, I have honed my writing, editing and research skills. For example, as a paralegal for a large Kansas City law firm, I analyzed complex documents on a daily basis. In addition, I drafted many trial briefs, memoranda, and motions as a clerk for a small general practice firm. More recently, as a Court Report Editor for the University of Denver Water Law Review, I critiqued the work of my peers and other authors, which further improved my writing and editing skills.

I have enclosed my resume, transcript, writing sample, and letters of recommendation for your review. Thank you very much for your consideration of my application, and I look forward to hearing from you soon.

Respectfully,

Gabriella D. Rivera

Gabriella D. Rivera

Enclosures
June 22, 2009

Honorable XX
Address
City, State Zip

Re: Judicial Clerkship

Dear Judge ________:

I have always looked for new and exciting opportunities. At age thirteen, I left home to pursue a career as an international ski racer. I traveled between the northern and southern hemispheres so that I could compete in endless winters. During this time, I learned a great deal about discipline, perseverance, and time management. For example, while competing for the University of Colorado, I excelled academically and earned a 4.0 GPA despite missing one-third of my classes due to my competition travel schedule.

The invaluable life skills I acquired as a competitive athlete, coupled with my exceptional academic achievements, will allow me to excel as your judicial law clerk. I am confident my research, writing, and organizational skills will deliver consistent quality work product to your chambers. My confidence arises out of the experiences I have had teaching legal research and writing skills to first year law students as well as my work this summer with the Colorado Attorney General’s Office.

I have developed a passion for litigation while working for the special litigation group in the Colorado Attorney General’s Office. My greatest desire now is to understand the inner-workings of the courtroom from behind the bench. I truly wish to learn about litigation and judicial decision-making from a judge’s point of view.

I am motivated, enthusiastic, and possess an unparalleled work ethic that I will use on a daily basis in your chambers. Attached please find my resume, writing sample, and letters of recommendation. Thank you for your consideration.

Sincerely,

Timothy R. Erickson

Timothy R. Erickson
Enclosure
September 2, 2009

Honorable Peter T. Johnson
United States District Court for the District of Wyoming
123 South 3rd Street
Cheyenne, Wyoming 12345

Re: Judicial Clerkship Fall 2010

Dear Judge Johnson:

Born and raised in Colorado as a fourth generation resident, in a Mexican-American household, my family has always stressed the importance of community well-being, personal integrity and the highest personal achievement. These values have allowed me to succeed as a law student at the University of Denver Sturm College of Law. These same values motivate me to seek a position as a judicial law clerk in your chambers beginning in the fall of 2005.

In law school I have spent countless hours in leadership positions, mentoring law students, and promoting community development. As a Co-Chair for the 8th Annual National Latino Law Student Association Conference in Denver, I oversee numerous committees in preparing for a national conference that will bring to the forefront issues facing minority communities as well as the means to address and overcome such issues. As the Chair of the Honor Board, I help ensure that the highest standards of professional conduct are upheld at the Law School. In my role as a tutor to incoming law students, I help foster students' development in the importance of community respect for our system of justice.

While contributing significantly to my law school community, I have continued my commitment to academic excellence. I am in the top 6% of my law school class. I was also selected as a Senior Staff Editor on Law Review. Through my law review experience, I have learned the importance of attention to detail and significantly improved my editing and proofreading skills. In addition, I have worked hard to enhance my research, writing, and oral advocacy skills by serving as a member of the ABA National Appellate Team for DU, as well as writing motions and briefs as a member of the Tenth Circuit Clinic on behalf of prisoners.

Enclosed please find my resume, transcript, letters of recommendation and writing sample, which I wrote as a summer associate at Baker & Hostetler. It would be an honor and a privilege to clerk for you. Thank you for considering my application. I look forward to hearing from you regarding this position.

Very truly yours,

Jack M. Sandoval

Enclosures
Chapter 10

On-Campus Interviews (OCI)
FREQUENTLY ASKED QUESTIONS ABOUT
ON-CAMPUS INTERVIEWS (OCI)

What is OCI?
On-Campus Interviewing (OCI) is the fall recruiting program through which some law firms and
government employers hire summer associates, interns, and, not as commonly, first year
associates. A much smaller round of on-campus interviews may be held in the spring.

What OCI is NOT:
It is important to recognize that OCI is not the only way to get a job. Please know that most of
you will not obtain your job through the OCI process. Indeed, approximately 90% of students
experience job search success through externships, networking, informational meetings, job
fairs, and not through the OCI process.

What if I am not in the top 10 - 25% of my class?
As a rule, grades play a very important role to most OCI employers. However, many OCI
employers are interested in more than just class rank. These positions are extremely
competitive, so please keep this in mind. If you are having trouble deciding whether or not to
participate in OCI, please make an appointment to speak with a Career Consultant.

Who can participate in OCI?
OCI is open to all continuing students (2L, 3L, 3LE, 4LE & LLM) at the Sturm College of Law. If
you have any questions regarding your eligibility, please make an appointment to speak with a
Career Consultant.

What should I do to prepare for OCI?
Read all OCI emails forwarded to you over the summer for specific instructions and deadlines;;
check CDO website; update your Symplicity account and profile online; attend all OCI
related programming/events during the Spring and early Fall semesters; participate in Mock
Interview Day; and visit the Office of Career Development & Opportunities (Suite 223) to review
resources or talk to a Career Consultant for advice on updating your resume, drafting your cover
letter and preparing other materials. You will need to have your resume, cover letters,
references, and writing sample ready by mid-summer. Some employers request a list of
references, so determine who you will want to list and contact them ahead of time for
permission. Your Statement of Grades (unofficial transcript) should be prepared as soon as
your grades and class rank become available (late June).

Do all students get an initial interview?
No. Employers will select students online to interview. It will be important to check your student
Symplicity account and email each day to receive the most updated information.

How should I prepare for an interview?
The best preparation is to participate in Mock Interview Day, as well as attend other OCI-related
workshops. Mock Interview sign-up sheets will be posted in the Office of Career Development
& Opportunities at the beginning of Fall Semester. Mock Interview Day is open to all students,
even if you choose not to participate in OCI. Our Resource Center is also a great source of
valuable information. You should carefully research each employer as well as the individuals
with whom you will interview (when known) and make notes for potential questions to ask as
well as connections you may have.
Where will the interviews take place?
All interviews will be held in the Sturm College of Law Building, mainly in the second floor study rooms.

Can any of these employers discriminate against me?
Participating OCI employers have signed our Equal Employment Opportunity statement. If you have reason to believe that an employer is not complying with this policy, please contact our office.

OCI can be stressful and can involve tough decisions. Where can I go for advice?
The Office of Career Development & Opportunities staff is always available to help you in your career search. Whether it is OCI or any other questions or concerns, please feel free to call or make an appointment, (303) 871-6124.

See the CDO website (OCI or Student Resources) for complete information on yearly OCI deadlines, application procedures, and additional resources.

The Office of Career Development & Opportunities follows the NALP principles and guidelines for law placement and recruitment activities.

SEE, www.nalp.org/fulltextofnalpprinciplesandstandards

SEE ALSO:
“Student Professionalism During the Interview Season: A Quick Guide to Your Ethical Responsibilities in the Offer and Decision-Making Process”, www.nalp.org/studentprofessionalism (view and print in PDF)

NALP 2010 “Open Letter to Law Students from NALP Employers”, www.nalp.org/openlettertolawstudents (view and print in PDF)

The NALP Principles for the Timing of Offers and Decisions (Part V) are included on the next page.
NALP Principles and Standards
PART V: GENERAL STANDARDS FOR THE TIMING OF OFFERS AND DECISIONS

The wording of Part V presented below was approved by the NALP Board of Directors on February 25, 2010, and was in effect for the 2010-2011 recruiting season on a provisional basis. In February 2011 the NALP Board of Directors agreed to extend these guidelines through the 2011-2012 recruiting season. At the April 2012 Annual Business Meeting the Membership voted to adopt these provisions making them permanent. See also the Interpretations.

To promote fair and ethical practices for the interviewing and decision-making process, NALP offers the following standards for the timing of offers and decisions:

A. General Provisions
1. All offers to law student candidates ("candidates") should remain open for at least two weeks after the date of the offer letter unless the offers are made pursuant to Sections B and C below, in which case the later response date should apply.
2. Candidates are expected to accept or release offers or request an extension by the applicable deadline. Offers that are not accepted by the offer deadline expire.
3. A candidate should not hold open more than five offers of employment at any one time. For each offer received that places a candidate over the offer limit, the candidate should, within one week of receipt of the excess offer, release an offer.
4. Employers offering part-time or temporary positions for the school term are exempted from the requirements of Paragraphs B and C below.
5. Practices inconsistent with these guidelines should be reported to the candidate’s career services office.

B. Full-Time Employment Provisions
1. Employers offering full-time positions to commence following graduation to candidates not previously employed by them should leave those offers open for at least 28 days following the date of the offer letter or until December 30, whichever comes first. Offers made after December 15 for full-time positions to commence following graduation should remain open for at least two weeks after the date of the offer letter.
2. Candidates may request that an employer extend the deadline to accept the employer’s offer until as late as April 1 if the candidate is actively pursuing positions with public interest or government organizations. Candidates may hold open only one offer in such circumstances.
3. Employers are encouraged to grant such requests.
4. Employers offering full-time positions to commence following graduation to candidates previously employed by them should leave those offers open until at least November 1 of the candidate’s final year of law school. Candidates should reaffirm these offers within thirty days from the date of the offer letter. Employers may retract any offer that is not reaffirmed within the 30 day period.
5. Employers offering candidates full-time positions to commence following graduation and having a total of 40 attorneys or fewer in all offices are exempted from Paragraphs 1-3 of this Section. Instead, offers made on or before December 15 should remain open for at least three weeks following the date of the offer letter or until December 30, whichever comes first, and offers made after December 15 should remain open for at least two weeks.
C. Summer Employment Provisions for Second and Third Year Students
1. Employers offering positions for the following summer to candidates not previously employed by them should leave those offers open for at least 28 days following the date of the offer letter or until December 30, whichever comes first. Offers made after December 15 for the following summer should remain open for at least two weeks after the date of the offer letter.
2. Candidates may request that an employer extend the deadline to accept the employer’s offer until as late as April 1 if the candidate is actively pursuing positions with public interest or government organizations. Candidates may hold open only one offer in such circumstances. Employers are encouraged to grant such requests.
3. Employers offering positions for the following summer to candidates previously employed by them should leave those offers open until at least November 1. Candidates should reaffirm these offers within thirty days from the date of the offer letter. Employers may retract any offer that is not reaffirmed within the 30 day period.
4. Employers offering candidates positions for the following summer and having a total of 40 attorneys or fewer in all offices are exempted from Paragraphs 1-3 of this Section. Instead, offers made on or before December 15 should remain open for at least three weeks following the date of the offer letter or until December 30, whichever comes first, and offers made after December 15 should remain open for at least two weeks.

D. Summer Employment Provisions for First Year Students
1. Law schools should not offer career services to first-semester first year law students prior to November 1 except in the case of part-time students who may be given assistance in seeking positions during the school term.
2. Prospective employers and first year law students should not initiate contact with one another and employers should not interview or make offers to first year students before December 1.
3. All offers to first year students for summer employment should remain open for at least two weeks after the date made.

http://www.nalp.org/fulltextofnalpprinciplesandstandards
Chapter 11

Job Database:
DU Law Careers
Online
DU Law Careers Online

The Office of Career Development & Opportunities utilizes DU Law Careers Online, a recruiting software system from Symplicity’s Career Services Management (CSM) system, available to DU law students and DU alumni job seekers. Our office will set up your account in October of your first year. 1L Day students can begin using this system as of November 1 of their 1L year. 1L Evening students can begin using the system earlier in their first year as needed (contact our office to get registered early). DU Law Careers Online can be found online at https://law-denver-csm.symplicity.com/students.

Why Should You Use DU Law Careers Online?

DU Law Careers Online provides our office with important information to connect students and alumni with specific employers and also helps us to provide greater continuity of counseling and follow up during and after law school. This system is also used for On-Campus Interview applications and interview selections in the Fall and Spring semesters. We strongly encourage you to register and utilize this system so you do not miss out on any opportunities through job postings, OCI, and other programs. Plan to join over 4,000 students/alums and over 4,000 employers currently registered.

As a registered student or alumni user, DU Law Careers Online allows you to:

- Search the database of jobs posted with the Office of Career Development & Opportunities;
- Search the database of employers registered with the Office of Career Development & Opportunities;
- Upload resumes, cover letters, writing samples, references and other relevant documents to apply online for posted jobs, to allow employers to examine your resume if you elect to do so, and to participate when eligible in recruiting programs conducted through the Office of Career Development & Opportunities;
- Enlist the help of the SEARCH AGENT feature, which automatically sends you an email message linking you to a new job posted with the Office of Career Development & Opportunities that meets the job preference criteria you’ve selected.

We encourage you to log on to DU Law Careers Online as soon as possible, so that you can become familiar with its features and enjoy all of the benefits it has to offer.
EXISTING USERS:
ACCESSING YOUR DU LAW CAREERS ONLINE ACCOUNT
1. Go to https://law-denver-csm.symplicity.com/students/
2. Enter your username and password.

QUESTIONS ABOUT YOUR USERNAME AND PASSWORD
If you do not remember your password, click on the "Forgot Password" link. A newly generated password will then be emailed to you. If you cannot remember your username, please contact the CDO office to obtain your username.

NEW USERS:
TO CREATE A NEW ACCOUNT
1. Go to https://law-denver-csm.symplicity.com/students/
2. Click on Register to start creating your new account.
3. Fill out the registration information and submit.
4. After you have been approved, you will receive an email that includes your NEW temporary password information. You will be able to change your password once you log on the first time or anytime thereafter.

INCOMING 1L AND 1LE STUDENTS
NOTE: Our office will automatically create a new account for all 1L and 1LE students in their first semester. Watch for emails from our office on how and when to access.

TIPS:
SEARCHING FOR JOBS
After you have logged into your account, you can begin searching for positions by selecting the tab for Jobs and Resume Collection.

CREATING A SEARCH AGENT
1. After logging into DU Law Careers Online, click on the Jobs and Resume Collection tab.
2. Click on the Advanced Search tab.
3. At the top of the Advanced Search Options box, select the check box for Save As and then type in the name by which you’ll refer to this search.
4. Then proceed to fill out the various fields according to how you’d like this Search Agent to search for jobs.
5. Once you submit your search, you’ll need to next go to the Search Agent tab.
6. Here you will see your newly saved Search Agent. Click on the Schedule button
7. Click "yes" to enable your Search Agent.
8. Pick the interval by which you’d like the search to run.
9. Once you set this up, you will see new Search Agent results listed on the first page of your DU Law Careers Online site when you log in.

If you have any questions about our services, please contact us at careers@law.du.edu or call (303) 871-6124.
Chapter 12

Externships for Credit
Externships

Types of Externships

There are two types if externships available to Denver Law students:
   1) Externships for no school credit
   2) Externships for credit (Legal Externship Program)

Externships for No Credit

For a variety of reasons, students may choose to do externships for no credit. Externships provide an excellent way to get real world experience in a particular practice area or setting. Externships for no credit are structured according to the needs of the practitioner and the student. They may last for only a week or they may extend for all three years. They may take place one afternoon every two weeks or everyday for a semester. Because no credit is given, there is no oversight from the University of Denver. A student is responsible for finding and contacting the desired firm or organization and for setting up the terms of the internship. The Office of Career Development & Opportunities can help you prepare materials, target prospective mentors and structure an internship that will work best for you.

Externships for Credit (Legal Externship Program)

The Sturm College of Law offers an extensive externship program to both second and third year law students. The externship program provides students the opportunity to work in collaboration with an attorney or judge in a “real” practice or judicial setting for credit. Externs receive two to six credits for each placement and work fifty hours for each credit hour. Each student may take not more than an aggregate of ten credits of internship. In addition to their work experience, students attend one class each week and write weekly journals about their experience.

Externships are available in a variety of practice and substantive areas of law. You may extern in a private law firm, government agency, non-profit organization, prosecutor or public defender office, or with a trial or appellate judge. Students have the opportunity to practice “real” skills such as researching and writing a variety of legal documents, interviewing clients and witnesses, preparing for hearings and trials, and observing or conducting motion hearings and trials.

In addition to “sharpening” your legal skills, externships provide an important opportunity to network. You may have the opportunity to meet attorneys in an area of practice that is of particular interest to you. Such contacts may be invaluable after graduation when seeking employment.

The variety of practice areas and types of practice settings give students the opportunity to find out what may or may not be the right “niche” for them.

The Legal Externship Office maintains postings of available sites on its website. If you are interested or want more information, please contact the Legal Externship Office (www.law.du.edu/index.php/legal-externship-program).
Chapter 13

Alternative Careers
**Alternative Careers For Lawyers**

Many of you may have come to law school knowing that you did not want to practice law. Others may have decided during law school that practicing law is not for you. Now the question is: what else can you do with a law degree?

Make an appointment to talk with one of our Career Consultants. We can suggest extensive resources to help you make this transition. We facilitate self-introspection that helps you decide what your interests are, your values, your strengths and weaknesses and ultimately what type of work environment you would enjoy. We also offer the Myers-Briggs Type Inventory (MBTI) in working to explore suitable career options. In addition, please visit our CDO Resource Center for many books and resources regarding alternative careers.

**Suggested Web Resources**

NALP, The Association for Legal Career Professionals at [www.nalp.org](http://www.nalp.org) has a wealth of information on determining if an alternative career is right for you, job resources to consult in your employment search, finding a career coach and how to handle tough interview issues.

- [http://www.nalp.org/assets/317_exploringcareerchanges.pdf](http://www.nalp.org/assets/317_exploringcareerchanges.pdf)
- [http://www.nalp.org/assets/320_toughinterviewissues.pdf](http://www.nalp.org/assets/320_toughinterviewissues.pdf)

NALP also maintains a job database for positions in the areas of law school career counseling and law firm recruitment at:


**JD Preferred: 400+ Things You Can do With a Law Degree (Other Than Practice Law),**

[http://www.law.siu.edu/career/PDF/tradandnontradlawjobsweb1.pdf](http://www.law.siu.edu/career/PDF/tradandnontradlawjobsweb1.pdf)

**Suggested Readings**


*Turning Points- New Paths and Second Careers for Lawyers*, Published by ABA

*Breaking Traditions: Work Alternatives for Lawyers*, Published by ABA.

*The Road Not Taken: A Practical Guide to Exploring Non-Legal Career Options*, by Kathy Grant and Wendy Werner. Published by National Association for Law Placement.


Chapter 14

Legal Career Options
Careers in the Law:  
How Does it Break Down?

PRIVATE SECTOR:

LAW FIRMS

Large Firms
Typically these firms offer clients a full range of services. Their legal departments can range from 150 to over 2,000 attorneys; they may have additional offices in other cities and countries; and they may have a list of high profile corporate clients. Because these firms typically pay the highest salaries, they have highly competitive hiring processes that usually focus on students in the top 5-10% of their class. Most of the large Denver firms come on campus every fall to participate in On-Campus Interviewing (OCI). (Please see the OCI chapter and our website for more details.) Be aware that attrition in such firms can be high due to the pressure resulting from the billable hour requirements. Associates must work long, hard hours in order to move up the partner track. Some law firms have a single partnership level whose members share in the firm’s equity. Others have two or three levels of partnership, with only the top level conferring equity. Hiring in these firms takes place during OCI only for law students and entry-level attorneys. Expect a range of $90,000-$160,000.

Medium and Small Firms
There is little that can be generalized about small and medium size firms. Sometimes these firms have spun off of a large firm and other times these firms simply started out as “boutique” firms. The practice areas can be very generalized or very specialized. The best way to join a small or medium size firm is by networking or by working there part-time during law school. Benefits to working in this environment may include more autonomy, more hands-on practical experience early on, client contact early on, and earlier partnership. Possible cons may include a lower salary at the beginning, the expectation you will bring in clients early in your career, being asked to perform more administrative tasks, and less sophisticated clients. Salaries range all over the board in this type of firm. Expect a range of $45,000-70,000.

IN-HOUSE COUNSEL

Many companies have a legal department that advises them on day-to-day business activities and oversees work performed by big firms (outside counsel). Typically, but not always, companies prefer to hire transactional attorneys with three or more years of specialized experience in, for example, securities law or contracts. The salaries here are usually fairly competitive, but the hours can be generally better. One of the benefits is that there is only one client. In private practice, you are typically working on many deals or cases for many different clients. As an in-house attorney, you will work on many projects, but will always be working for the same client. The other important benefit is the lack of a billable hour requirement. Students interested in in-house positions should talk with one of our CDO Career Consultants and consider participating in the Corporate Apprenticeship Program (offered only in the Spring Semester).
PUBLIC SECTOR:

Career Tips for a Public Interest Career

Many students enter law school with the dream of make a difference in the world through public service. Sometimes that dream is derailed before graduation. Mounting debt and limited employment opportunities in general may lead you to the conclusion that a position in the private sector is your only option. To help you stay on track for a public interest career, the CDO offers a number of opportunities for you to explore career options in non-profit organizations and government agencies. In addition to your classes, the law school hosts seminars, workshops, volunteer events, law student groups and career fairs that can continue to spark your interest. Beyond the walls of DU, opportunities exist throughout Denver, Colorado, the U.S. and the world. Consider an internship in Washington, DC or overseas the summer after your first or second year. Hone your networking skills by joining an Inn of Court or a professional organization in your area of interest. The CDO provides materials about public service loan forgiveness, income-based loan repayment options and how you can qualify upon graduation.

Checklist:

- Look for externship opportunities in your field of interest. If your interests are broad, get firsthand experience in several areas through externship opportunities. Not sure about what opportunities exist? Check out the PSLAWnet.org website for government and non-profit internship and job listings at: http://www.pslawnet.org/ This website will also e-mail listings to you as they become available. Also check www.idealist.org.

- Satisfy your Public Interest Practicum (PIP) in a field that interests you. If you don’t see a PIP you like, create your own. Offer to help a local organization with a project that interests you or offer to work remotely on a project for a national organization or international organization.

- Attend the Public Interest Career Fair in Washington, DC that is sponsored by Equal Justice Works and is held each October. For more information, see: http://www.equaljusticeworks.org/events/ccf/general. Or stay closer to school and attend DU’s own career fair. Stop at a variety of tables and learn more about other fields of law.

- Learn more about summer internship grants and public interest fellowships available after your graduate at http://law.du.edu/index.php/public-interest-office/summer-grant-post-graduate-fellowship-opportunities.

- Concerned about how you can pay back your loans on a public interest law salary? Check out the loan forgiveness and repayment information at the CDO or watch a speaker on the CDO video link. We recommend the Spring 2010 video entitled “Student Debt Relief Presentation” from February 8, 2010 at: http://law.du.edu/forms/career-development/restricted/videosspring2010.cfm.
**Federal Government**
The secret is out about federal jobs. Federal, state, and local governments employ thousands of lawyers. One major employer is the Department of Justice, which hires lawyers to prosecute cases on behalf of the federal government. The pay is pretty good, the work is typically very interesting, and the hours are reasonable. Also, no billable hours! But, as it is often very difficult to break into these jobs directly out of law school, interning at an agency during law school is generally the best avenue to follow. Additionally, plan to attend the CU/DU Public Interest Career Fair in the fall and various career panels that feature government agency attorneys.

Many federal agencies hire entry-level attorneys through their Honors Program, which is not always based on a cumulative GPA. For detailed information on government honors programs please see [www.law.arizona.edu/career/honorshandbook.cfm](http://www.law.arizona.edu/career/honorshandbook.cfm) (user name and password are available on our password protected document or from our office.) Other agencies may advertise their attorney positions at [www.usajobs.opm.gov](http://www.usajobs.opm.gov) or at [www.avuecentral.com](http://www.avuecentral.com). Opportunities also exist within regulatory agencies, such as the Securities and Exchange Commission and the Commodities Futures Exchange Commission — and in the military, with the Judge Advocate General Corps, as well as every other cabinet-level agency.

**State and Local Government**
The Attorney General’s Office, the District Attorney’s Offices, the Public Defender’s Office, the City Attorney’s Office, and County Attorney’s Offices are often wonderful places to work and pay fairly well. Attorneys working in these environments report a high degree of job satisfaction. You will get a significant amount of job responsibility early and do not need to worry about “rain-making” or billable hours. Again, these jobs are difficult, but not impossible, to get. Get out and intern or volunteer early. These agencies like to hire people they already know.

[http://www.statelocalgov.net/state-co.cfm](http://www.statelocalgov.net/state-co.cfm). This site provides national information on statewide offices, the legislative, judicial, and executive branches, boards, as well as regional, county, city and municipalities.

**Judicial Clerkships**
See Chapter 9 for a comprehensive discussion of this legal career option.

**Public Interest Law**
“Public Interest Law” is a broad category that can include work for federal, state, and local governments as well as non-profit organizations. Partners and associates working for law firms can also work on behalf of the public interest by taking on pro bono cases. The type of ‘public interest’ law you may wish to practice will be dictated by your personal passions, be they an interest in child welfare, gay and lesbian rights, criminal prosecution, or any number of other social issues. “Public interest” jobs are too varied to be meaningfully summarized, although competition for many positions is often intense and, again broadly speaking, the pay is not as high as work in the private sector. In applying for a job that addresses a particular social ill, the organization will often be looking for a demonstrated commitment to the issue or clients they serve, in addition to other employment criteria such as research and writing skills. Internships are often a fabulous way to both gain experience and develop connections in a particular area or organization.
INTERNATIONAL LAW:

A career in international law could cross over many of the areas listed above. International lawyers work for their home governments (in the U.S. that would be at, inter alia, the Department of State, World Bank, US AID, the Department of Homeland Security and the Department of Justice), public policy institutions, overseas development agencies, international NGOs (non-governmental organizations), and international organizations (such as UN agencies, international courts, regional bodies (such as the OAU), for trade associations (such as the ABA’s Rule of Law Initiative) and in private law firms and companies which conduct international business. Some of these careers require attorneys to reside abroad and rotate to new positions every few years. Others are located within the U.S. and travel abroad is infrequent. Students interested in a career in international law should look for internship and study-abroad opportunities during law school. It is also helpful to meet with law professors specializing in international law for advice. Many positions in international law require one or two years of experience. This initial experience is often difficult to obtain and students should consider the possibility of unpaid internships after graduation or signing up as a UN Volunteer, which pays a livable stipend (see: www.unv.org), upon graduation. Some DU law students choose to do a dual degree and obtain a Masters in International Studies from the Josef Korbel School of International Studies, an MBA in International Business from the Daniels College of Business or an MA from the Conflict Resolution Institute. Law school also might be the ideal time to sharpen your language skills, as knowledge of a foreign language is often a plus in landing an international law position, and many opportunities exist at DU to study and improve your knowledge of another language.

LEGAL PUBLISHING:

An often overlooked area, but one ripe with opportunities for recent law graduates and seasoned professionals, is the legal publishing field. Think of all of the legal treatises, loose-leaf services, books, manuals, magazines, newsletters, websites, and legal research sites which lawyers, judges, and law students access on a daily basis to stay up to date on the latest legal news and trends. Someone has to write, edit and maintain all of that information and that someone could be you. Career opportunities abound at mammoth companies such as West (Thomson Reuters) and LexisNexis, as well as small legal publishers.

ACADEMIA:

For those with a passion for teaching and research, a career in academia is an excellent choice. Often law professors have graduated at the top of the class, served as an editor on law review or other legal journal and have published or written law review articles, comments or notes. Individuals interesting in teaching at a law school who have graduated from schools that are not in the top ten or twenty ranked schools should consider obtaining an LL.M. in their field of interest. Law schools hire new professors and visiting professors on an annual basis. An often overlooked area, but one ripe with opportunities for recent law graduates and seasoned professionals, is the legal publishing field. Think of all of the legal treatises, loose-leaf services, books, manuals, magazines, newsletters, websites, and legal research sites which lawyers, judges, and law students access on a daily basis to stay up to date on the latest legal news.
LAW SPECIALTY AREAS

Included here is a list of some specialty areas in which you can practice law. (*Note: Not all specialty areas are included.)

- Environmental
- Civil Litigation
- Tax Law
- Appellate Practice
- Alternative Dispute Resolution
- Corporate/Securities
- Insurance Defense
- Intellectual Property
- Real Estate
- Bankruptcy
- ERISA
- Legal Aid
- Military (JAG Corps)
- Municipal law
- Health Law
- Transportation Law
- Education Law

- International
- Criminal Law
- Patent Law
- Trusts and Estates
- Sports Law
- Employment law
- Elder Law
- Family Law
- Admiralty law
- Aviation law
- Immigration Law
- Medical Malpractice
- Products Liability
- Civil Rights
- Worker's Compensation
- Constitutional Law
- Agriculture Law

In determining which area you would like to focus on, be sure to attend the many CDO programs and panels where attorneys from various specialties speak about their practice. In these programs, we invite two or more attorneys in a practice area to come and speak to students on the basics of their practice area and how to pursue careers in that area. Many of these programs are videotaped and are available to view on our website.

You should also review the resources in our CDO Resource Center. We have many books to help you decide if you want to specialize and which area you may find most interesting. In addition, our staff is trained to help you identify and make these decisions. For additional career development information, see:

http://www.americanbar.org/resources_for_lawyers/careercenter.html.
Chapter 15

Job Offers and Negotiation/Salary Information
What are the best ways to handle salary discussions?

Salary discussions during an interview center around what you have made in prior positions and/or what you are seeking to earn in your next position. (The rules are different if you're responding in writing to a written request for a salary history or requirements from an advertised position.) A salary discussion is not a salary negotiation. It can, however, lay the foundation for a salary negotiation.

Employers ask salary questions to see if a close match exists between the salary likely to be offered and your expectations. Naturally, the closer you are to the employer’s salary range, the more likely you will accept an offer and remain with the company.

Be prepared to disclose your salary history when asked. If your salary history differs significantly (higher or lower) than your current expectations, you must be prepared to address these differences at the same time. Keep in mind you need to consider the total compensation package including benefits, local and national bar association memberships, attorney registration fees, and CLEs.

Often a significant difference in salary occurs when making a change in career, industry, type or level of position, geographical area, or when starting a new career. Without knowing the appropriate salary range for the type of position you are seeking, you may not be able to address variances in your salary history. In this case, you need to conduct prior research as to salary ranges for someone with your experience and skills for the type of position in the industry and geographical area in which you are interviewing. (Visit http://www.careerperfect.com/content/topics-salary)

You may also be asked directly regarding your salary expectations. For example, the employer may ask: "What do you want to earn in your next position?" This is different than asking for historical facts like your salary history, so you have latitude in answering. In general you should use a range rather than a specific figure when discussing numbers at this stage.

Keep in mind this is not the time to negotiate salary — you are simply answering the employer's interview question. When handled appropriately, a salary discussion can lay the foundation for negotiating the best salary later.
Evaluating a Job Offer

Once you receive a job offer, you are faced with a difficult decision and must evaluate the offer carefully. Fortunately, most organizations will not expect you to accept or reject an offer immediately.

There are many issues to consider when assessing a job offer. Will the organization be a good place to work? Will the job be interesting? Are there opportunities for advancement? Is the salary acceptable? Does the employer offer good benefits? If you have not already figured out exactly what you want, the following discussion may help you to develop a set of criteria for judging job offers, whether you are starting a career, reentering the labor force after a long absence, or planning a career change.

The Organization

Background information on an organization can help you to decide whether it is a good place for you to work. Factors to consider include the organization’s business or activity, financial condition, age, size, and location.

You generally can get background information on an organization, particularly a large organization, on its website or by telephoning its public relations office. A public company’s annual report to the stockholders tells about its corporate philosophy, history, products or services, goals, and financial status. Most government agencies can furnish reports that describe their programs and missions. Press releases, company newsletters or magazines, and recruitment brochures also can be useful. Ask the organization for any other items that might interest a prospective employee. If possible, speak to current or former employees of the organization as they can offer valuable insight into the culture of an organization.

Background information on the organization may be available at your public or school library. If you cannot get an annual report, check the library for reference directories that may provide basic facts about the company, such as earnings, products and services, and number of employees. Some directories widely available either in print or as online databases include:

- Dun & Bradstreet’s Million Dollar Directory
- Standard and Poor’s Register of Corporations
- Mergent’s Industrial Review (formerly Moody’s Industrial Manual)
- Thomas Register of American Manufacturers
- Ward’s Business Directory
- [http://www.nalpdirectory.com/](http://www.nalpdirectory.com/) (a website that compiles valuable data on law firms that are members of the National Association of Law Placement)

Stories on an organization in magazines and newspapers tell a great deal about its successes, failures, and plans for the future. You can identify articles by looking under the company’s name in periodical or computerized indexes in libraries.

The library also may have government publications that present projections of growth for the industry in which the organization is classified. Long-term projections of employment and output for detailed industries, covering the entire U.S. economy, are developed by the Bureau of Labor Statistics and revised every 2 years. See the November 2005 Monthly Labor Review for the
most recent projections, covering the 2004-14 period, on the Internet at: http://www.bls.gov/opub/mlr/mlrhome.htm. Trade magazines also may include articles on the trends for specific industries.

Career centers at colleges and universities often have information on employers that is not available in libraries. Ask a career center representative how to find out about a particular organization.

**Does the organization’s business or activity match your own interests and beliefs?**
It is easier to apply yourself to the work if you are enthusiastic about what the organization does.

**How will the size of the organization affect you?**
Large firms generally offer a greater variety of training programs and career paths, more managerial levels for advancement, and better employee benefits than do small firms. Large employers also may have more advanced technologies. However, many jobs in large firms tend to be highly specialized.

Jobs in small firms may offer broader authority and responsibility, a closer working relationship with top management, and a chance to clearly see your contribution to the success of the organization.

**Should you work for a relatively new organization or one that is well established?**
New businesses have a high failure rate, but for many people, the excitement of helping to create a company and the potential for sharing in its success more than offset the risk of job loss. However, it may be just as exciting and rewarding to work for a young firm that already has a foothold on success.

**Does it make a difference if the company is private or public?**
An individual or a family may control a privately owned company and key jobs may be reserved for relatives and friends. A board of directors responsible to the stockholders controls a publicly owned company and key jobs usually are open to anyone.

**Is the organization in an industry with favorable long-term prospects?**
The most successful firms tend to be in industries that are growing rapidly.

**Nature of the Job**

Even if everything else about the job is attractive, you will be unhappy if you dislike the day-to-day work. Determining in advance whether you will like the work may be difficult. However, the more you find out about the job before accepting or rejecting the offer, the more likely you are to make the right choice. Actually working in the industry and, if possible, for the company would provide considerable insight. You can gain work experience through part-time, temporary, or summer jobs, or through internship or work-study programs while in school, all of which can lead to permanent job offers.

**Where is the job located?**
If the job is in another section of the country, you need to consider the cost of living, availability of housing and transportation, and quality of educational and recreational facilities in that section of the country. Even if the job location is in your area, consider the time and expense of commuting.
Does the work match your interests and make good use of your skills?
The duties and responsibilities of the job should be explained in enough detail to answer this question.

How important is the job in this company?
An explanation of where you fit in the organization and how you are supposed to contribute to its overall objectives should give you an idea of the job’s importance.

Are you comfortable with the hours?
Most jobs involve regular hours — for example, 40 hours a week, during the day, Monday through Friday. Other jobs require night, weekend, or holiday work. In addition, some jobs routinely require overtime to meet deadlines or sales or production goals, or to better serve customers. Consider the effect the work hours will have on your personal life.

How long do most people who enter this job stay with the company?
High turnover can mean dissatisfaction with the nature of the work or something else about the job.

Opportunities Offered by Employers

A good job offers you opportunities to learn new skills, increase your earnings, and rise to positions of greater authority, responsibility, and prestige. A lack of opportunities can dampen interest in the work and result in frustration and boredom. The organization should have a training plan. What valuable new skills does the employer plan to teach you?

The employer should give you some idea of promotion possibilities within the organization. What is the next step on the career ladder? If you have to wait for a job to become vacant before you can be promoted, how long does this usually take? When opportunities for advancement do arise, will you compete with applicants from outside the company? Can you apply for jobs for which you qualify elsewhere within the organization, or is mobility within the firm limited?

Salaries and Benefits

Wait for the employer to introduce these subjects. Some companies will not talk about pay until they have decided to hire you. In order to know if their offer is reasonable, you need a rough estimate of what the job should pay. You may have to go to several sources for this information. Try to find family, friends, or acquaintances who recently were hired in similar jobs. Ask your professors and the CDO staff about starting pay for positions like the one you’ve been offered. There are numerous online resources you can consult as well, some of which are listed at the end of this chapter.

If you are considering the salary and benefits for a job in another geographic area, make allowances for differences in the cost of living.

Take into account that the starting salary is just that—the start. Salary should be reviewed on a regular basis; many organizations do it every year. How much can you expect to earn after 1, 2, or more years?
Benefits also can add a lot to your base pay, but they vary widely. Find out exactly what the benefit package includes and how much of the cost you must bear.

National, State, and metropolitan area data from the Bureau’s National Compensation Survey are available from:


Data on earnings by detailed occupation from the Occupational Employment Statistics (OES) Survey are available from:


Source: Bureau of Labor Statistics

**Eleven Commandments for Smart Negotiating**

By LEE MILLER


There are 11 basic commandments to help you negotiate the best possible deal when changing jobs, whether internally or with a new company. They are:

1. Be prepared. The more information you have about your market value and the prospective employer, the greater your likelihood of success. This is the first commandment because it's the most important. There's a wealth of information available on the Internet, at the public library and through professional associations and networking groups. Time spent learning how to negotiate and preparing for negotiations may be the best investment you'll ever make.

2. Recognize that employment negotiations are different. When the negotiations are over, you'll have to work with the person with whom you're negotiating. Moreover, your future success may depend on that person. So, while you want to negotiate the best possible deal, you need to do so in a way that doesn't damage your image. At the same time, the employer's primary concern isn't negotiating the least expensive compensation package it can get away with. Rather, their focus will be on getting you to accept the job.

3. Understand your needs and those of the employer. To be successful in this type of negotiation, you need to examine your priorities. What do you really want? Are you comfortable with a low salary and a large equity stake? Are you able to handle dramatic swings in income from year to year? Understanding your needs will also help you determine the type of company you want to work for. For example, a family-owned company may be...
able to offer a competitive salary and a large bonus based on results, but may not be willing to offer significant equity to a non-family member. A start-up company, on the other hand, may not be able to offer market salary, but will typically offer stock options. By recognizing what an employer can and can't do, you'll be able to determine what issues you should press.

4. Understand the dynamics of the particular negotiations. Sometimes you'll have skills that are in great demand. And sometimes, you may be one of several qualified candidates the company would be happy to hire. Sizing up the situation and understanding the relative position of each party will help you determine when to press your advantage and when to back off.

5. Never lie, but use the truth to your advantage. It's not only wrong to lie, but in employment negotiations, it's ineffective. If you lie during negotiations, sooner or later you're likely to be caught. Once you are, even if you don't lose the offer, you'll be at a tremendous disadvantage, and your credibility will always be suspect. On the other hand, total candor won't be rewarded. You're under no obligation to blurt out everything you know. You can determine what you want to say and how you want to say it, and try to put everything in its most positive light. One key element of your preparation should be to recognize areas of concern so you can rehearse how to handle them when they inevitably come up.

6. Understand the role fairness plays in the process. The guiding principle for most employers when negotiating is fairness. Within the constraints of their budget and organizational structure, employers usually will agree to anything that's fair and reasonable to hire someone they want. Appeals to fairness are your most powerful weapon. Thus, you should be able to justify every request you make in terms of fairness. For example, if other computer programmers in similar companies are being given sign-on bonuses, you should expect to be treated no differently. Your prospective employer will want you to accept its offer and feel that you've been treated fairly. Understanding the importance of fairness as a negotiating principle can make the difference between success and failure.

7. Use uncertainty to your advantage. The more information you convey to a potential employer about your bottom line, the more likely it will limit what you get. Before making an offer, a company typically tries to determine what it will take for you to accept the position. With that information, the prospective employer will be able to determine the minimum package it needs to offer. While they may not offer you as little as they can get away with, if you've divulged too much information, they likely won't offer you as much as they might have otherwise. By not disclosing exactly what your current compensation is or exactly what it would take to get you to leave your job, you'll force a potential employer to make its best offer.

8. Be creative. Consider the value of the total package. Look for different ways to achieve your objectives. Be willing to make tradeoffs to increase the total value of the deal. If you're creative, you can package what you want in ways that will be acceptable to the company. You'll also be able to find creative "trades" that allow you to withdraw requests that might be problematic to the company in return for improvements in areas where the company has more flexibility. That way, you can maximize the value of the package you negotiate.

9. Focus on your goals, not on winning. Too often in negotiations, the act of winning becomes more important than achieving your goals. And it's also important not to make your future
boss feel as if he's lost in the negotiations. You'll have gained little by negotiating a good deal if you alienate your future boss in the process.

10. Know when to quit bargaining. The one sure way to lose everything you've obtained is to be greedy. There comes a point in every negotiation when you've achieved everything you could have reasonably expected to gain. While most companies will want to treat you fairly and make you happy, few companies want to hire a prima donna. Being perceived as greedy or unreasonable may cause the deal to fall apart. Even if it doesn't, you'll have done immeasurable harm to your career. This brings us to the 11th and most important commandment:

11. Never forget that employment is an ongoing relationship. Job negotiations are the starting point for your career with a company. Get too little and you're disadvantaged throughout your career there; push too hard and you can sour the relationship before it begins.

Understanding these principles will allow you to effectively negotiate the terms of your new job. Then do your job well and continually seek out new challenges. As you take on added responsibilities and learn new skills, there will be opportunities to negotiate further improvements.
Web Sources on Salary Negotiations and Job Offers


For information on attorney compensation in Colorado, ask the CDO for information from the Colorado Bar Association’s Economic Survey. CBA members may obtain their own copy of the survey by contacting the CBA directly. [www.cobar.org](http://www.cobar.org)

For national salary data, see the National Association of Law Placement’s research & statistics page at [http://www.nalp.org/research](http://www.nalp.org/research)

**Anyone Can Negotiate Their Salary -- This Means YOU!**
Jack Chapman, author of *Negotiating Your Salary: How to Make $1000 a Minute*, offers his best tip on salary negotiation.

**Salary Negotiation Guide**
An excellent guide from Susan Ireland, covering the process from picking the best time to approach your boss to signing contracts.

**Suggested Salary Negotiation Guidelines for Recent College Graduates**
A good introduction to the process and the tactics from Collegerecruiter.com.

**SoYouWannaAsk for a Raise?**
Step-by-step plan covers preparing a strategy, knowing when to ask, reading your boss and avoiding stupid mistakes - from SoYouWanna.com.

**How to Get a Better-than-Average Raise**
Hard@Work offers tips for handling salary reviews or bringing up the compensation issue on your own.

**Books on Salary Negotiations**

*Negotiating Salary: How to Make $1000 a Minute*. Jack Chapman.
Excellent guide to all phases of the negotiations: how to prepare, what to do and say and what to watch out for. JobStar features Jack Chapman's "Anyone Can Negotiate Salary--that Means You!"

*The Smart Woman’s Guide to Interviewing and Salary Negotiations*. Julie Adair King.
If you’ve never done this before (male or female), this is the book for you. Covers: low-impact negotiation-styles, handling nervousness, researching the situation and rehearsing your case.

*Perks & Parachutes: Negotiating Your Best Possible Employment Deal, from Salary and Bonus to Benefits and Protection*, John Tarrant.
Covers employment contracts, both formal and oral; compensation (salary and bonuses); performance measures and termination arrangements. Also included, for your reading pleasure, is the actual text of Michael Eisner's contract with Disney.
Chapter 16

Survival Tips for New Attorneys

(and for Summer or School-Year Clerks & Externs!)
Surviving As A New Attorney

Master Your Writing Skills

We can’t emphasize enough the importance of producing clear, concise written materials, regardless of your employers, office size, specialty, or setting. To create superior pieces:

- Proofread, proofread, proofread!
- Do not believe assigning attorneys who tell you they just want a “rough draft.”
- Their idea of a rough draft is not the same as yours. Make sure everything you turn in is your best product and it has been proofread and edited.
- Check your facts. Don’t assume anything.
- Do not turn your assignment into a lengthy historical analysis of case precedent unless you have been explicitly directed to do so by your assigning attorney. Analyze the law as it relates to your fact pattern and avoid rambling on about unrelated issues. Your ultimate goal is to solve the client’s problems. Turning the project into a law review article is not usually the most efficient or effective way to address your client’s needs.

Be Smart with Your Time

First, get as many facts and as much clarification from the assigning attorney as possible, before you even leave his/her office. For example:

- Find out background information about the case and make sure you understand how your assignment fits into “the big picture.”
- Determine when your project needs to be done and how much time the assigning attorney believes you should take to complete it. (Beware: new associates will often need three to five times longer than the assigning attorney estimates!)
- Ask the assigning attorney to suggest a source where you can begin your search. Find out if there are internal forms or memo files to explore so you don’t “reinvent the wheel.”

While everyone recognizes new attorneys are on a learning curve, it is important not to spend hours or days researching projects you don’t understand. Check in with the assigning attorney as you progress with your project to make sure you are still on the right track. Nothing is more frustrating than spending days on an assignment only to find out that your work was useless because you made incorrect assumptions, or got bogged down researching irrelevant issues or the issue was modified and no one told you (it’s your job periodically confirm with the assigning attorney that nothing has changed since your initial conversation)!

Seek Out Feedback and Accept Criticism

New attorneys commonly complain about the lack of feedback they receive regarding their work performance. Don’t fall into this trap: accept responsibility for your own professional development and seek out feedback from assigning attorneys. Though they might be busy and
hard to reach, be assertive and persistent in asking for their opinions about your work. The best time to ask for feedback is after completing a draft, but before finishing the project.

Don’t be defensive about criticism if you do receive it. Your draft may be returned with more red than black ink, but use this as an opportunity to learn about this attorney’s style and improve your own writing skills.

Be Flexible

Every attorney has different criteria for a “good” work product. Try to conform to the specific demands of each assigning attorney. Review the memos your assigning attorney has written to get an idea of his/her style. Knowing your audience is the first step to finding success.

Be Friendly to Everyone -- from Senior Attorneys / Partners to Paralegals

Meet and stay in touch with all the senior attorneys / partners with whom you are working. Some will encourage regular contact and will make it easy. Others may seem unapproachable and you will have to work harder to communicate with them. It is in your best interest to make the effort – don’t expect them to.

Get to know other younger and mid-level attorneys. They often know the ropes and can be invaluable sources of information. Treat them as professional colleagues, mentors and sounding boards.

Treat members of the administrative / clerical staff with respect. Introduce yourself to them immediately and learn their names! The quality and timeliness of your work product is often in their hands, so be sure you treat them as the professionals they are.

Stay Out of the Gossip Mill

This should be self-explanatory. Office politics are complicated. If you embroil yourself in political and/or personal conflicts, you may get burned. Be the professional that you claim to be and steer clear of conversations about other employees. If you do, you will earn trust and respect from everyone.

Get Your Hands Dirty

Treat every assignment as a challenge. Dive in and become an expert on the matters entrusted to you. By doing so, you will become indispensable and will be positioned to receive more prestigious and interesting assignments down the road.

Enjoy Work and Life. Don’t Live to Work!

Learning the nuts and bolts of practicing law is both challenging and exciting. During your first few years of practice, the learning curve will be tremendous as will, at times, your stress level. Find outlets to cope with on-the-job stress and the discomfort you may feel as you grow in your professional development and face more responsibilities and higher performance expectations. If you don’t learn how to really relax your mind now, you will pay for it later in life. Learning to
compartamentalize work from your personal life could prevent stress-induced illnesses and preserve your emotional and spiritual well-being.

Did you run or lift weights to cope with the stress of law school exams? Keep up your exercise routine as you begin practice. Read fiction or listen to music to unwind. Do volunteer work that interests you. Are you one of the several graduating students who are supporting a family? Don’t neglect or abandon your friends, family and extracurricular activities when you begin law practice. Strive to maintain balance in your life. You will be a happier, healthier lawyer and a well-rounded person for it. This will benefit you and your employer as well!
Chapter 17

POST SCRIPT
NOTES
A Sampling of Additional Useful Websites

Here are additional websites for those interested in business, government work, general job searches or going solo. More are available at our website under Student Resources at:
http://www.law.du.edu/index.php/career-development-and-opportunities/student-resources/online-career-resources

Government Jobs

2011-2012 Federal Legal Employment Opportunities Guide
http://www.law.asu.edu/LinkClick.aspx?fileticket=bfNh9KWjsY%3D&tabid=1136
http://www.usajobs.gov/ (If you check only one site for government jobs, make it this one!
http://www.firstgov.gov/
http://www.house.gov/cao-hr/
http://bestplacestowork.org (Rankings by federal employees of the best places to work in government agencies)
http://www.hhs.gov/careers (Health and Human Services home page)
www.senate.gov/pagelayout/visiting/h_multi_sections_and_teasers/employment.htm
(Senate and committee jobs plus legislation and records )
http://www.ourpublicservice.org/OPS/programs/calltoserve
www.gpoaccess.gov/plumbook/2008/index.html
(lists over 7,000 Federal civil service leadership and supp
www.bls.gov/home.htm
The Bureau of Labor Statistics (BLS) is the principal fact-finding agency for the Federal Government in the broad field of labor economics and statistics for national, state, local governments, business and labor. The BLS also serves as a statistical resource to the Department of Labor.

Legal and General Job Search Sites

www.abanet.org
The ABA site has a wealth of information on career resources for lawyers. Be sure to explore the Career Counsel section.

www.findlaw.com
A mini-law school comprised of links to substantive legal information, pending cases and access to legal positions in other cities/states. FindLaw's database helps you locate practice-specific area information. It also allows you to search current news, legal analysis, case law and attorneys nationwide.

www.wetfeet.com
A comprehensive resource with information sorted by industry with salaries and job listings.

http://www.hound.com
Access provided to employers' websites for members. Ranked in the top 20 best job search engines.
http://www.indeed.com
A comprehensive site that searches job sites, associations, companies and newspapers by key words.

http://www.careerinfonet.org
Search for salaries, growing markets and current positions by national, state, local and county levels.

http://www.hg.org
Hieros Gamos is another worldwide internet portal to anything legal: national, international law, associations and employment for both the law student and attorney.

Westminster Library Research Sites


Westminster’s research guide on starting your own law office at http://libguides.law.du.edu/solo

http://libguides.law.du.edu/law-librarianship
This guide provides a resource for library school or law school students interested in law librarianship as well as newer law librarians.

Other job search research guides that are very useful include: http://www.libguides.law.du.edu/careers

Hoover’s on-line company database provides histories, financial information, and profiles of worldwide public & private companies. Also allows searching by individual or business type. Go to http://www.law.du.edu/site/code/library/internaldb.php, select Business in the drop down menu and scroll down to Hoover’s.
Books in the Career Development Center
Resources Library

We are constantly adding to the books, periodicals, useful handouts and other resources available in our Resource Library. Please stop by to browse or pick up pamphlets on job search strategies or handouts from previous and upcoming workshops.

Video Library/Streamed Videos

Most of our programs are accessible on-line as archived streaming videos for each semester. Previous programs are categorized by semester and include seminars on a wide range of topics including writing your resume, practicing in specific areas of law, networking, and interviewing tips, log on to:

http://www.law.du.edu/forms/career-development/restricted/videos.cfm

For the username and password for the archived videos, please check the Password Protected Site Guide under http://www.law.du.edu/index.php/career-development-and-opportunities/student-resources/online-career-resources or contact the CDO Office at 303-871-6124 or careers@law.du.edu.
Writing Samples for the Job Search
K.K. DuVivier, Assistant Professor & Director, Lawyering Process Program, 2006

I. Traditional Writing Samples

Initial Considerations
- Remember that the sample represents you, and readers will form an impression of you based on whatever you send.
- Employers frequently use writing samples to eliminate candidates that they initially felt were qualified.
- Generally, do not send a sample with your cover letter and resume; wait until the employer asks for one.

Purpose
- The employer is trying to get a reliable measure of your abilities as a writer.
- Most legal employers want a sample that articulates traditional legal analysis, so legal memos or briefs are generally best.
- Employers are looking for well-articulated facts, distinct issues, and thorough analysis to support a conclusion.
- Your sample also should try to exhibit good research skills through well-explained and accurately cited authorities.

Format
Employers are looking for something succinct.
- It is ideal to edit down a longer piece to only 5-7 pages; you always can offer to send more.
- Make it impeccable—especially the first page.
- Your sample should be clear on the first reading.
- Avoid any typos or grammar errors.
- Remember, in addition to content, consider visual impact.

Special Concerns
- Do not set yourself up for failure by sending something that is heavily edited or of a quality that you could not replicate.
- If your sample was edited, mention this in the cover sheet for the sample.
- Try to avoid sending a group product, but if you feel it is your best work, try to edit it or otherwise indicate what portion is your work alone.
- If using a memo you prepared for a client, it is best to ask permission and be careful not to expose confidential information.
- Be aware that some employers may ask applicants to prepare a writing sample on the spot during the interview process.

II. Stealth Writing Samples
A. Cover letters
- First impressions are critical.
- Review it even more closely than the writing sample to make it flawless.
- Make your tone appropriate: sell yourself without being arrogant.
- It is OK to name drop, but be accurate. Spell names correctly, and if they are someone you just met, do not exaggerate. Misrepresentations can hurt you.
- Unless the employer asks for more, the letter should be one page in length with only 3 to 4 paragraphs.

B. Thank you notes
- It is always a good idea to write a thank you after an interview; it sets you apart from the pack in a positive light.
- Spell the names correctly: look them up or check with the firm receptionist.
- Use the thank you to send some follow-up information such as a writing sample or letter of recommendation.

C. Emails
- If your audience is comfortable with computers, it is good to show you can respond quickly by emailing your thank you.
- Make sure the email uses standard writing conventions and avoid informal devices such as acronyms (BTW) and emoticons (:-)).

Sample cover sheet for writing sample excerpt:

Writing Sample for Sheila Smith

This writing sample is an excerpt from a memo I submitted for my first-year legal writing course. My professor critiqued a previous draft of this assignment, and this version incorporates those suggestions.

I worked with a partner on this assignment, so I have included only the portion of the Discussion section that represents my individual work. Please let me know if you would to see the entire assignment or additional writing samples.

Background facts:

The defendant, Paula Edwards, recently left Front Range Waters, a whitewater rafting company that provides corporate trips on rivers in Colorado and Utah. While at Front Range, Ms. Edwards worked as the head guide and developed a computer database of client addresses and trip preferences. When Ms. Edwards left Front Range Waters to create her own whitewater rafting company called Waterwomen, her previous employer threatened to enforce the covenant not to compete that Ms. Edwards signed when she joined the company. This analysis focuses on whether the customer list is a trade secret under Colorado Revised Statutes § 8-2-113(2).

Chapter 9 contains tips on preparing writing samples for judicial clerkship applications. Professor Robert Anderson's spring workshops are streamed under Events & Videos> Spring 2012
11 Tips for the Eleventh Hour

or

How to Conduct an All-Out Marketing Blitz When You Need a Job Right Now!

Of course, it would have been nice to have that taken care of a while ago. Quite a while ago. But now is not the time to berate yourself - now is the time for action. The following tips that career services professionals can share with third-year law students will help them take an aggressive, but organized, approach to their job searches.

1. Swallow your pride. You may have entered law school with grandiose visions of working at a top Wall Street law firm and being the first entry-level associate to be granted a corner office. Now would be a good time to get a bit more practical. While I would never recommend taking a job you have no interest in, the truth is that when you're starting your career, almost any experience is beneficial. Think of every job as a stepping stone. Is the position you're considering reasonably calculated to get you one step closer to your dream job? Will it provide you with skills that you can leverage in the future? If so, go for it.

2. Sharpen your most important tool. If you've been postponing putting together a top-notch resume, delay no longer. Just as important, if the resume you've been using is not working for you - meaning you're getting few or no bites from prospective employers - it's time to take a step back and critically assess why it's not working, just as that take-home exam could benefit from a fresh approach and some critical editing, the same goes for your resume. Think of it as a marketing tool that really sells your skills, as opposed to merely a recitation of your experience.

3. Sharpen your other tools. Apply the same critical, objective approach to the rest of your job search. With the precision of a surgeon, dissect every step of your job search process to date, and figure out where it's breaking down. If, for example, you're getting interviews but no offers, schedule a practice interview with career services and figure out what's not working. Fix the problem, and proceed.

4. Take an ambush approach to networking. You've been using the same two excuses for not networking that everyone does; I don't know anyone, and I wouldn't know how to network even if I did. Wrong on both counts. Unless you live on a deserted island, you know lots of people. What you really mean is, I don't know anyone who is the hiring partner at a law firm. Don't discount someone's ability to help you just because they're not a lawyer or obviously connected to the legal community. You've heard of "six degrees of separation," right? You'd be amazed at all the people who are known by the people you know. It's probably just never come up before. As for your other excuse - that you don't know how to network - do you know how to talk or send an e-mail? Then you know how to network. Tell everyone you know that you are looking for a job, and tell them what kind of job you are looking for, so they can be in the best position to refer you to any leads they hear of.

5. Re-book your Spring Break trip. It used to be that you chose your Spring Break destination based upon what city had the highest average temperature and the nicest
beaches. Not this year. As much as you deserve a sunlit siesta, your Spring Break should be spent in the city where you hope to work, going to informational interviews. I've seen it happen many times. Firms that didn't initially give your resume a second glance suddenly become receptive when you say, "I'm going to be traveling to your city the week of March 15 and was hoping to set up an informational interview while I'm there to learn more about your firm. " Once they've had a chance to actually meet you, it could open the door to a future relationship. And while you're in that city, visit the career Services office of the local law school for access to lots of helpful, local resources and tips on breaking into that market. Your own career services office can usually arrange reciprocity with another law school IF you give them advance notice.

6. Get Internet-savvy. You're a regular on eBay and a whiz at finding free music downloads. But how familiar are you with legal job sites? I'm often hesitant to recommend the Internet as a job hunting tool because it can breed complacency; too many job hunters think they've got their job search covered because they've posted their resume on a couple of sites. Unfortunately, that hardly ever means the job offers will start pouring in, particularly if you're looking for entry-level positions. But at this point you need to load your arsenal with every available weapon, so post that resume and make regular visits to the sites to check the latest job postings. Your career services office likely has many of those sites linked directly to its own web page, or they can get you a list of web addresses.

7. Know what you're looking for. You're perusing the jobs posted in career services but you see nothing that says "Entry Level Associate Wanted." That's not surprising. The big firms have already hired new associates for the fall, and the smaller firms don't hire that far in advance. Your best bet right now is still probably a "law clerk" job. Especially at smaller firms, many clerking jobs turn into associate positions once the employer gets to know you and becomes dependent upon your able help. If you get a law clerk job now, you've got six months before the bar exam to prove yourself to an employer and set yourself up to stay on with them as an associate.

8. Don't forget state court judges. While federal judges, and many state supreme and appellate courts, have finished hiring, many state judges at the trial court level don't think about hiring judicial clerks until your last semester or even the summer after graduation. Clerking is an excellent stepping stone into most areas of law. Your career services office can help you research the trial judges in the cities you are interested in.

9. Pick a few, likely targets. It's not a good idea to paper the town with your resume and apply to every firm listed in the phone book. But the fact remains that many jobs are never posted. It's also true that many employers don't realize that they have a current need until the right person comes along. Do your research and create a "wish list" of a few, targeted employers based upon specific parameters that are unique to you, and consistent with your strengths and goals. For example, let's say you have experience clerking for a firm that does municipal law. That's unique. You want to work in the Seattle area. That's specific. Run a search on www.martindale.com, at nalpdirectory.com, or even in the Seattle Yellow Pages, for law firms doing municipal law in that city. Check out the web sites of the ones you find, and narrow the field down to a few you are really interested in. Ask everyone you know if they know anyone at those firms (see # 4 above). If not, then send the firms a carefully (rafted cover letter with your resume, and follow up with them by phone to see if they may have a need and if there might be a fit.
10. Consider temping. As recently reported in the National Law Journal, the use of contract attorneys is on the rise. Temping is a great way to get experience and gain exposure to legal employers. Be sure to sign up with a reputable, established staffing firm.

11. Get friendly with your career services office. You may have noticed I've mentioned career services a few times in this article. With good reason. Contrary to what some of your more jaded classmates will tell you, career services does not serve only the top 10% of the class. On the contrary, most of their time is spent helping students just like you. They know lots of employers. They know where the jobs are. That's their job. But they can't help you if you don't ask for help. So run, don't walk, to your career services office. It may be the eleventh hour, but it's not too late to take charge of your job search.

Gina Sauer is a Career Coach and the Marketing Director with THE ESQUIRE GROUP**, a search and consulting/inn based in Minneapolis, with an office in Denver. She served for nearly a decade as Assistant Dean for Career Services at William Mitchell College of Law and was NALFs President from 2000-01. She is the editor and contributing author for Lessons from a Headhunter...with Heart! a forthcoming book that explores both the practical and spiritual sides to finding one's true life's work.

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